

# Arizona School District Spending Fiscal Year 2019

Special Study

March 2020  
Report 20-201



A Report to the Arizona Legislature

Lindsey A. Perry  
Auditor General





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March 4, 2020

Members of the Arizona Legislature

The Honorable Doug Ducey, Governor

I am pleased to present our report, *Arizona School District Spending, Fiscal Year 2019*, prepared in response to the Arizona Revised Statutes §41-1279.03 requirement to determine the percentage of every dollar Arizona school districts spend in the classroom. The report analyzes instructional spending as well as noninstructional spending, which includes administration, plant operations, food service, transportation, student support, and instruction support. It also includes analyses of nonoperational spending, which includes the acquisition of capital assets, interest, and programs outside the scope of preschool through grade 12 education. Further, the report contains a 1-page summary for each district and the State showing their performance on various financial and student measures. To provide a quick summary for your convenience, I am also including a copy of the Report Highlights.

In fiscal year 2019, Arizona districts spent 54.7 percent of available operating dollars on instruction, marking the third consecutive year with an increase in the instructional spending percentage in 15 years. However, since its peak in fiscal year 2004, the State's instructional spending percentage has declined 3.9 percentage points, while the percentages spent on most other operational areas have increased. Between fiscal years 2018 and 2019, districts' operational spending increased by \$475 million with \$310 million of the increase spent on instruction. During this same time period, the State's average teacher salary increased \$3,490, or 7.1 percent, to \$52,441. Compared to national averages, in fiscal year 2019, Arizona districts spent approximately \$3,100 less per pupil and allocated their resources differently, spending a lower percentage of resources on instruction and administration and a greater percentage on all other operational areas.

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

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

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

Sincerely,

Lindsey Perry, CPA, CFE  
Auditor General



## Arizona School District Spending Fiscal Year 2019

**CONCLUSION:** In fiscal year 2019, Arizona districts spent 54.7 percent of available operating dollars on instruction, marking the third consecutive year with an increase in the instructional spending percentage in 15 years. However, since its peak in fiscal year 2004, the State's instructional spending percentage has declined 3.9 percentage points, while the percentages spent on most other operational areas have increased. Between fiscal years 2018 and 2019, districts' operational spending increased by \$475 million with \$310 million of the increase spent on instruction. During this same time period, the State's average teacher salary increased \$3,490, or 7.1 percent, to \$52,441. Although factors outside a district's control—such as district size, type, and location—can affect its efficiency in noninstructional areas, some districts operate efficiently and have lower costs despite these factors, while others do not. Finally, Arizona school districts spent about \$3,100 less per pupil than the national average and allocated their resources differently, spending a lower percentage of resources on instruction and administration and a greater percentage on all other operational areas.

### Instructional spending increased to 54.7 percent but remains lower than highest level spent since monitoring began in 2001

**In fiscal year 2019, instructional spending percentage increased 0.7 percentage points, representing the largest single year increase since monitoring began—**In fiscal year 2019, Arizona school districts spent 54.7 percent of available operating dollars on instruction. This is a 0.7 percentage point increase over the 54 percent spent on instruction in fiscal year 2018 and is the largest single year increase since we began monitoring instructional spending in fiscal year 2001. In that year, Arizona districts spent 57.7 percent of available operating dollars on instruction. Then in fiscal year 2002, districts began receiving Classroom Site Fund monies intended to increase instructional spending. Soon after, in fiscal years 2003 and 2004, the State's instructional spending percentage reached its highest level at 58.6 percent. However, the percentage of monies spent on instruction declined nearly every year between fiscal years 2004 and 2016, before increasing 3 years in a row.

**District operational spending increased \$475 million between fiscal years 2018 and 2019 with \$310 million of the increase spent on instruction—**Since fiscal year 2016, Arizona school districts' operational spending increased by approximately \$936 million, or \$1,159 per pupil. Slightly over half of this increase, or \$475 million of it, equaling \$609 per pupil, occurred between fiscal years 2018 and 2019. These increases were predominately the result of additional monies districts received from Proposition 123 and for teacher salary increases through the State budget. Although it cannot be determined how districts spent these additional monies, districts spent approximately \$310 million, or \$389 per pupil, more on instruction in fiscal year 2019 than in fiscal year 2018, which resulted in an increase to the State-wide instructional spending percentage.

### Year-to-year increase in instruction and total operational spending, in total and per pupil Fiscal years 2016 through 2019

Operational area	2016 to 2017 increase		2017 to 2018 increase		2018 to 2019 increase		2016 to 2019 increase	
	Total	Per pupil	Total	Per pupil	Total	Per pupil	Total	Per pupil
Instruction	\$200,897,408	\$232	\$82,400,199	\$103	\$310,599,040	\$389	\$593,896,647	\$724
Total (all areas)	\$341,775,606	\$395	\$118,580,956	\$155	\$475,676,545	\$609	\$936,033,107	\$1,159

**With increased spending on instruction, State-wide average teacher salary increased \$3,490, or 7.1 percent, between fiscal years 2018 and 2019 with districts employing 678 additional teachers—**

Districts increased the State’s average teacher salary by \$3,490, or 7.1 percent, to \$52,441 between fiscal years 2018 and 2019. Additionally, districts employed a total of 678 additional teachers, which resulted in a slight reduction in the State’s students per teacher ratio. Between fiscal years 2017 and 2019, the State’s average teacher salary increased by \$4,069 or 8.4 percent. These increases were reflective of the additional instructional spending in fiscal years 2018 and 2019, as well as additional monies provided to districts with the intention of increasing the average teacher salary by 10 percent. There are various reasons that may explain why the State-wide average teacher salary has not met the goal of increasing by 10 percent between fiscal years 2017 and 2019, including that districts were not required to spend the additional monies on teacher salaries, and some districts may have received less than they would have needed to provide all their teachers with a 10 percent increase.

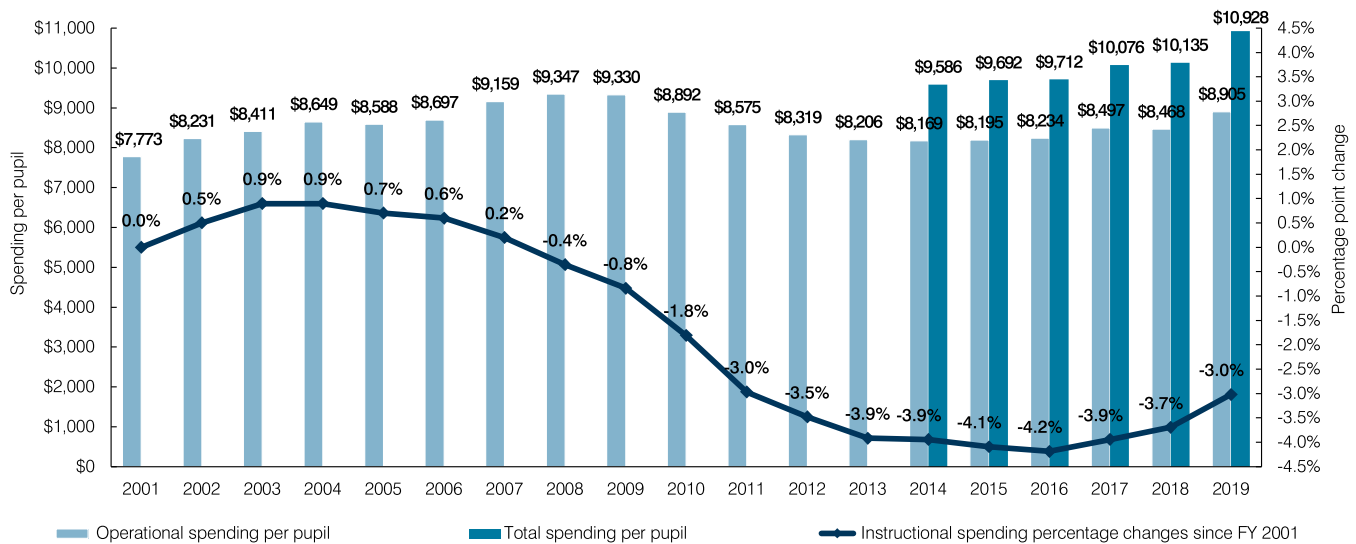
**State-wide average teacher salary increases  
By fiscal year**

Fiscal year	Intended salary increase percentage	State-wide average teacher salary	State-wide average teacher salary increase from prior year		State-wide average teacher salary increase from fiscal year 2017	
			In dollars	By percentage	In dollars	By percentage
2017	Base year	\$48,372				
2018	1%	\$48,951	\$579	1.2%	\$579	1.2%
2019	9%	\$52,441	\$3,490	7.1%	\$4,069	8.4%

**Percentage of monies spent on instruction remains lower than peak since monitoring began, and spending has shifted to other areas—**

Since fiscal year 2001, after controlling for inflation, Arizona school districts’ operational spending per pupil has increased 14.6 percent, from \$7,773 (\$5,374 unadjusted) in fiscal year 2001 to \$8,905 in fiscal year 2019. However, the State’s fiscal year 2019 instructional spending percentage was 3 percentage points lower than in fiscal year 2001 and 3.9 percentage points lower than the fiscal year 2004 peak. The State-level decline in the instructional spending percentage is indicative of fewer dollars being spent on instruction. After controlling for inflation, total per pupil operational spending increased \$256 per pupil, or 3 percent, between fiscal years 2004 and 2019 while spending on instruction decreased \$197 per pupil, or 3.9 percent. At the same time, the percentage of available operating dollars spent on most other operational areas has increased, meaning that districts shifted spending from instruction to other areas.

**Arizona’s operational and total spending per pupil and change in instructional spending percentage since fiscal year 2001 (inflation adjusted to fiscal year 2019 dollars)  
Fiscal years 2001 through 2019**



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

**Districts spent at widely differing levels**—In fiscal year 2019, as in prior years, there was a wide range in total per pupil operational spending among Arizona districts. Even when excluding Arizona’s very small districts, which have highly variable spending patterns, fiscal year 2019 operational spending by district ranged from \$6,810 per pupil to \$19,970 per pupil. On average, the 30 highest-spending districts spent \$14,080 per pupil, \$6,309 more than the \$7,771 the 30 lowest-spending districts spent per pupil. The districts with the highest and lowest per pupil spending also differed in certain characteristics, with the highest-spending districts generally being smaller, rural districts with higher poverty rates. Districts also varied greatly in their nonoperational spending, which includes costs incurred to acquire capital assets, interest, and programs such as adult education and community service that are outside the scope of preschool through grade 12 education. In fiscal year 2019, after excluding Arizona’s very small districts, nonoperational spending by districts ranged from \$280 per pupil to \$14,958 per pupil.

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

Districts may also qualify for federal impact aid or State or federal grants, and some districts may also receive monies as a result of a desegregation agreement or court order, a small school adjustment, or a voter-approved budget override.

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

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

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

## Comparison of operational spending per pupil for Arizona’s highest- and lowest-spending districts Fiscal year 2019

	Highest-spending districts’ average	Lowest-spending districts’ average	Difference
Instructional spending percentage	47.0%	55.7%	(8.7)%
Total operational spending	\$14,080	\$7,771	\$6,309
Instruction	6,621	4,325	2,296
Student support	1,046	588	458
Instruction support	657	388	269
Administration	1,933	863	1,070
Plant operations	2,211	845	1,366
Food service	684	405	279
Transportation	928	357	571

### Cost-variance examples

- A very large, urban, unified district spent \$654 per pupil for administration; another spent \$895 per pupil.
- A medium-sized, rural, unified district spent \$3.15 per square foot for plant operations; another spent \$11.09 per square foot.

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

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

In fiscal year 2019, Arizona school districts spent approximately \$3,100 less per pupil than the 2017 national average (most recent national data available). This lower spending is seen in instruction, as well as every noninstructional operational area except student support, which was slightly higher than the national average. Arizona districts spent more in nonoperational areas compared to the national average, spending less per pupil on interest and more on land and buildings, equipment, and other programs, such as adult education and community service programs that are outside the scope of preschool through grade 12 education.

## Arizona school districts allocated their resources differently than national averages

Compared to national averages, Arizona school districts spent a lower percentage of their available resources on instruction and administration and a greater percentage on all other operational areas. In fiscal year 2019, Arizona districts spent 54.7 percent of available operating dollars on instruction, 6 percentage points below the national average of 60.7 percent. Many factors may account for Arizona's lower percentage of instructional spending, one of which is average teacher salary. Compared to the fiscal year 2018 national average (most recent year national data available), Arizona's average teacher salary was \$48,951 that year, while the national average was \$60,477. Another factor that may account for Arizona's lower percentage of instructional spending is class size. In

## Comparison of Arizona and U.S. per pupil spending by area Fiscal years 2019 (Arizona) and 2017 (U.S.)

Spending by area	Arizona average 2019	National average 2017	Difference
Instruction	\$ 4,869	\$ 7,445	\$(2,576)
Student support	754	712	42
Instruction support	497	602	(105)
Administration	903	1,383	(480)
Plant operations	1,027	1,137	(110)
Food service	438	477	(39)
Transportation	417	502	(85)
<b>Total operational</b>	<b>8,905</b>	<b>12,258</b>	<b>\$(3,353)</b>
Land and buildings	1,086	995	91
Equipment	496	222	274
Interest	261	363	(102)
Other	180	171	9
<b>Total nonoperational</b>	<b>2,023</b>	<b>1,751</b>	<b>272</b>
<b>Total per pupil spending</b>	<b>\$10,928</b>	<b>\$14,009</b>	<b>\$(3,081)</b>

fiscal year 2018, Arizona's class size was 18.4 students per teacher compared to the national average of 16 students per teacher. The relatively low instructional spending percentage was not the result of high administration costs because Arizona districts allocated a smaller percentage of resources for administration than the national average. However, Arizona districts allocated a larger percentage of resources to all the other operational areas.

## Comparison of Arizona and U.S. spending by operational area Fiscal years 2019 (Arizona) and 2017 (U.S.)

Operational area	AZ	U.S.
<b>Classroom spending</b>	<b>68.8%</b>	<b>71.4%</b>
Instruction	54.7	60.7
Student support	8.5	5.8
Instruction support	5.6	4.9
<b>Nonclassroom spending</b>	<b>31.2%</b>	<b>28.6%</b>
Administration	10.1	11.3
Plant operations	11.5	9.3
Food service	4.9	3.9
Transportation	4.7	4.1

## Individual district information

In addition to the State-wide information discussed earlier, this report also contains a 1-page summary for each district showing performance on various financial and student measures, including operational and nonoperational spending, operational measures compared to peer averages, student test scores, and average teacher salary and other measures.





# TABLE OF CONTENTS

<b>Introduction and objectives</b>	1
<b>Chapter 1: Instructional spending increased to 54.7 percent but remains lower than highest level spent since monitoring began in 2001</b>	3
Instructional spending percentage increased 0.7 percentage points, representing the largest single year increase since monitoring began	
District operational spending increased \$475 million between fiscal years 2018 and 2019 with \$310 million of the increase spent on instruction	
With increased spending on instruction, State-wide average teacher salary increased \$3,490, or 7.1 percent, between fiscal years 2018 and 2019 with districts employing 678 additional teachers	
Percentage of monies spent on instruction remains lower than peak since monitoring began, and spending has shifted to other areas	
<b>Chapter 2: Within Arizona, districts spent at widely differing levels and operated at varying degrees of efficiency</b>	11
Districts spent at widely differing levels	
Wide range of costs among similar districts indicates potential for improved efficiency at some districts	
Districts that operate efficiently allocate more of their resources to instruction	
<b>Chapter 3: Compared to national averages, Arizona school districts spent less per pupil overall and spent monies differently</b>	15
Arizona school districts spent less than national averages in nearly all operational areas	
Arizona school districts allocated their resources differently than national averages	
<b>Summary of significant changes to State/district pages</b>	17
<b>State of Arizona page</b>	19
<b>Individual district pages</b>	20-226
<b>Appendix A</b>	a-1
<b>Appendix B</b>	b-1
<b>Appendix C</b>	c-1
<b>Appendix D</b>	d-1



# TABLE OF CONTENTS

## Tables

1	Comparison of expenditures by operational area, in total and per pupil Fiscal years 2016 through 2019	4
2	Year-to-year increase in instruction and total operational spending, in total and per pupil Fiscal years 2016 through 2019	5
3	Comparison of average teacher salary, teacher full-time equivalents (FTEs), and students per teacher Fiscal year 2018 versus 2019	6
4	State-wide average teacher salary increases By fiscal year	6
5	Comparison of per pupil expenditures by operational area (inflation adjusted to fiscal year 2019 dollars) Fiscal year 2004 versus 2019	8
6	Comparison of operational spending per pupil for Arizona's highest- and lowest-spending districts Fiscal year 2019	11
7	Comparison of revenue sources per pupil for Arizona's highest- and lowest-spending districts Fiscal year 2019	12
8	Comparison of Arizona and U.S. per pupil spending by area Fiscal years 2019 (Arizona) and 2017 (U.S.)	15
9	Comparison of Arizona and U.S. spending by operational area Fiscal years 2019 (Arizona) and 2017 (U.S.)	16
10	Districts grouped by operational peer group and ranked by instructional spending percentage Fiscal year 2019	a-1
11	Districts grouped by transportation peer group and ranked by cost per mile and cost per rider Fiscal year 2019	a-5
12	Districts grouped by student achievement peer group and ranked by percentage of students who passed State assessments Fiscal year 2019	a-12
13	Arizona's operational and total spending per pupil unadjusted and inflation adjusted to fiscal year 2019 dollars Fiscal years 2001 through 2019	d-1



# TABLE OF CONTENTS

## Figures

1	Arizona's instructional spending percentages Fiscal years 2001 through 2019	3
2	Arizona's operational and total spending per pupil and change in instructional spending percentage since fiscal year 2001 (inflation adjusted to fiscal year 2019 dollars) Fiscal years 2001 through 2019	7
3	Percentage point change in spending by operational area Fiscal year 2004 versus 2019	8
4	Range of administrative costs per pupil by operational peer group Fiscal year 2019	c-1
5	Range of plant operations costs per square foot by operational peer group Fiscal year 2019	c-2
6	Range of food service costs per meal by operational peer group Fiscal year 2019	c-2
7	Range of transportation costs per mile by transportation peer group Fiscal year 2019	c-3





# INTRODUCTION AND OBJECTIVES

Arizona Revised Statutes §41-1279.03 requires the Auditor General to monitor school districts to determine the percentage of every dollar spent in the classroom by a school district and conduct performance audits of Arizona's school districts. This report, the 19th annual report analyzing school district spending, has 2 main objectives:

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

The appendices provide lists of districts in each operational and student achievement peer group (Appendix A, see pages a-1 through a-18); reference information, including definitions, sources, and methodology (Appendix B, see pages b-1 through b-8); graphical representations of cost ranges by operational peer group for administration, plant operations, food service, and transportation (Appendix C, see pages c-1 through c-3); and Arizona's operational and total spending per pupil for fiscal years 2001 through 2019 unadjusted and inflation adjusted to fiscal year 2019 dollars (Appendix D, see page d-1).

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

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

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



# Instructional spending increased to 54.7 percent but remains lower than highest level spent since monitoring began in 2001

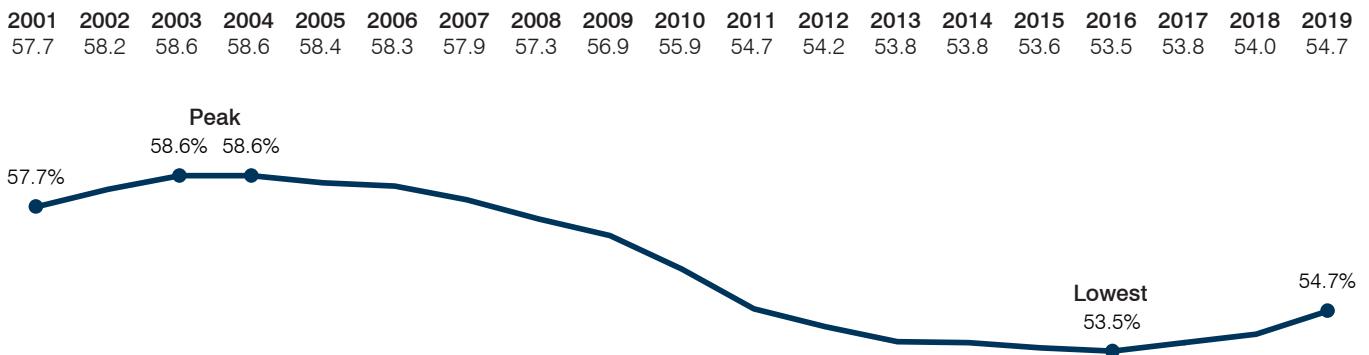
## Instructional spending percentage increased 0.7 percentage points, representing the largest single year increase since monitoring began

As shown in Figure 1, in fiscal year 2019, Arizona school districts spent 54.7 percent of available operating dollars on instruction.<sup>2</sup> This is a 0.7 percentage point increase over the 54 percent spent on instruction in fiscal year 2018 and is the largest single year increase since we began monitoring instructional spending in fiscal year 2001. Specifically, in that year, districts spent 57.7 percent of available operating dollars on instruction. Then in fiscal year 2002, districts began receiving Classroom Site Fund (CSF) monies intended to increase instructional spending.<sup>3</sup> Soon after, in fiscal years 2003 and 2004, the State's instructional spending percentage reached its highest level during this 19-year period at 58.6 percent. However, the percentage of

### Instruction

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

**Figure 1**  
Arizona's instructional spending percentages  
Fiscal years 2001 through 2019



Source: Auditor General staff analysis of Arizona school district-reported accounting data for fiscal years 2001 through 2019.

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

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

monies spent on instruction declined nearly every year between fiscal years 2004 and 2016 before increasing 3 years in a row. At the same time as the recent 3-year increase, districts received additional funding primarily through Proposition 123 and State budget increases intended for teacher salaries, which resulted in increased spending, mostly on instruction.<sup>4</sup> During this same time period, the State-wide average teacher salary increased 8.4 percent between fiscal years 2017 and 2019. However, the State's instructional spending percentage remains 3.9 percentage points lower than its highest peak in fiscal years 2003 and 2004 because spending has shifted to noninstructional areas. There may be reasons that noninstructional costs necessarily increased at specific districts. However, other increases to noninstructional areas may have been more within districts' control.

## District operational spending increased \$475 million between fiscal years 2018 and 2019 with \$310 million of the increase spent on instruction

**Districts' operational spending has increased due to infusion of additional monies by voters and through State budget**—As shown in Table 1 below and Table 2 on page 5, since fiscal year 2016, Arizona school districts' operational spending increased by approximately \$936 million, or \$1,159 per pupil. Slightly over half of this increase, or \$475 million of it, equaling \$609 per pupil, occurred between fiscal years 2018 and 2019. These increases were predominately the result of additional monies districts received from Proposition 123 and for teacher salary increases through the State budget. Although it cannot be determined how districts spent these additional monies, districts increased spending on all operational areas, with the majority of the increased spending on instruction. Specifically, districts spent approximately \$310 million, or \$389 per pupil, more on instruction in fiscal year 2019 than in fiscal year 2018, which resulted in an increase in the State-wide instructional spending percentage.

**Table 1**  
**Comparison of expenditures by operational area, in total and per pupil**  
**Fiscal years 2016 through 2019**

Operational area	2016		2017		2018		2019	
	Total	Per pupil	Total	Per pupil	Total	Per pupil	Total	Per pupil
Instruction	\$3,757,466,481	\$4,145	\$3,958,363,889	\$4,377	\$4,040,764,088	\$4,480	\$4,351,363,128	\$4,869
Student support	573,359,632	633	614,408,571	679	624,968,437	693	674,259,403	754
Instruction support	403,105,191	444	416,864,985	461	416,309,009	462	444,200,561	497
Administration	730,535,703	806	763,609,229	844	775,898,361	860	806,639,454	903
Plant operations	851,357,174	939	884,032,443	977	891,276,937	988	917,357,169	1,027
Food service	375,997,915	415	381,401,751	422	382,924,905	425	391,405,508	438
Transportation	329,849,846	364	344,766,680	381	349,886,767	388	372,479,826	417
Total	\$7,021,671,942	\$7,746	\$7,363,447,548	\$8,141	\$7,482,028,504	\$8,296	\$7,957,705,049	\$8,905

Source: Auditor General staff analysis of district-reported accounting data and Arizona Department of Education student membership data for fiscal years 2016 through 2019.

<sup>4</sup> In May 2016, voters passed Proposition 123, which provided districts with additional funding each year by increasing State land trust distributions and State General Fund monies for education, starting in fiscal year 2016.



**Table 2****Year-to-year increase in instruction and total operational spending, in total and per pupil  
Fiscal years 2016 through 2019**

Operational area	2016 to 2017 increase		2017 to 2018 increase		2018 to 2019 increase		2016 to 2019 increase	
	Total	Per pupil	Total	Per pupil	Total	Per pupil	Total	Per pupil
Instruction	\$200,897,408	\$232	\$82,400,199	\$103	\$310,599,040	\$389	\$593,896,647	\$724
Total (all areas)	\$341,775,606	\$395	\$118,580,956	\$155	\$475,676,545	\$609	\$936,033,107	\$1,159

Source: Auditor General staff analysis of district-reported accounting data and Arizona Department of Education student membership data for fiscal years 2016 through 2019.

**Proposition 123 provided districts additional monies starting in fiscal year 2016**—Starting in fiscal year 2016, school districts received additional funding from the passage of Proposition 123. Those additional resources totaled approximately \$262 million in fiscal year 2016 and approximately \$263 million in fiscal year 2017. Because the monies were not available to districts until after the vote, it is likely that a large portion of the monies available in fiscal year 2016 were not spent that year and instead were carried forward into fiscal year 2017. Districts received approximately \$264 million in Proposition 123 monies in fiscal year 2018 and approximately \$266 million in fiscal year 2019. Proposition 123 monies are comingled with other district monies and are not separately identifiable from other district monies. Therefore, it cannot be determined whether and how the Proposition 123 monies were spent. Additionally, there was no requirement that districts had to spend these monies on instruction, and districts had the option of using the monies for operational or capital purposes.<sup>5</sup>

**State budget has provided additional monies for teacher salary increases starting in fiscal year 2018**—Arizona’s fiscal year 2019 budget included a plan to increase teacher pay 20 percent by fiscal year 2021.<sup>6</sup> This plan included additional funding to increase the average teacher salary in Arizona by 9 percent in fiscal year 2019, 5 percent in fiscal year 2020, and 5 percent in fiscal year 2021. The funding provided for these increases coupled with the funding for an approximate 1 percent increase in fiscal year 2018 was intended to increase the State-wide average teacher salary by 20 percent between fiscal years 2017 and 2021.<sup>7</sup> In fiscal year 2019, this plan provided school districts with approximately \$263 million. Similar to the Proposition 123 monies, these monies are comingled with other district monies and are not separately identifiable from other district monies. Therefore, it cannot be determined how the monies were spent. Additionally, although the additional monies that were provided beginning in fiscal year 2019 were provided to districts with the intention of increasing teacher salaries, there was no requirement that districts had to spend these monies on teacher salaries, and districts had the option of using the monies for operational or capital purposes.

<sup>5</sup> Capital purchases are those costs associated with acquiring capital assets such as purchasing or leasing land, buildings, and equipment or purchasing certain supplies, including textbooks, library books, and instructional aids.

<sup>6</sup> School districts operate on a fiscal year that begins in July and ends in June of the next calendar year. The plan to increase teacher salaries 20 percent by school year 2020 intends to provide the final 5 percent increase in fiscal year 2021, which begins in July 2020 and ends in June 2021. More specifically, if included in the fiscal year 2021 State budget, the final 5 percent increase will be provided to school districts in fiscal year 2021 (July 2020 through June 2021), which will be during the school year that starts in the Fall of 2020.

<sup>7</sup> Laws 2017, Ch. 305, §33, required the Arizona Department of Education to allocate \$34 million to school districts and charter schools with the intention of increasing, by 1.06 percent, the salary of each teacher who taught at an Arizona school district or charter school during fiscal year 2017 and who would be teaching at a school district or charter school in fiscal year 2018. The salary increase was required to supplement and not supplant any salary increase that the district or charter would have provided to the teacher for fiscal year 2018, prior to the allocation. School districts requested and received approximately \$28 million of the \$34 million allocation.

## With increased spending on instruction, State-wide average teacher salary increased \$3,490, or 7.1 percent, between fiscal years 2018 and 2019 with districts employing 678 additional teachers

As shown in Table 3, districts increased the State’s average teacher salary by \$3,490, or 7.1 percent, to \$52,441 between fiscal years 2018 and 2019. Additionally, districts employed a total of 678 additional teachers, which

resulted in a slight reduction in the State’s students per teacher ratio. As shown in Table 4, between fiscal years 2017 and 2019, the State’s average teacher salary increased by \$4,069 or 8.4 percent. These increases were reflective of the additional instructional spending in fiscal years 2018 and 2019, as well as additional monies provided to districts with the intention of increasing the average teacher salary by 10 percent. There are various reasons that may explain why the State-wide average teacher salary has not met the goal of increasing by 10 percent between fiscal years 2017 and 2019. For example, as previously discussed, districts were not required to spend the additional monies on teacher salaries and may have chosen to spend them on other district priorities, such as salaries for other

**Table 3**  
Comparison of average teacher salary, teacher full-time equivalents (FTEs), and students per teacher  
Fiscal year 2018 versus 2019

	2018	2019	Increase/ (Decrease)
Average teacher salary	\$48,951	\$52,441	\$3,490
Teacher FTEs	48,828	49,506	678
Students per teacher	18.4	18.0	(0.4)

Source: Auditor General staff analysis of district-reported accounting data, district-reported teacher FTEs, and Arizona Department of Education student membership data for fiscal years 2018 and 2019.

employees, district supplies, or capital purposes. Additionally, the monies were distributed to districts based on their number of students, not on how much each individual district would need to achieve the desired teacher salary increase. Therefore, some districts may have received less than the amount they would have needed to provide all their teachers with a 10 percent increase while other districts may have received more than they would have needed. Further, turnover in more tenured teachers and employing additional less tenured teachers are among other possible reasons that the State-wide average teacher salary has fallen short of the intended 10 percent increase.

**Table 4**  
State-wide average teacher salary increases  
By fiscal year

Fiscal year	Intended salary increase percentage	State-wide average teacher salary	State-wide average teacher salary increase from prior year		State-wide average teacher salary increase from fiscal year 2017	
			In dollars	By percentage	In dollars	By percentage
2017	Base year	\$48,372				
2018	1%	\$48,951	\$579	1.2%	\$579	1.2%
2019	9%	\$52,441	\$3,490	7.1%	\$4,069	8.4%
<b>Future increases</b>						
2020	5%	Future increase to be determined				
2021	5% (anticipated)					

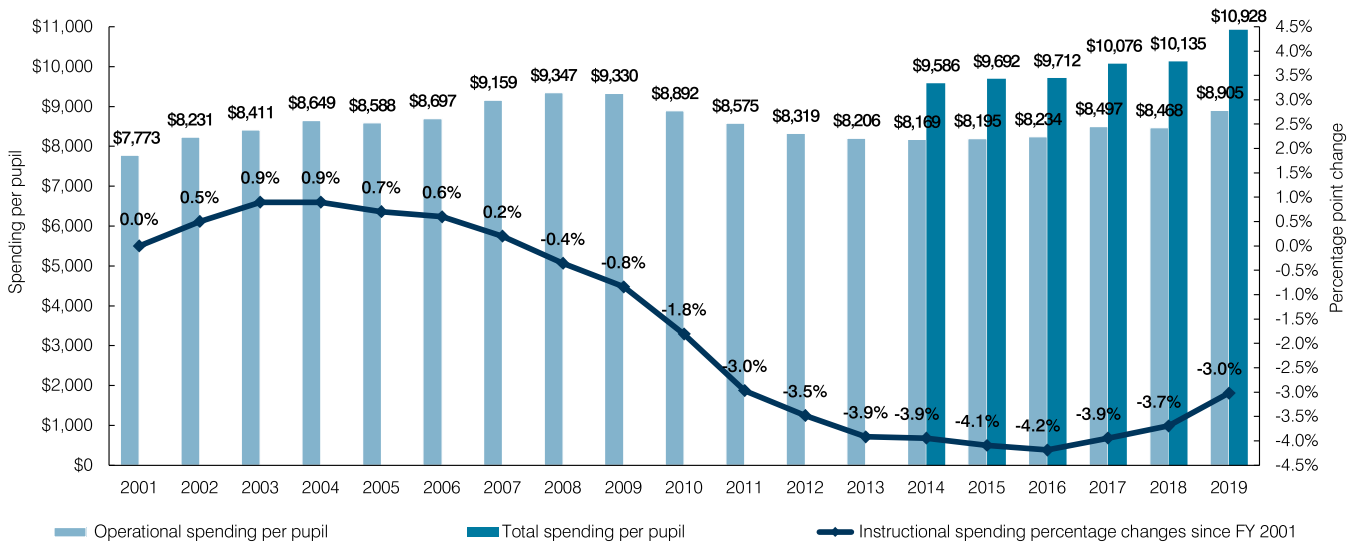
Source: Auditor General staff analysis of district-reported accounting data and district-reported teacher FTEs for fiscal years 2017 through 2019.

# Percentage of monies spent on instruction remains lower than peak since monitoring began, and spending has shifted to other areas

## Percentage of monies spent on instruction remains lower than peak since monitoring began—

Although the State’s instructional spending percentage increased in fiscal years 2017, 2018, and 2019, the percentage remains lower than in fiscal year 2001 when monitoring began and lower than fiscal years 2003 and 2004 when the percentage reached its peak. As shown in Figure 2, since fiscal year 2001, after controlling for inflation, Arizona school districts’ operational spending per pupil has increased 14.6 percent, from \$7,773 (\$5,374 unadjusted) in fiscal year 2001 to \$8,905 in fiscal year 2019.<sup>8</sup> As discussed earlier, districts began receiving CSF monies in fiscal year 2002, which contributed to a \$458 per pupil increase and a 0.5 percentage point increase to the State-wide instructional spending percentage. The instructional spending percentage reached its peak in fiscal years 2003 and 2004, but then, between fiscal years 2004 and 2016, the percentage of monies spent on instruction declined, both during times when operational spending decreased as well as times when it increased. Since its peak, the instructional spending percentage has declined 3.9 percentage points. Specifically, although districts spent slightly more per pupil in fiscal year 2019 than they did in fiscal year 2004 when adjusted for inflation, districts spent only 54.7 percent on instruction in fiscal year 2019 compared to 58.6 percent in fiscal year 2004, which was the peak percentage since monitoring began.

**Figure 2**  
**Arizona’s operational and total spending per pupil<sup>1</sup> and change in instructional spending percentage since fiscal year 2001 (inflation adjusted to fiscal year 2019 dollars)**  
**Fiscal years 2001 through 2019**



<sup>1</sup> Total spending per pupil was not presented prior to the fiscal year 2015 report. For that report, we validated the nonoperational portion of total spending for fiscal years 2014 and 2015. Therefore, total spending per pupil is presented for only fiscal years 2014 through 2019.

Source: Auditor General staff analysis of district-reported accounting data inflation adjusted to fiscal year 2019 dollars and Arizona Department of Education student membership data for fiscal years 2001 through 2019.

<sup>8</sup> See Appendix D, page d-1, for a table showing operational and total spending per pupil unadjusted and adjusted for inflation.

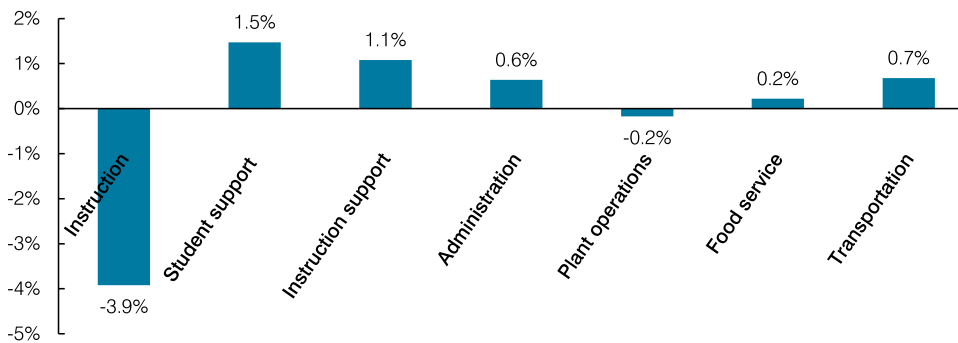
**Table 5**  
**Comparison of per pupil expenditures by operational area (inflation adjusted to fiscal year 2019 dollars)**  
**Fiscal year 2004 versus 2019**

Operational area	2004	2019	Increase/ (Decrease)
Instruction	\$5,066	\$4,869	\$(197)
Student support	603	754	151
Instruction support	390	497	107
Administration	819	903	84
Plant operations	1,017	1,027	10
Food service	408	438	30
Transportation	346	417	71
Total	\$8,649	\$8,905	\$256

Source: Auditor General staff analysis of district-reported accounting data inflation adjusted to fiscal year 2019 dollars and Arizona Department of Education student membership data for fiscal years 2004 and 2019.

impact of a declining instructional spending percentage varies depending on the cause of the decline. For example, by not operating efficiently in noninstructional areas, a school district will have a lower instructional spending percentage and will have fewer dollars to spend on instruction. This can result in having less money available to increase teacher salaries, maintain or reduce class sizes, continue special programs, or offer new programs. On the other hand, all else being equal, a district that receives and spends additional revenues that are specifically

**Figure 3**  
**Percentage point change in spending by operational area**  
**Fiscal year 2004 versus 2019**



Source: Auditor General staff analysis of district-reported accounting data for fiscal years 2004 and 2019.

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

**State-level decline in instructional spending percentage indicative of fewer dollars being spent on instruction—**

At a State level, the decline in the instructional spending percentage between fiscal years 2004 and 2019 is indicative of fewer actual dollars being spent on instruction. As shown in Table 5, after controlling for inflation, total per pupil operational spending increased \$256 per pupil, or 3 percent, between fiscal years 2004 and 2019. At this same time, spending on instruction decreased \$197 per pupil, or 3.9 percent, while spending on all other operational areas increased or remained relatively steady. Therefore, on a State-wide basis, it does not appear that the decline in instructional spending was due to an increase in monies required to be spent outside instruction, but rather represents districts shifting monies from instruction to other operational areas.

**District spending shifted from instruction to other areas—**

As shown in Figure 3, at the same time the State's instructional spending percentage declined, the percentage of available operating dollars spent on most other operational areas increased. The

earmarked for purposes outside instruction, such as National School Lunch Program monies, will also have a lower instructional spending percentage, but it will not spend less on instruction because of having these monies.

There may be reasons that noninstructional costs necessarily increased at specific districts. For example, increases in a district's poverty rate or the percentage of students with special needs could increase student support

November 2016, Arizona voters passed Proposition 206, which incrementally increased the State's minimum wage from \$8.05 per hour in 2016 to \$12 per hour in 2020.<sup>9</sup> The minimum wage increase affected individual districts differently, as some districts may have had more minimum wage positions in instruction (such as teacher aides or instructional assistants), while others may have had more minimum wage employees in positions outside of instruction (such as bus drivers, food service workers, or custodians). Additionally, some districts may have already been paying their employees more than minimum wage, while other districts had to increase the hourly rate of some employees.

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

However, other increases to noninstructional areas may have been more within districts' control. For example, our performance audits of school districts have identified districts with higher staffing levels in administration, plant operations, food service, or transportation when compared to peer districts' averages. Additionally, we have identified districts that did not have proper food production controls resulting in meal overproduction and waste and districts that did not maximize cost savings by planning meals around available United States Department of Agriculture food commodities. Our performance audits have also identified districts operating with excess building capacity and higher spending on general transportation supplies and fuel. Chapter 2 of this report discusses practices that efficient and inefficient districts use (see pages 11 through 14).

The 2 areas that saw the largest increases between fiscal years 2004 and 2019 were student support and instruction support. Classroom spending includes spending for instruction, student support, and instruction support. In fiscal year 2019, Arizona school districts' classroom spending accounted for 68.8 percent of available operating dollars. However, this is 1.3 percentage points below classroom spending in fiscal year 2004 and 1.7 percentage points below classroom spending in fiscal year 2006, when classroom spending reached its peak at 70.5 percent.

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<sup>9</sup> Arizona's minimum wage increased to \$10.00 per hour on January 1, 2017; \$10.50 per hour on January 1, 2018; \$11.00 per hour on January 1, 2019; and \$12.00 per hour on January 1, 2020. It also required all school districts to provide paid sick time to employees.





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

## Districts spent at widely differing levels

In fiscal year 2019, as in prior years, there was a wide range in total per pupil operational spending among Arizona districts. Even when excluding Arizona’s very small school districts, which have highly variable spending patterns, fiscal year 2019 operational spending by district ranged from \$6,810 per pupil to \$19,970 per pupil. As shown in Table 6, on average, the 30 highest-spending districts spent \$14,080 per pupil, \$6,309 more than the \$7,771 the 30 lowest-spending districts spent per pupil. The districts with the highest and lowest per pupil spending also differed in certain characteristics, with the highest-spending districts generally being smaller, rural districts with higher poverty rates.

Districts also varied greatly in their nonoperational spending. Nonoperational spending includes costs incurred to acquire capital assets (such as purchasing or leasing land, buildings, and equipment), interest, and programs such as adult education and community service that are outside the scope of preschool through grade 12 education. In fiscal year 2019, after excluding Arizona’s very small districts, nonoperational spending by districts ranged from \$280 per pupil to \$14,958 per pupil. Large nonoperational spending differences between districts, as well as year-to-year differences for the same districts, are to be expected because nonoperational spending includes costs for building schools and large equipment purchases that generally do not occur every year and can be costly.

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

**Table 6**  
**Comparison of operational spending per pupil for Arizona’s highest- and lowest-spending districts**  
**Fiscal year 2019**

	Highest-spending districts’ average <sup>1</sup>	Lowest-spending districts’ average <sup>1</sup>	Difference
Instructional spending percentage	47.0%	55.7%	(8.7)%
Total operational spending	\$14,080	\$7,771	\$6,309
Instruction	6,621	4,325	2,296
Student support	1,046	588	458
Instruction support	657	388	269
Administration	1,933	863	1,070
Plant operations	2,211	845	1,366
Food service	684	405	279
Transportation	928	357	571

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

Source: Auditor General staff analysis of fiscal year 2019 district-reported accounting data and Arizona Department of Education student membership data.

**Table 7**  
**Comparison of revenue sources per pupil for**  
**Arizona’s highest- and lowest-spending districts**  
**Fiscal year 2019**

Revenue source <sup>1</sup>	Highest-spending districts’ average <sup>2</sup>	Lowest-spending districts’ average <sup>2</sup>	Difference
Federal impact aid	\$4,141	\$ 9	\$4,132
Transportation funding	1,536	310	1,226
Federal grants	1,691	622	1,069
Additional budgetary funding	1,861	1,403	458
Small school adjustment	446	0	446
Desegregation	130	0	130
Voter-approved budget overrides	364	308	56
Tax credits	31	45	(14)

<sup>1</sup> See Appendix B, pages b-2 and b-3, for descriptions of each listed revenue source.

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

Source: Auditor General staff analysis of fiscal year 2019 district-reported accounting and budget data and Arizona Department of Education student membership and budget data.

more per pupil in transportation funding, and \$1,069 more per pupil in federal grants than the 30 lowest-spending districts. To a lesser extent, the highest-spending districts also received more monies through additional budgetary funding and the small school adjustment, and because of desegregation agreements or court orders, than the lowest-spending districts. The difference in spending was not primarily caused by differences in the amount of voter-approved budget overrides or tax credit monies received.

teachers. Additionally, districts receive transportation funding based on a formula that primarily uses the number of miles traveled to transport students. Districts may also qualify for federal impact aid or State or federal grants. Federal impact aid monies are provided to districts that have been impacted by the presence of tax-exempt federal lands, and State and federal grants are often provided to districts with higher poverty rates and are generally for specific purposes. Some districts may also receive tax credit monies and donations, monies from voter-approved budget overrides, monies as a result of a desegregation agreement or court order, or monies from a small school adjustment. See Appendix B, pages b-2 and b-3, for more detailed revenue source descriptions.

The highest-spending districts, on average, received more monies than the lowest-spending districts, primarily from federal impact aid, transportation funding, and federal grants. As shown in Table 7, on average, the 30 highest-spending districts received \$4,132 more per pupil in federal impact aid, \$1,226

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

Within Arizona, a district’s efficiency can be affected by its size, type, and location. For example, administrative costs per pupil are associated with district size. That is to say larger districts tend to have lower administrative costs per pupil, primarily because of their economies of scale and abilities to spread some costs over more students. As district size increases, administrative costs per pupil tend to decrease. Additionally, a district’s type can impact its plant operations and food service costs. For example, because high schools generally have more square footage per student and different types of building space than elementary schools, they typically have higher plant operation costs per pupil. Similarly, food costs per meal may be higher for districts serving high school students because of larger meal portions. Finally, location is an important factor affecting a district’s cost per mile. For example, in fiscal year 2019, the average cost per mile for urban districts traveling between 231 and 290 miles per rider was \$4.60, while rural districts traveling a similar range of miles per rider averaged \$3.70 per mile. Rural district buses likely travel on roads with higher speed limits and travel greater distances between stops, thereby traveling more miles in less time. This would result in lower salary and benefit costs per mile.



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

More efficient districts:

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

Less efficient districts:

- Have costly benefit packages and higher noninstructional staffing levels.
- Operate schools far below designed capacity, fail to close schools when necessary, or close schools but do not fully reduce related positions.
- Fail to adjust staffing and salary levels based on similar districts' staffing and salary levels and market surveys.
- Spend more on meals and conference travel for employees and governing board members.
- Lack a preventative maintenance plan to maintain buildings and school buses.
- Have poorly written vendor contracts and fail to monitor vendors' performance and billing.
- Set meal prices too low to ensure program self-sufficiency.
- Fail to identify best prices, including failing to use or ineffectively using purchasing consortiums.
- Have excessive food waste due to poor inventory rotation and monitoring or overproducing meals.

### Cost-variance examples

- A very large, urban, unified district spent \$654 per pupil for administration; another spent \$895 per pupil.
- A medium-sized, rural, unified district spent \$3.15 per square foot for plant operations; another spent \$11.09 per square foot.
- A medium-sized, rural, unified district spent \$2.80 per meal; another spent \$4.94 per meal.
- Two medium-large-sized, urban, elementary districts drove a similar number of miles per rider; 1 district spent \$6.47 per mile, and the other spent \$11.19 per mile.

### Performance measures

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

- Operate universal free meal programs without a sufficient number of students eligible for federally reimbursed free and reduced-price meals.
- Pay bus drivers for time not spent working between routes.
- Rely on gas stations for fuel and do not negotiate discounts.
- Do not monitor or adjust bus routes for efficiency.

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

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



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

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

As shown in Table 8, in fiscal year 2019, Arizona school districts spent approximately \$3,100 less per pupil in total than the 2017 national average—the most recent year for available national data. Arizona’s lower spending occurred in operational rather than nonoperational areas. This lower operational spending is seen in instruction, as well as every noninstructional operational area except student support, which was slightly higher than the national average. It is interesting to note that 63 Arizona districts spent more than the national per pupil operational average. Forty-six of these are very small districts (i.e., less than 200 students), and most of them received additional monies from a small school adjustment. Seventeen of the 63 districts received federal impact aid monies as a result of their location on tax-exempt federal lands.

As shown in Table 8, Arizona districts’ nonoperational spending was higher than the national average. Arizona districts spent less per pupil on interest and more on land and buildings, equipment, and other programs, such as adult education and community service that are outside the scope of preschool through grade 12 education.

**Table 8**  
Comparison of Arizona and U.S. per pupil spending by area  
Fiscal years 2019 (Arizona) and 2017 (U.S.)

Spending by area	Arizona average 2019	National average 2017	Difference
Instruction	\$ 4,869	\$ 7,445	\$ (2,576)
Student support	754	712	42
Instruction support	497	602	(105)
Administration	903	1,383	(480)
Plant operations	1,027	1,137	(110)
Food service	438	477	(39)
Transportation	417	502	(85)
<b>Total operational</b>	<b>8,905</b>	<b>12,258</b>	<b>(3,353)</b>
Land and buildings	1,086	995	91
Equipment	496	222	274
Interest	261	363	(102)
Other	180	171	9
<b>Total nonoperational</b>	<b>2,023</b>	<b>1,751</b>	<b>272</b>
<b>Total per pupil spending</b>	<b>\$10,928</b>	<b>\$14,009</b>	<b>\$(3,081)</b>

Source: Auditor General staff analysis of fiscal year 2019 district-reported accounting data, Arizona Department of Education student membership data, and National Center for Education Statistics *Revenues and Expenditures for Public Elementary and Secondary Education: FY 17*, February 2020.

## Arizona school districts allocated their resources differently than national averages

Compared to national averages, Arizona school districts spent a lower percentage of their available resources on instruction and administration and a greater percentage on all other operational areas. As shown in Table 9, in fiscal year 2019, Arizona districts spent 54.7 percent of available operating dollars on instruction, 6 percentage points below the most recent national average of 60.7 percent. Many factors may account for Arizona’s lower percentage of instructional spending, one of which is average teacher salary. Compared to the fiscal year 2018 national average (the most recent year for available national data), Arizona’s average teacher salary was \$48,951 that year, while the national average was \$60,477. Another factor that may account for Arizona’s lower percentage of instructional spending is class size. Compared to the fiscal year 2018 national average (the most recent year for available national data), Arizona districts averaged 18.4 students per teacher that year, while the national average was 16 students per teacher. Having a lower class size may result in employing more teachers, which could increase the instructional spending percentage. The relatively low instructional spending percentage was not the result of high administration costs because Arizona districts allocated a smaller percentage of resources for administration than the national average. However, Arizona districts allocated a larger percentage of resources to all the other operational areas. For example, plant operations may have consumed a greater percentage of resources, in part because Arizona districts spent more on supplies, which are primarily for energy. As noted earlier, our performance audits of Arizona districts have identified the potential for improved efficiency and cost savings in plant operations.

When looking at the combined spending for instruction, student support, and instruction support (also known as “classroom spending”), compared to national averages, Arizona school districts spent a lower percentage of their available resources on classroom spending. In fiscal year 2019, Arizona school districts’ classroom spending accounted for 68.8 percent of available operating dollars, 2.6 percentage points below the most recent national average of 71.4 percent.

**Table 9**  
**Comparison of Arizona and U.S. spending by operational area**  
**Fiscal years 2019 (Arizona) and 2017 (U.S.)**

Operational area	AZ	U.S.	Description
<b>Classroom spending</b>	<b>68.8%</b>	<b>71.4%</b>	
<b>Instruction</b>	54.7	60.7	Teachers, teachers’ aides, substitute teachers, graders, guest lecturers, general instructional supplies, instructional aids, activities, and tuition
<b>Student support</b>	8.5	5.8	Counselors, audiologists, speech pathologists, nurses, social workers, and attendance services
<b>Instruction support</b>	5.6	4.9	Librarians, teacher training, curriculum development, and instruction-related technology services
<b>Nonclassroom spending</b>	<b>31.2%</b>	<b>28.6%</b>	
<b>Administration</b>	10.1	11.3	Superintendents, principals, business managers, clerical, and other staff who perform accounting, payroll, purchasing, warehousing, printing, human resource activities, and administrative technology services
<b>Plant operations</b>	11.5	9.3	Heating and cooling, equipment repair, groundskeeping, and security
<b>Food service</b>	4.9	3.9	Costs of preparing and serving meals and snacks
<b>Transportation</b>	4.7	4.1	Costs of transporting students to and from school and school activities

Source: Auditor General staff analysis of fiscal year 2019 district-reported accounting data and National Center for Education Statistics *Revenues and Expenditures for Public Elementary and Secondary Education: FY 17*, February 2020.



# SUMMARY OF SIGNIFICANT CHANGES TO STATE/DISTRICT PAGES

For this year's report on fiscal year 2019 school district spending, we streamlined the report by providing 1-page summaries for the State and each school district rather than 2-page summaries to reduce duplicating information that can be found elsewhere, such as on the Arizona Department of Education's (ADE) website, and to focus on providing users with the most relevant information related to our statutory requirement. We also added information to provide users with additional relevant information.

## Added information:

- In the top section of the State's and each district's summary page, we added graduation, poverty, and free/reduced meal eligibility rates, along with percentages for special education and English learner populations and the 5-year change in students attending. Some of this information is new, while other information was previously reported in other graphics. On the State page, to provide further context for total operational spending, we added total nonoperational and total spending figures.
- We added the categories of classroom spending (includes instruction, student support, and instruction support spending) and nonclassroom spending (includes administration, plant operations, food service, and transportation spending) in the pie chart illustrating spending by operational area.
- We added a bar graph in the upper right portion of the State and district summaries that outlines the 5-year change in spending for each operational area.

## Removed information:

- We removed the second page of the State and district summaries, which contained information relating to trends, financial stress assessments, and operational spending details. As a result, instructional spending percentages from fiscal year 2001 to the current fiscal year are now found near the top of each page below the demographic information. Our Office will assess districts' financial stress through a different, more informative process, the results of which will be available in December 2020.
- Page summaries no longer provide ADE-assigned school letter grade data. This information can be found on ADE's website at <https://azreportcards.azed.gov>.
- To focus on our statutory charge to monitor school district spending, we removed revenue information, which had provided detailed information for only select sources, from the State and individual district summaries. Revenue information is available in the Superintendent's Annual Report found on ADE's website at <https://www.azed.gov/finance/reports>.

## Revised information:

- We revised the average teacher salary graphic to focus on a 3-year trend (fiscal years 2017 through 2019) because of additional monies provided to districts in fiscal years 2018 and 2019 with the intention of increasing the State-wide average teacher salary above the fiscal year 2017 average. We also revised the graphic to provide 3 years of data on students per teacher, average years of teacher experience, and percentage of teachers in first 3 years of teaching.

Aside from slight formatting changes, data and graphics concerning student achievement on State assessments as well as operational and nonoperational spending remain consistent in design from prior years.



# State of Arizona

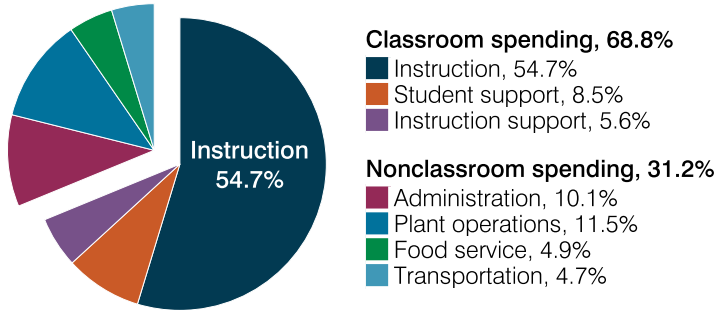
Total operational spending<sup>1</sup>: \$7,957,705,049  
 Total nonoperational spending: \$1,808,152,349  
 Total spending: \$9,765,857,398  
 Number of districts: 236  
 Number of schools: 1,378  
 Graduation rate (2018): 78%

Students attending: 893,636  
 5-year change in students attending: 1% decrease  
 Special education population: 12%  
 English learner population: 6%  
 Poverty rate (2018): 19%  
 Free/reduced meal eligibility: 56%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
57.7	58.2	58.6	58.6	58.4	58.3	57.9	57.3	56.9	55.9	54.7	54.2	53.8	53.8	53.6	53.5	53.8	54.0	54.7

## Spending by operational area



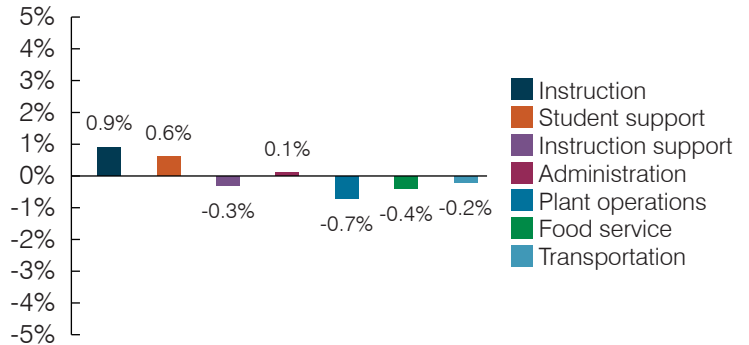
## Operational measures

Operational area	Measure	2017	2018	2019
Administration	Cost per pupil	\$844	\$860	\$903
	Students per administrative position	67	66	66
Plant operations	Cost per square foot	\$6.30	\$6.34	\$6.49
	Square footage per student	155	156	158
Food service	Cost per meal	\$2.88	\$3.02	\$3.08
Transportation	Cost per mile	\$3.84	\$4.05	\$4.29
	Cost per rider	\$1,198	\$1,301	\$1,424

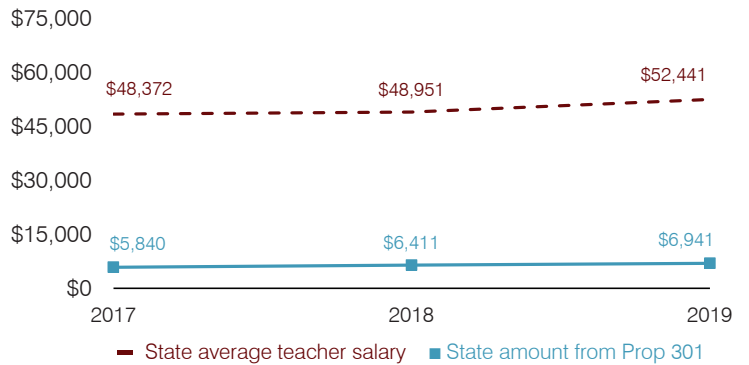
## Per pupil spending

Spending by area	State			National average 2017
	2017	2018	2019	
Instruction	\$4,377	\$4,480	\$4,869	\$7,445
Student support	679	693	754	712
Instruction support	461	462	497	602
Administration	844	860	903	1,383
Plant operations	977	988	1,027	1,137
Food service	422	425	438	477
Transportation	381	388	417	502
<b>Total operational</b>	<b>8,141</b>	<b>8,296</b>	<b>8,905</b>	<b>12,258</b>
Land and buildings	691	827	1,086	995
Equipment	424	409	496	222
Interest	236	228	261	363
Other	161	169	180	171
<b>Total nonoperational</b>	<b>1,512</b>	<b>1,633</b>	<b>2,023</b>	<b>1,751</b>
<b>Total per pupil spending</b>	<b>\$9,653</b>	<b>\$9,929</b>	<b>\$10,928</b>	<b>\$14,009</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

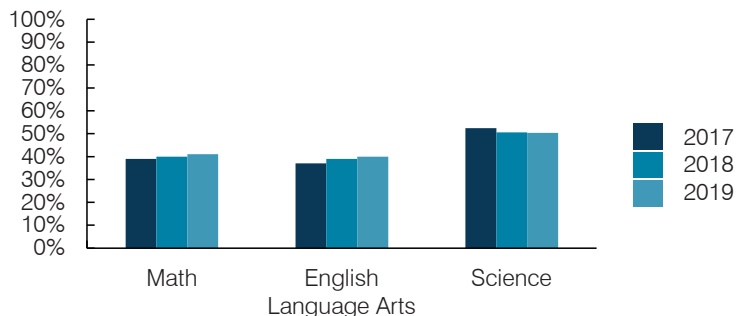


## Average teacher salary and other measures



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

## Students who passed State assessments



<sup>1</sup> See Appendix B for sources and methodology.

# Agua Fria Union High School District

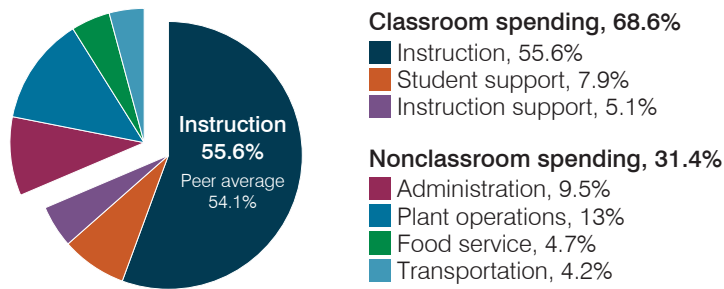
Maricopa County  
 Peer groups: Operational 3 and T-4, Achievement 8<sup>1</sup>  
 Legislative district(s): 4, 13, 19, and 29  
 District location: Suburb  
 Number of schools: 5  
 Graduation rate (2018): 95%

Students attending; Size: 7,899; Medium-large  
 5-year change in students attending: 11% increase  
 Special education population: 11%  
 English learner population: 1%  
 Poverty rate (2018): 10%  
 Free/reduced meal eligibility: 36%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	55.6

## Spending by operational area



## Operational measures relative to peer averages

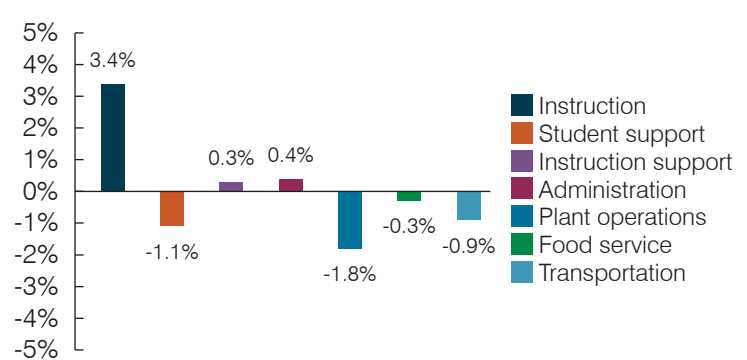
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$837	\$887	\$903
	Students per administrative position	66	68	66
Plant operations	Cost per square foot	\$7.31	\$5.90	\$6.49
	Square footage per student	156	159	158
Food service	Cost per meal	\$4.54	\$3.35	\$3.08
Transportation	Cost per mile	\$3.80	\$4.02	\$4.29
	Cost per rider	\$1,459	\$1,407	\$1,424



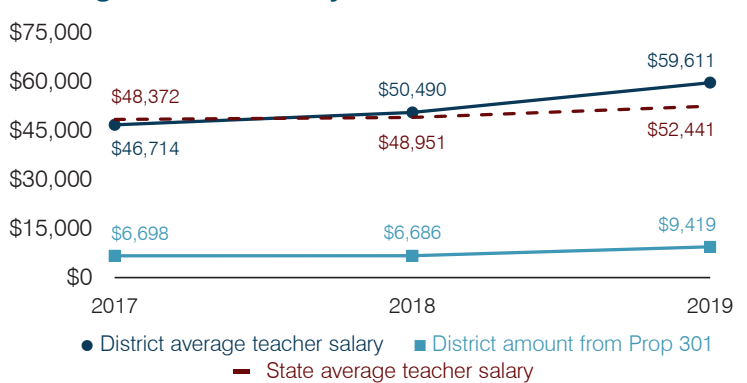
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,960	\$ 4,878	\$ 4,496	\$ 4,869
Student support	600	690	730	754
Instruction support	393	450	377	497
Administration	733	837	887	903
Plant operations	1,031	1,138	977	1,027
Food service	341	413	353	438
Transportation	348	370	428	417
<b>Total operational</b>	<b>7,406</b>	<b>8,776</b>	<b>8,248</b>	<b>8,905</b>
Land and buildings	7,871	1,379	1,367	1,086
Equipment	510	740	508	496
Interest	441	468	319	261
Other	19	48	194	180
<b>Total nonoperational</b>	<b>8,841</b>	<b>2,635</b>	<b>2,388</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 16,247</b>	<b>\$ 11,411</b>	<b>\$ 10,636</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

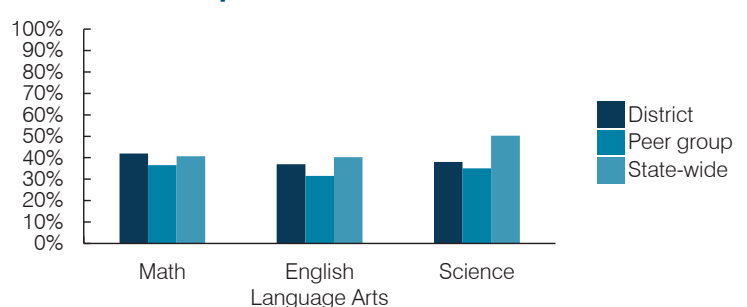


## Average teacher salary and other measures



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

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.



# Aguila Elementary School District

Maricopa County

Peer groups: Operational 11 and T-11, Achievement 19<sup>1</sup>

Legislative district(s): 13

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 153; Very small

5-year change in students attending: 7% increase

Special education population: 13%

English learner population: 28%

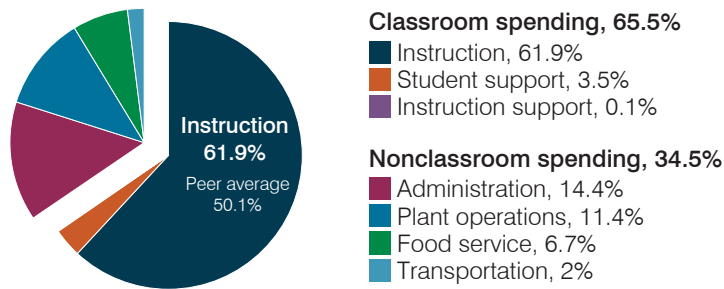
Poverty rate (2018): 30%

Free/reduced meal eligibility: 96%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	61.9

## Spending by operational area



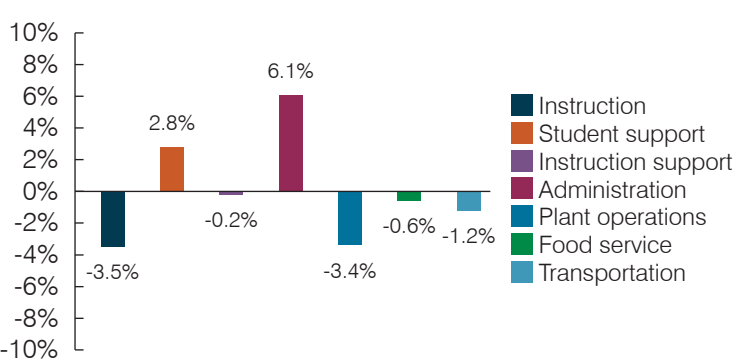
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,454	\$3,398	\$903
	Students per administrative position	40	32	66
Plant operations	Cost per square foot	\$5.56	\$7.70	\$6.49
	Square footage per student	207	382	158
Food service	Cost per meal	\$3.04	\$5.47	\$3.08
Transportation	Cost per mile	\$0.61	\$2.28	\$4.29
	Cost per rider	\$432	\$1,665	\$1,424

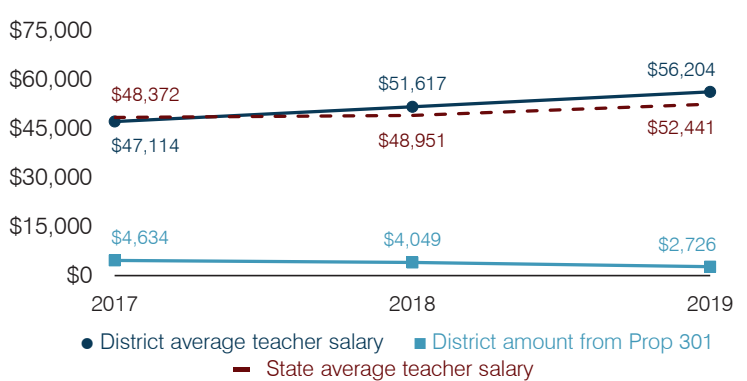
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,958	\$ 6,238	\$ 9,084	\$ 4,869
Student support	334	349	756	754
Instruction support	29	16	438	497
Administration	1,574	1,454	3,398	903
Plant operations	1,210	1,153	2,665	1,027
Food service	805	675	917	438
Transportation	311	200	976	417
<b>Total operational</b>	<b>10,221</b>	<b>10,085</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	5	60	1,425	1,086
Equipment	200	296	1,013	496
Interest	20	0	28	261
Other	748	762	92	180
<b>Total nonoperational</b>	<b>973</b>	<b>1,118</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 11,194</b>	<b>\$ 11,203</b>	<b>\$20,792</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

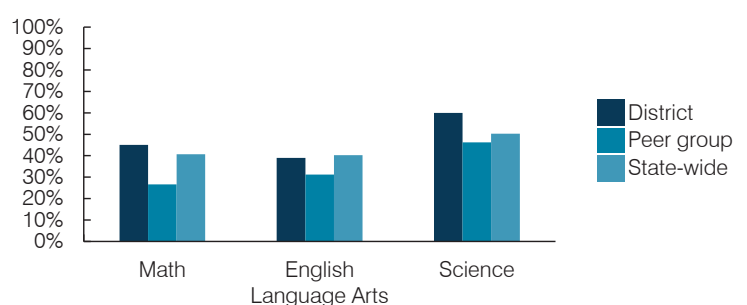


## Average teacher salary and other measures



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

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Ajo Unified School District

Pima County

Peer groups: Operational 6 and T-9, Achievement 6<sup>1</sup>

Legislative district(s): 4

District location: Town

Number of schools: 2

Graduation rate (2018): 87%

Students attending; Size: 433; Small

5-year change in students attending: 6% increase

Special education population: 10%

English learner population: 19%

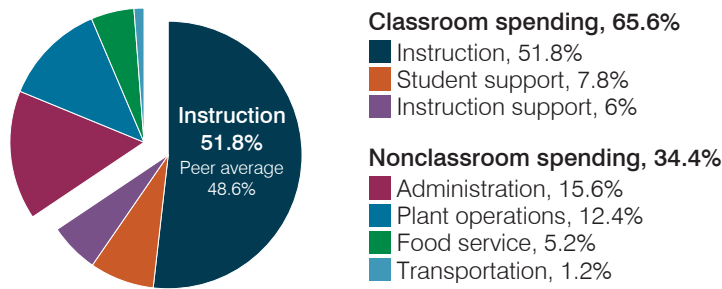
Poverty rate (2018): 28%

Free/reduced meal eligibility: 81%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	51.8

## Spending by operational area



## Operational measures relative to peer averages

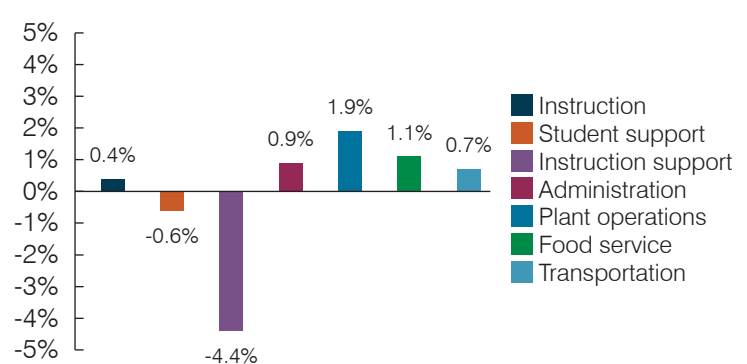
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,482	\$1,750	\$903
	Students per administrative position	44	45	66
Plant operations	Cost per square foot	\$4.75	\$5.35	\$6.49
	Square footage per student	247	315	158
Food service	Cost per meal	\$3.48	\$3.77	\$3.08
Transportation	Cost per mile	\$4.37	\$2.74	\$4.29
	Cost per rider	\$2,479	\$1,641	\$1,424



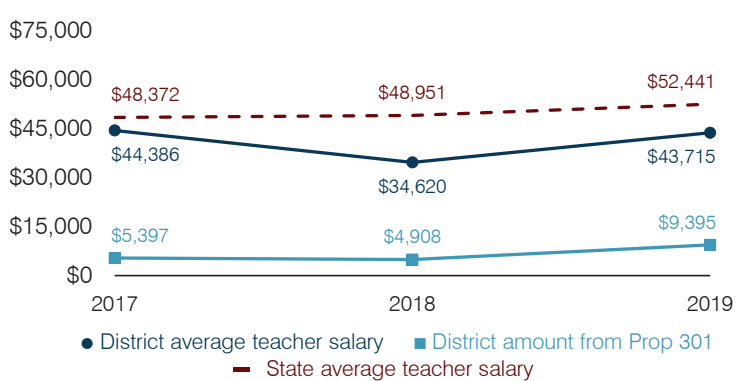
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,715	\$ 4,912	\$ 5,732	\$ 4,869
Student support	535	739	763	754
Instruction support	519	564	364	497
Administration	1,492	1,482	1,750	903
Plant operations	1,100	1,175	1,697	1,027
Food service	461	493	545	438
Transportation	94	109	616	417
<b>Total operational</b>	<b>8,916</b>	<b>9,474</b>	<b>11,467</b>	<b>8,905</b>
Land and buildings	109	1,685	757	1,086
Equipment	211	348	692	496
Interest	1	0	152	261
Other	196	196	64	180
<b>Total nonoperational</b>	<b>517</b>	<b>2,229</b>	<b>1,665</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 9,433</b>	<b>\$ 11,703</b>	<b>\$ 13,132</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

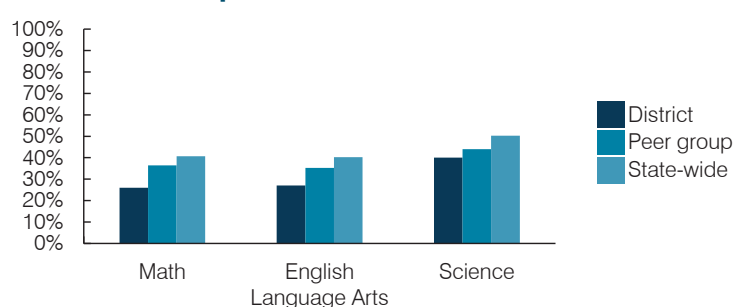


## Average teacher salary and other measures



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

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Alhambra Elementary School District

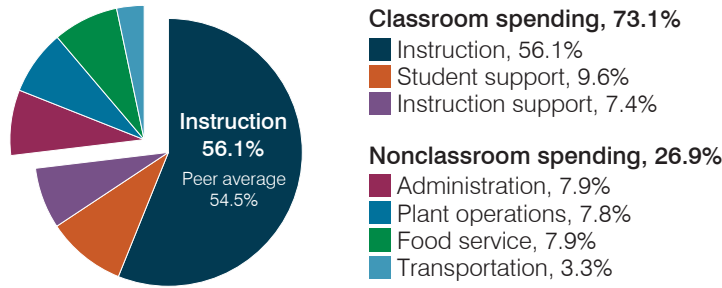
Maricopa County  
 Peer groups: Operational 7 and T-1, Achievement 15<sup>1</sup>  
 Legislative district(s): 29 and 30  
 District location: City  
 Number of schools: 14  
 Graduation rate (2018): N/A

Students attending; Size: 11,438; Large  
 5-year change in students attending: 14% decrease  
 Special education population: 11%  
 English learner population: 20%  
 Poverty rate (2018): 34%  
 Free/reduced meal eligibility: 89%

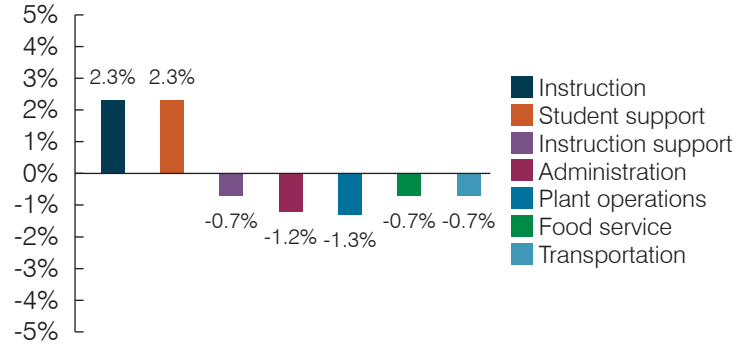
## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	56.1

## Spending by operational area



## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

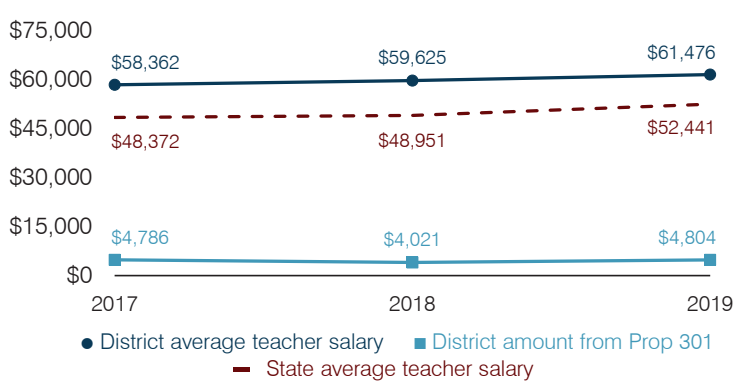


## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$757	\$887	\$903
	Students per administrative position	79	73	66
Plant operations	Cost per square foot	\$5.41	\$6.31	\$6.49
	Square footage per student	137	142	158
Food service	Cost per meal	\$3.45	\$2.97	\$3.08
Transportation	Cost per mile	\$8.67	\$7.55	\$4.29
	Cost per rider	\$1,231	\$1,108	\$1,424



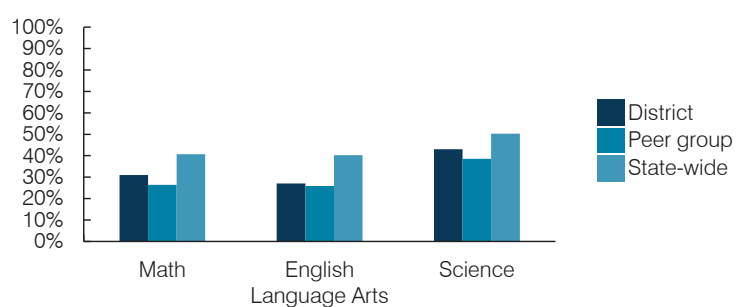
## Average teacher salary and other measures



## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,432	\$ 5,376	\$ 4,824	\$ 4,869
Student support	785	918	760	754
Instruction support	651	708	554	497
Administration	795	757	887	903
Plant operations	724	741	892	1,027
Food service	711	760	608	438
Transportation	307	317	342	417
<b>Total operational</b>	<b>8,405</b>	<b>9,577</b>	<b>8,867</b>	<b>8,905</b>
Land and buildings	111	1,032	1,189	1,086
Equipment	467	552	508	496
Interest	1	40	230	261
Other	47	49	177	180
<b>Total nonoperational</b>	<b>626</b>	<b>1,673</b>	<b>2,104</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 9,031</b>	<b>\$ 11,250</b>	<b>\$ 10,971</b>	<b>\$ 10,928</b>

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Alpine Elementary School District

Apache County

Peer groups: Operational 11 and T-11, Achievement 20<sup>1</sup>

Legislative district(s): 7

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 51; Very small

5-year change in students attending: 5% decrease

Special education population: 24%

English learner population: 0%

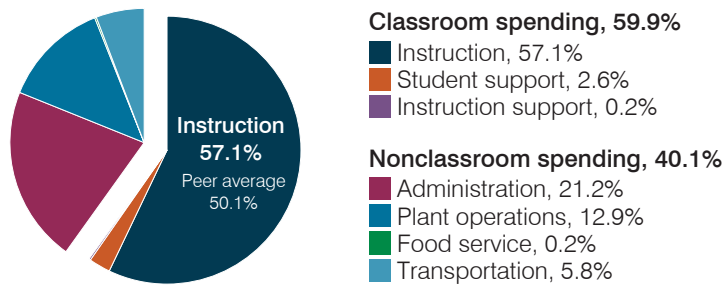
Poverty rate (2018): 38%

Free/reduced meal eligibility: N/A

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	57.1

## Spending by operational area



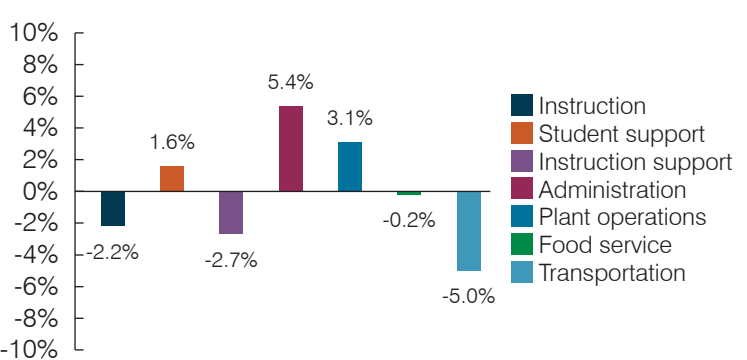
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$4,326	\$3,398	\$903
	Students per administrative position	34	32	66
Plant operations	Cost per square foot	\$9.02	\$7.70	\$6.49
	Square footage per student	291	382	158
Food service	Cost per meal	N/A	\$5.47	\$3.08
Transportation	Cost per mile	\$0.49	\$2.28	\$4.29
	Cost per rider	\$2,099	\$1,665	\$1,424

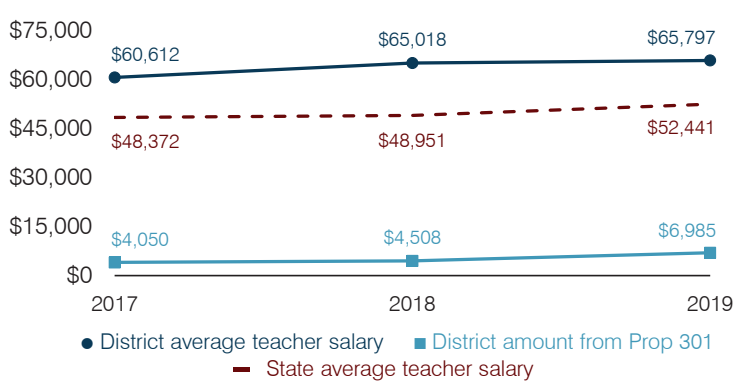
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 10,206	\$ 11,657	\$ 9,084	\$ 4,869
Student support	326	530	756	754
Instruction support	77	38	438	497
Administration	3,381	4,326	3,398	903
Plant operations	2,156	2,627	2,665	1,027
Food service	48	49	917	438
Transportation	1,325	1,192	976	417
<b>Total operational</b>	<b>17,519</b>	<b>20,419</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	194	1,016	1,425	1,086
Equipment	154	1,576	1,013	496
Interest	0	0	28	261
Other	0	0	92	180
<b>Total nonoperational</b>	<b>348</b>	<b>2,592</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 17,867</b>	<b>\$ 23,011</b>	<b>\$ 20,792</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

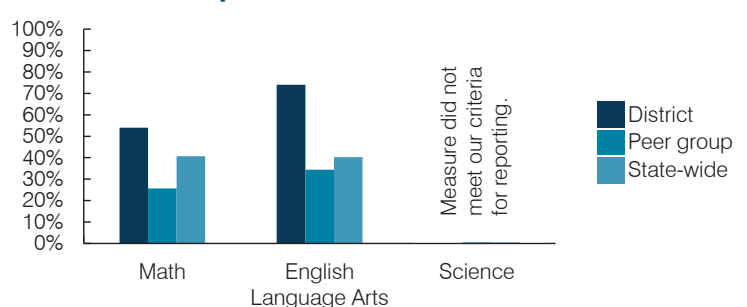


## Average teacher salary and other measures



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

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Altar Valley Elementary School District

Pima County

Peer groups: Operational 10 and T-9, Achievement 18<sup>1</sup>

Legislative district(s): 2 and 4

District location: Rural

Number of schools: 2

Graduation rate (2018): N/A

Students attending; Size: 580; Small

5-year change in students attending: 7% decrease

Special education population: 14%

English learner population: 8%

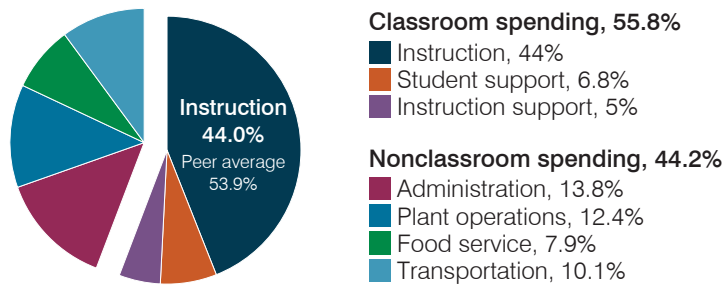
Poverty rate (2018): 25%

Free/reduced meal eligibility: 85%

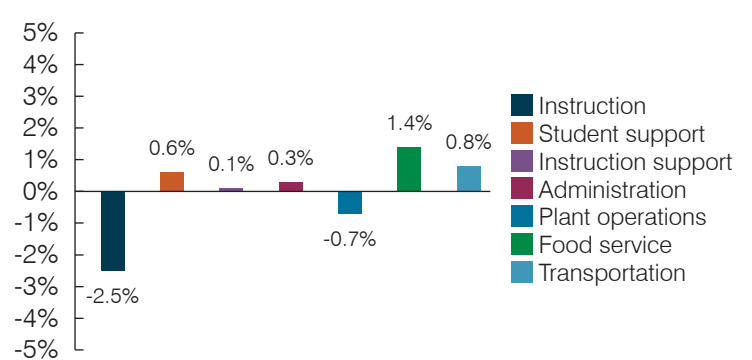
## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	44.0

## Spending by operational area



## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

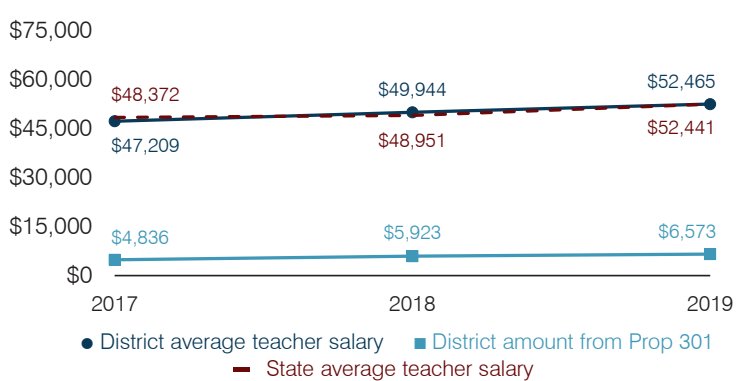


## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,609	\$1,326	\$903
	Students per administrative position	53	52	66
Plant operations	Cost per square foot	\$7.62	\$6.87	\$6.49
	Square footage per student	190	196	158
Food service	Cost per meal	\$3.48	\$3.37	\$3.08
Transportation	Cost per mile	\$2.48	\$2.74	\$4.29
	Cost per rider	\$1,265	\$1,641	\$1,424



## Average teacher salary and other measures

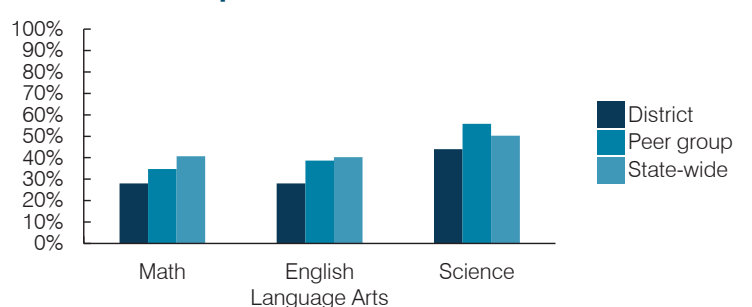


## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,843	\$ 5,137	\$ 5,443	\$ 4,869
Student support	730	796	538	754
Instruction support	526	581	403	497
Administration	1,359	1,609	1,326	903
Plant operations	1,207	1,446	1,175	1,027
Food service	836	923	588	438
Transportation	1,078	1,174	681	417
<b>Total operational</b>	<b>10,579</b>	<b>11,666</b>	<b>10,154</b>	<b>8,905</b>
Land and buildings	40	50	215	1,086
Equipment	617	758	769	496
Interest	66	67	129	261
Other	399	337	126	180
<b>Total nonoperational</b>	<b>1,122</b>	<b>1,212</b>	<b>1,239</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 11,701</b>	<b>\$ 12,878</b>	<b>\$ 11,393</b>	<b>\$ 10,928</b>

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

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Amphitheater Unified School District

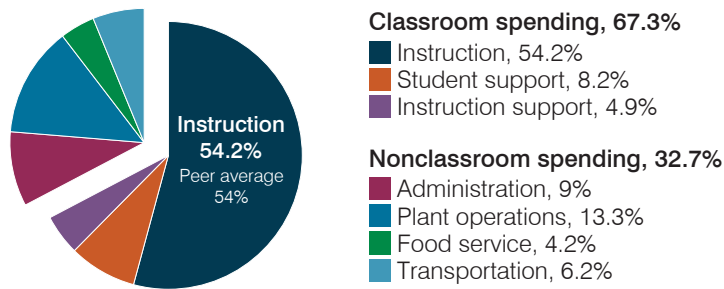
Pima County  
 Peer groups: Operational 2 and T-5, Achievement 3<sup>1</sup>  
 Legislative district(s): 3, 9, and 11  
 District location: Suburb  
 Number of schools: 21  
 Graduation rate (2018): 82%

Students attending; Size: 13,076; Large  
 5-year change in students attending: 5% decrease  
 Special education population: 17%  
 English learner population: 5%  
 Poverty rate (2018): 18%  
 Free/reduced meal eligibility: 45%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	54.2

## Spending by operational area



## Operational measures relative to peer averages

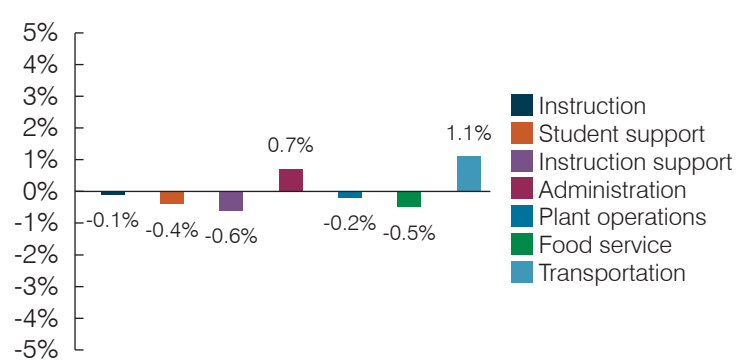
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$801	\$842	\$903
	Students per administrative position	53	66	66
Plant operations	Cost per square foot	\$5.94	\$6.59	\$6.49
	Square footage per student	201	150	158
Food service	Cost per meal	\$2.93	\$3.25	\$3.08
Transportation	Cost per mile	\$5.06	\$4.10	\$4.29
	Cost per rider	\$1,736	\$1,775	\$1,424



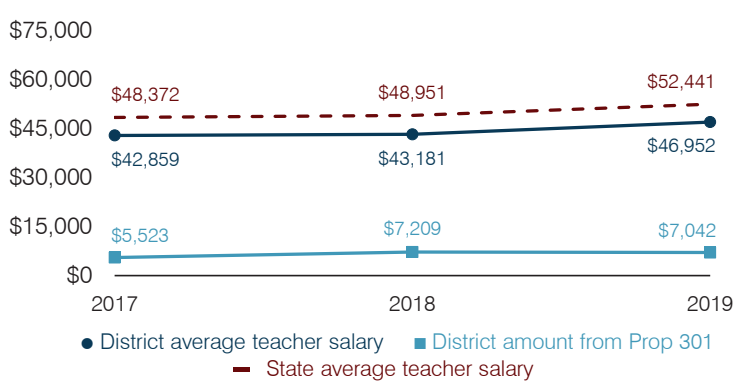
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,455	\$ 4,839	\$ 4,521	\$ 4,869
Student support	699	733	688	754
Instruction support	427	438	540	497
Administration	716	801	842	903
Plant operations	1,165	1,191	976	1,027
Food service	365	376	358	438
Transportation	462	549	457	417
<b>Total operational</b>	<b>8,289</b>	<b>8,927</b>	<b>8,382</b>	<b>8,905</b>
Land and buildings	745	627	1,683	1,086
Equipment	334	612	540	496
Interest	318	291	254	261
Other	72	80	172	180
<b>Total nonoperational</b>	<b>1,469</b>	<b>1,610</b>	<b>2,649</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 9,758</b>	<b>\$ 10,537</b>	<b>\$ 11,031</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

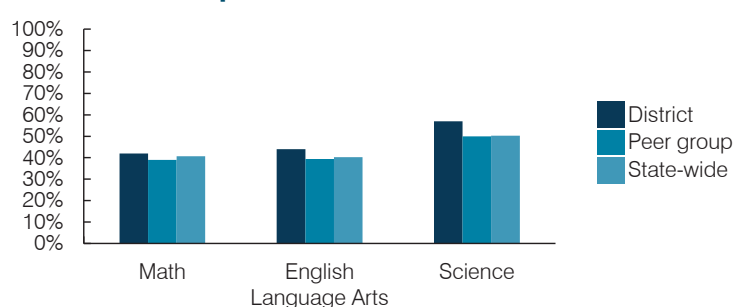


## Average teacher salary and other measures



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

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Antelope Union High School District

Yuma County

Peer groups: Operational 6 and T-10, Achievement 11<sup>1</sup>

Legislative district(s): 4 and 13

District location: Rural

Number of schools: 1

Graduation rate (2018): 94%

Students attending; Size: 215; Small

5-year change in students attending: 26% decrease

Special education population: 18%

English learner population: 0%

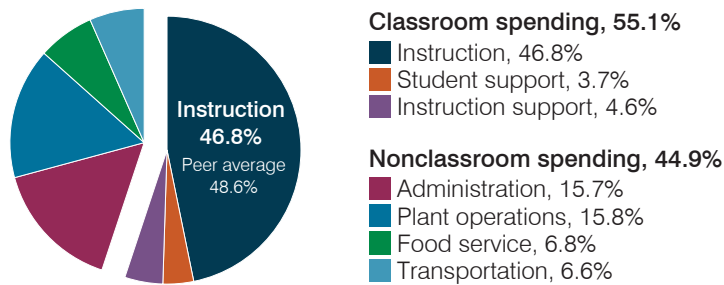
Poverty rate (2018): 18%

Free/reduced meal eligibility: 81%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	46.8

## Spending by operational area



## Operational measures relative to peer averages

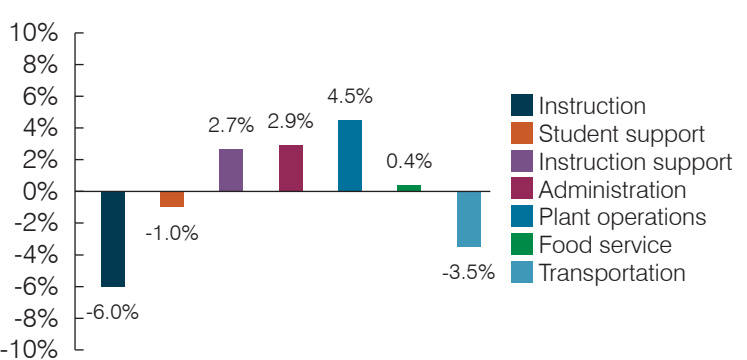
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,324	\$1,750	\$903
	Students per administrative position	43	45	66
Plant operations	Cost per square foot	\$4.64	\$5.35	\$6.49
	Square footage per student	505	315	158
Food service	Cost per meal	\$3.97	\$3.77	\$3.08
Transportation	Cost per mile	\$1.25	\$2.20	\$4.29
	Cost per rider	\$977	\$1,962	\$1,424



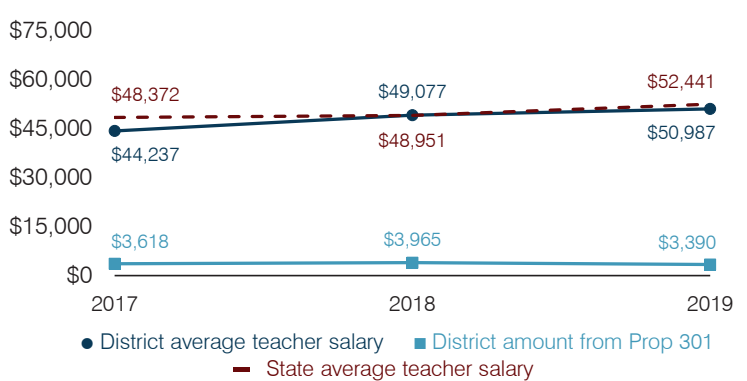
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 6,813	\$ 6,929	\$ 5,732	\$ 4,869
Student support	446	543	763	754
Instruction support	630	678	364	497
Administration	2,239	2,324	1,750	903
Plant operations	1,993	2,344	1,697	1,027
Food service	959	1,001	545	438
Transportation	934	975	616	417
<b>Total operational</b>	<b>14,014</b>	<b>14,794</b>	<b>11,467</b>	<b>8,905</b>
Land and buildings	14	(2)	757	1,086
Equipment	1,163	986	692	496
Interest	175	437	152	261
Other	2	3	64	180
<b>Total nonoperational</b>	<b>1,354</b>	<b>1,424</b>	<b>1,665</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 15,368</b>	<b>\$ 16,218</b>	<b>\$ 13,132</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

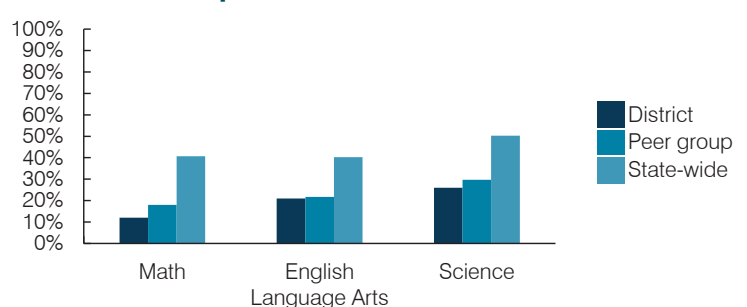


## Average teacher salary and other measures



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

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Apache Elementary School District

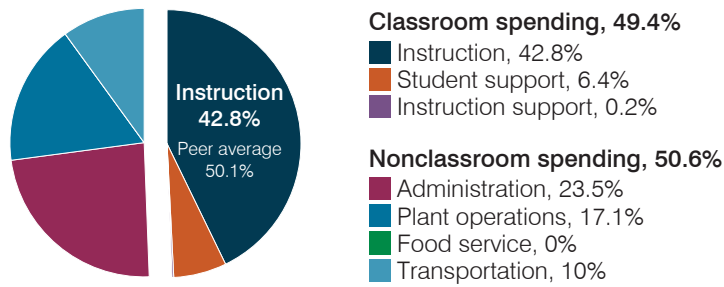
Cochise County  
 Peer groups: Operational 11 and T-11, Achievement 20<sup>1</sup>  
 Legislative district(s): 14  
 District location: Rural  
 Number of schools: 1  
 Graduation rate (2018): N/A

Students attending; Size: 6; Very small  
 5-year change in students attending: 11% decrease  
 Special education population: N/A  
 English learner population: N/A  
 Poverty rate (2018): N/A  
 Free/reduced meal eligibility: N/A

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	42.8

## Spending by operational area



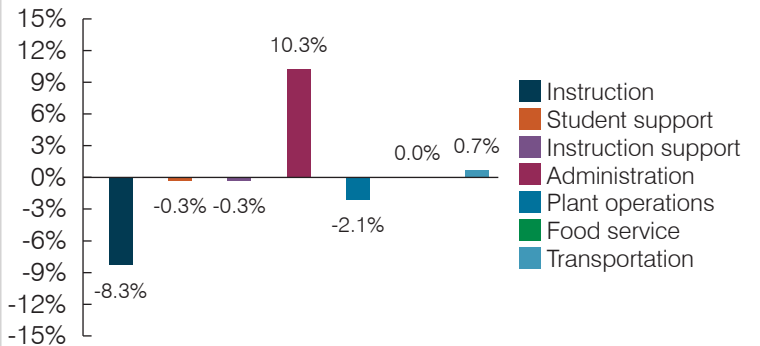
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$7,502	\$3,398	\$903
	Students per administrative position	3	32	66
Plant operations	Cost per square foot	\$20.49	\$7.70	\$6.49
	Square footage per student	266	382	158
Food service	Cost per meal	N/A	\$5.47	\$3.08
Transportation	Cost per mile	\$1.79	\$2.28	\$4.29
	Cost per rider	\$2,955	\$1,665	\$1,424

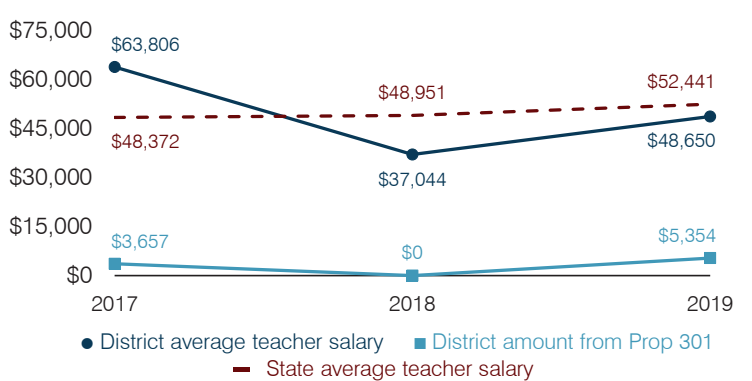
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 10,557	\$ 13,675	\$ 9,084	\$ 4,869
Student support	2,099	2,062	756	754
Instruction support	0	56	438	497
Administration	6,572	7,502	3,398	903
Plant operations	4,861	5,460	2,665	1,027
Food service	0	0	917	438
Transportation	2,530	3,204	976	417
<b>Total operational</b>	<b>26,619</b>	<b>31,959</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	0	386	1,425	1,086
Equipment	372	687	1,013	496
Interest	0	0	28	261
Other	0	0	92	180
<b>Total nonoperational</b>	<b>372</b>	<b>1,073</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 26,991</b>	<b>\$ 33,032</b>	<b>\$ 20,792</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



## Average teacher salary and other measures



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

## Students who passed State assessments<sup>2</sup>

Measure did not meet our criteria for reporting.

<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.



# Apache Junction Unified School District

Pinal County

Peer groups: Operational 3 and T-3, Achievement 3<sup>1</sup>

Legislative district(s): 8 and 16

District location: Suburb

Number of schools: 5

Graduation rate (2018): 85%

Students attending; Size: 3,318; Medium-large

5-year change in students attending: 25% decrease

Special education population: 17%

English learner population: 4%

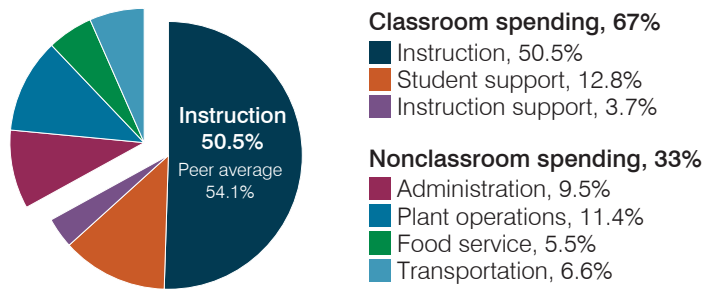
Poverty rate (2018): 18%

Free/reduced meal eligibility: 60%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	50.5

## Spending by operational area



## Operational measures relative to peer averages

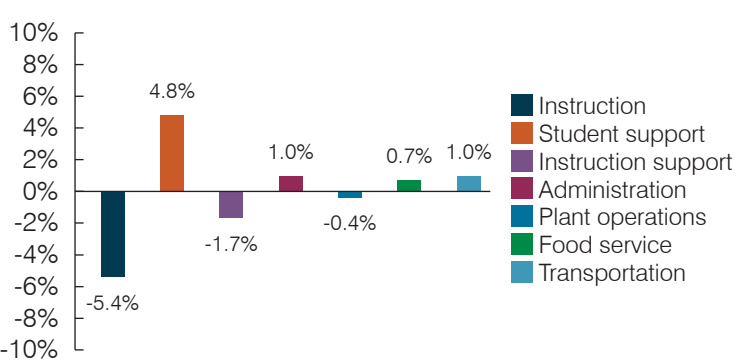
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$818	\$887	\$903
	Students per administrative position	62	68	66
Plant operations	Cost per square foot	\$5.61	\$5.90	\$6.49
	Square footage per student	175	159	158
Food service	Cost per meal	\$2.86	\$3.35	\$3.08
Transportation	Cost per mile	\$3.36	\$4.60	\$4.29
	Cost per rider	\$1,082	\$1,224	\$1,424



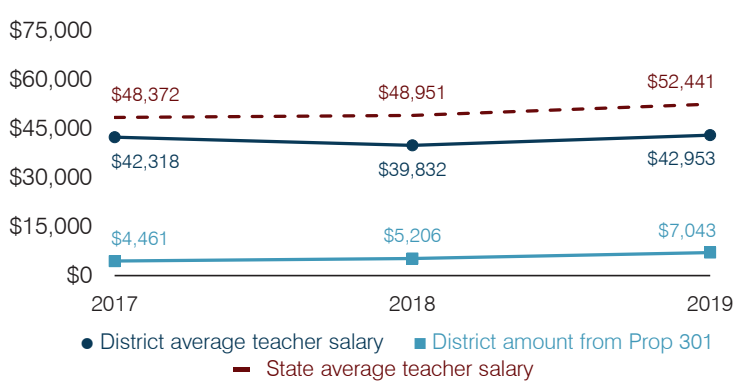
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,166	\$ 4,346	\$ 4,496	\$ 4,869
Student support	789	1,097	730	754
Instruction support	293	316	377	497
Administration	769	818	887	903
Plant operations	946	984	977	1,027
Food service	367	472	353	438
Transportation	532	568	428	417
<b>Total operational</b>	<b>7,862</b>	<b>8,601</b>	<b>8,248</b>	<b>8,905</b>
Land and buildings	26	8	1,367	1,086
Equipment	392	431	508	496
Interest	368	356	319	261
Other	91	129	194	180
<b>Total nonoperational</b>	<b>877</b>	<b>924</b>	<b>2,388</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 8,739</b>	<b>\$ 9,525</b>	<b>\$10,636</b>	<b>\$10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

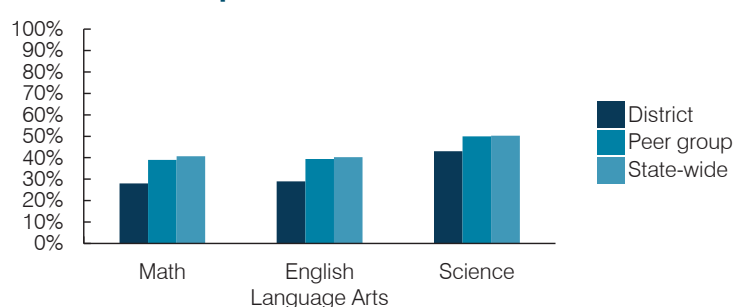


## Average teacher salary and other measures



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

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Arlington Elementary School District

Maricopa County

Peer groups: Operational 10 and T-9, Achievement 18<sup>1</sup>

Legislative district(s): 4 and 13

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 235; Small

5-year change in students attending: 2% decrease

Special education population: 12%

English learner population: 20%

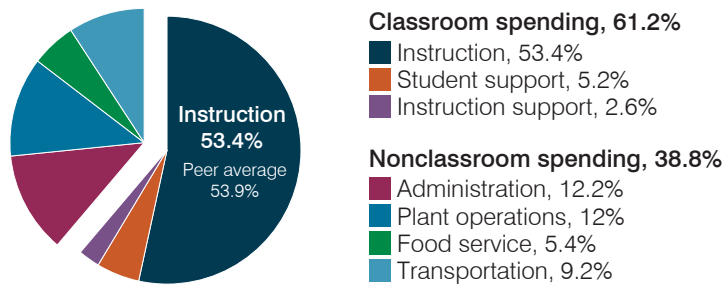
Poverty rate (2018): 25%

Free/reduced meal eligibility: 81%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	53.4

## Spending by operational area



## Operational measures relative to peer averages

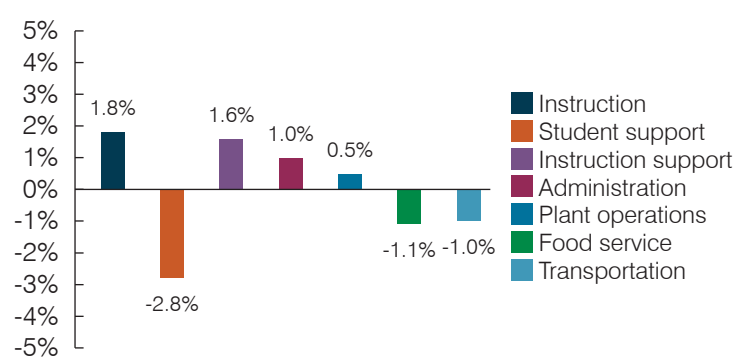
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,375	\$1,326	\$903
	Students per administrative position	85	52	66
Plant operations	Cost per square foot	\$8.65	\$6.87	\$6.49
	Square footage per student	156	196	158
Food service	Cost per meal	\$3.50	\$3.37	\$3.08
Transportation	Cost per mile	\$2.86	\$2.74	\$4.29
	Cost per rider	\$1,544	\$1,641	\$1,424



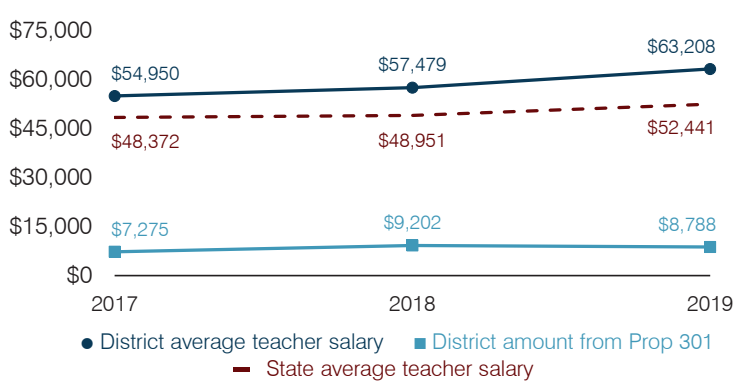
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,616	\$ 6,006	\$ 5,443	\$ 4,869
Student support	525	587	538	754
Instruction support	315	296	403	497
Administration	1,257	1,375	1,326	903
Plant operations	1,149	1,349	1,175	1,027
Food service	620	611	588	438
Transportation	886	1,034	681	417
<b>Total operational</b>	<b>10,368</b>	<b>11,258</b>	<b>10,154</b>	<b>8,905</b>
Land and buildings	212	562	215	1,086
Equipment	161	148	769	496
Interest	196	181	129	261
Other	1,138	412	126	180
<b>Total nonoperational</b>	<b>1,707</b>	<b>1,303</b>	<b>1,239</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 12,075</b>	<b>\$ 12,561</b>	<b>\$ 11,393</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

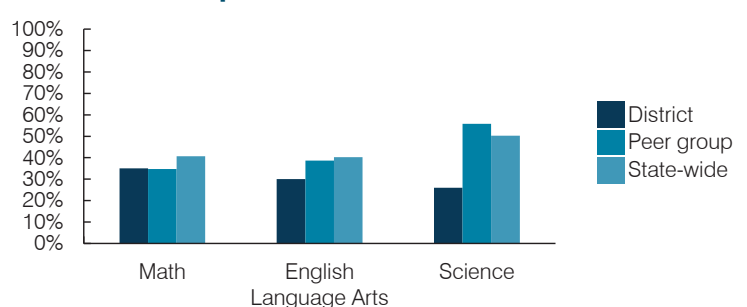


## Average teacher salary and other measures



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

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Ash Creek Elementary School District

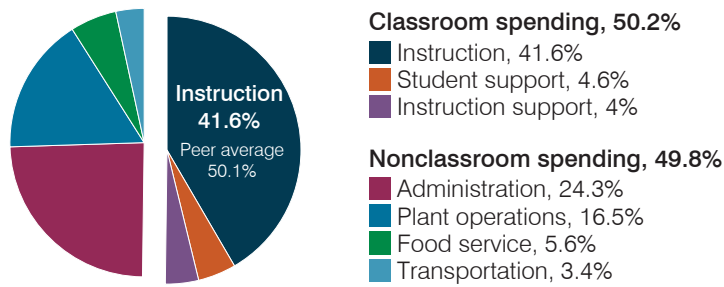
Cochise County  
 Peer groups: Operational 11 and T-11, Achievement 17<sup>1</sup>  
 Legislative district(s): 14  
 District location: Rural  
 Number of schools: 1  
 Graduation rate (2018): N/A

Students attending; Size: 15; Very small  
 5-year change in students attending: 13% decrease  
 Special education population: 27%  
 English learner population: 2%  
 Poverty rate (2018): 15%  
 Free/reduced meal eligibility: N/A

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	41.6

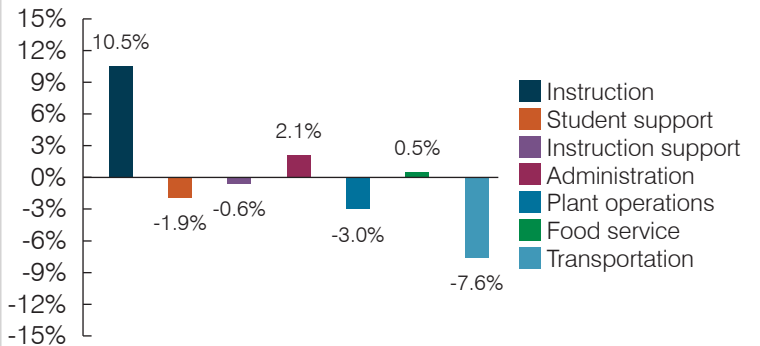
## Spending by operational area



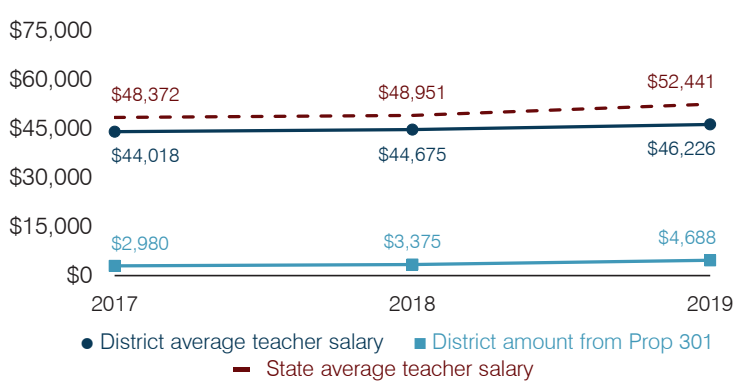
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$11,392	\$3,398	\$903
	Students per administrative position	10	32	66
Plant operations	Cost per square foot	\$5.41	\$7.70	\$6.49
	Square footage per student	1,427	382	158
Food service	Cost per meal	\$11.42	\$5.47	\$3.08
Transportation	Cost per mile	\$1.26	\$2.28	\$4.29
	Cost per rider	\$2,340	\$1,665	\$1,424

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



## Average teacher salary and other measures



## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 10,713	\$ 19,497	\$ 9,084	\$ 4,869
Student support	1,562	2,176	756	754
Instruction support	1,279	1,879	438	497
Administration	6,973	11,392	3,398	903
Plant operations	5,075	7,716	2,665	1,027
Food service	2,056	2,633	917	438
Transportation	2,007	1,608	976	417
<b>Total operational</b>	<b>29,665</b>	<b>46,901</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	6,901	626	1,425	1,086
Equipment	349	11,911	1,013	496
Interest	0	0	28	261
Other	0	0	92	180
<b>Total nonoperational</b>	<b>7,250</b>	<b>12,537</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 36,915</b>	<b>\$ 59,438</b>	<b>\$20,792</b>	<b>\$10,928</b>

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

## Students who passed State assessments<sup>2</sup>

Measure did not meet our criteria for reporting.

<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Ash Fork Joint Unified School District

Yavapai County

Peer groups: Operational 6 and T-10, Achievement 5<sup>1</sup>

Legislative district(s): 1

District location: Rural

Number of schools: 1

Graduation rate (2018): 76%

Students attending; Size: 265; Small

5-year change in students attending: 15% increase

Special education population: 16%

English learner population: 5%

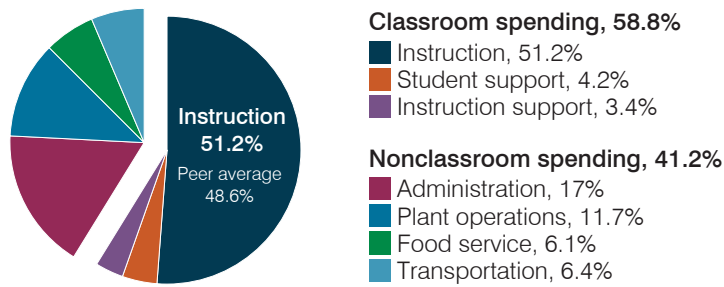
Poverty rate (2018): 21%

Free/reduced meal eligibility: 78%

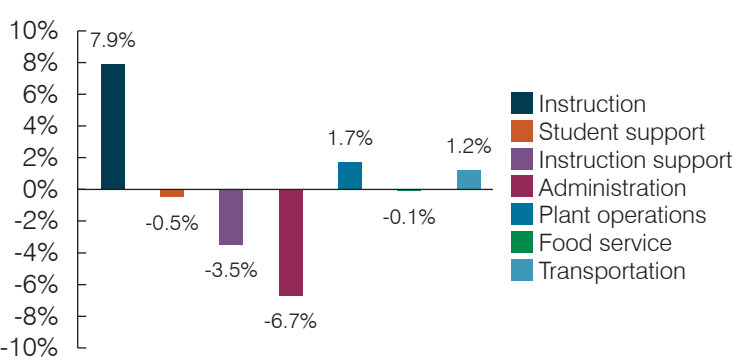
## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	51.2

## Spending by operational area



## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

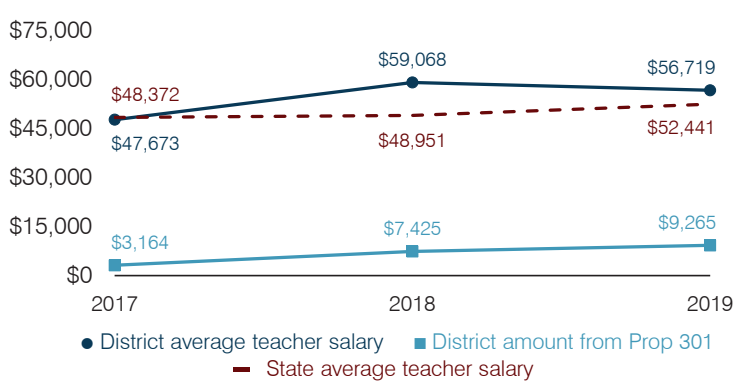


## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,036	\$1,750	\$903
	Students per administrative position	88	45	66
Plant operations	Cost per square foot	\$6.96	\$5.35	\$6.49
	Square footage per student	201	315	158
Food service	Cost per meal	\$4.31	\$3.77	\$3.08
Transportation	Cost per mile	\$1.05	\$2.20	\$4.29
	Cost per rider	\$2,228	\$1,962	\$1,424



## Average teacher salary and other measures

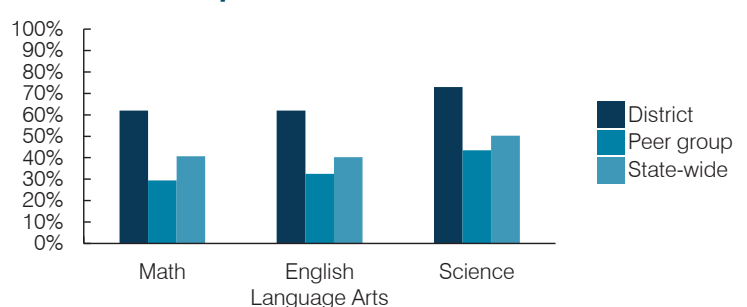


## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,978	\$ 6,119	\$ 5,732	\$ 4,869
Student support	398	501	763	754
Instruction support	260	402	364	497
Administration	2,123	2,036	1,750	903
Plant operations	1,464	1,398	1,697	1,027
Food service	878	731	545	438
Transportation	887	769	616	417
<b>Total operational</b>	<b>11,988</b>	<b>11,956</b>	<b>11,467</b>	<b>8,905</b>
Land and buildings	689	447	757	1,086
Equipment	489	817	692	496
Interest	0	0	152	261
Other	19	100	64	180
<b>Total nonoperational</b>	<b>1,197</b>	<b>1,364</b>	<b>1,665</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 13,185</b>	<b>\$ 13,320</b>	<b>\$13,132</b>	<b>\$10,928</b>

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

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Avondale Elementary School District

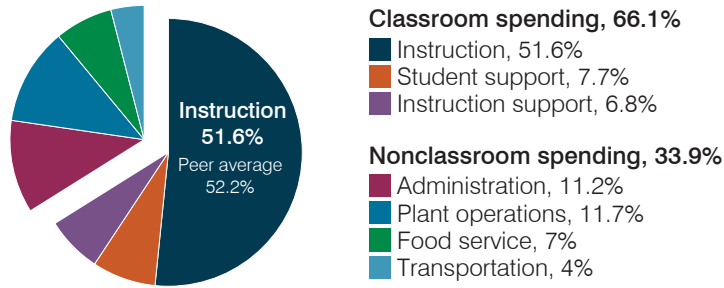
Maricopa County  
 Peer groups: Operational 8 and T-2, Achievement 13<sup>1</sup>  
 Legislative district(s): 4, 13, and 19  
 District location: Suburb  
 Number of schools: 8  
 Graduation rate (2018): N/A

Students attending; Size: 5,384; Medium-large  
 5-year change in students attending: Less than 1%  
 Special education population: 13%  
 English learner population: 10%  
 Poverty rate (2018): 20%  
 Free/reduced meal eligibility: 66%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	51.6

## Spending by operational area



## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$955	\$1,047	\$903
	Students per administrative position	62	65	66
Plant operations	Cost per square foot	\$7.05	\$6.60	\$6.49
	Square footage per student	141	145	158
Food service	Cost per meal	\$2.88	\$2.91	\$3.08
Transportation	Cost per mile	\$6.47	\$6.82	\$4.29
	Cost per rider	\$1,349	\$1,386	\$1,424



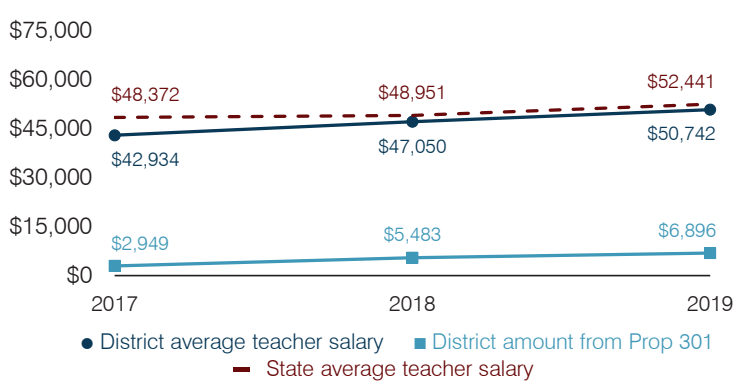
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,958	\$ 4,383	\$ 4,648	\$ 4,869
Student support	578	650	678	754
Instruction support	508	579	551	497
Administration	963	955	1,047	903
Plant operations	960	996	972	1,027
Food service	544	591	672	438
Transportation	319	340	345	417
<b>Total operational</b>	<b>7,830</b>	<b>8,494</b>	<b>8,913</b>	<b>8,905</b>
Land and buildings	322	385	1,393	1,086
Equipment	392	499	556	496
Interest	205	252	344	261
Other	150	200	203	180
<b>Total nonoperational</b>	<b>1,069</b>	<b>1,336</b>	<b>2,496</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 8,899</b>	<b>\$ 9,830</b>	<b>\$11,409</b>	<b>\$10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

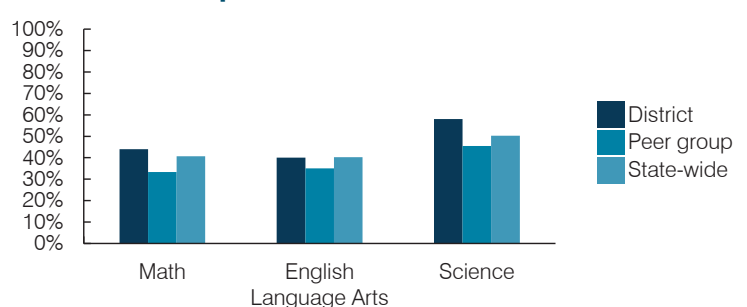


## Average teacher salary and other measures



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

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Baboquivari Unified School District

Pima County

Peer groups: Operational 5 and T-9, Achievement 7<sup>1</sup>

Legislative district(s): 4

District location: Rural

Number of schools: 4

Graduation rate (2018): 56%

Students attending; Size: 1,002; Medium

5-year change in students attending: 5% increase

Special education population: 17%

English learner population: 0%

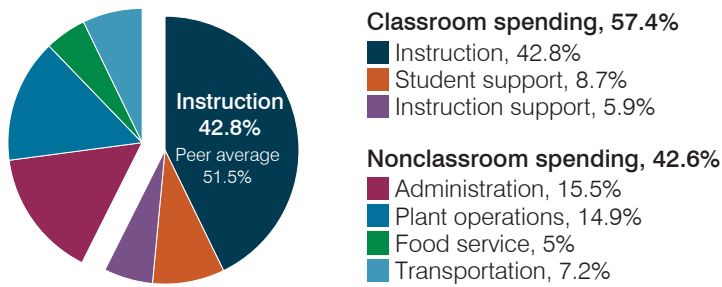
Poverty rate (2018): 47%

Free/reduced meal eligibility: 95%

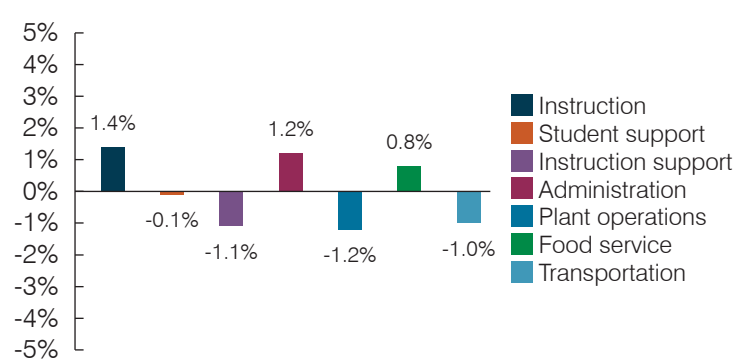
## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	42.8

## Spending by operational area



## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

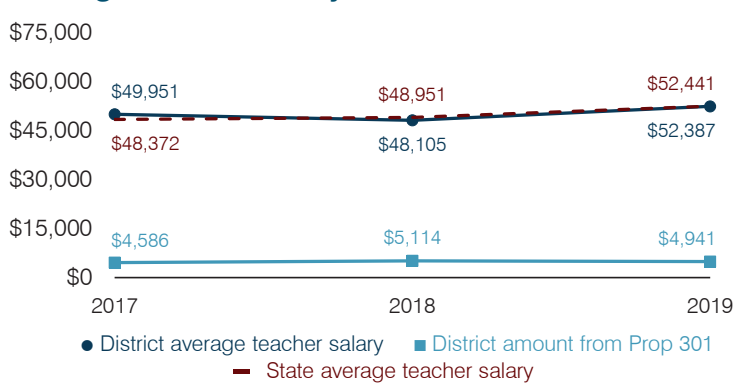


## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,544	\$1,190	\$903
	Students per administrative position	32	60	66
Plant operations	Cost per square foot	\$7.35	\$5.67	\$6.49
	Square footage per student	334	257	158
Food service	Cost per meal	\$3.91	\$3.60	\$3.08
Transportation	Cost per mile	\$2.10	\$2.74	\$4.29
	Cost per rider	\$1,309	\$1,641	\$1,424



## Average teacher salary and other measures

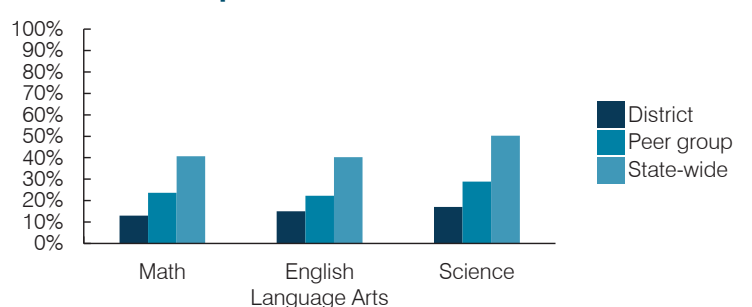


## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 6,657	\$ 7,037	\$ 5,148	\$ 4,869
Student support	1,372	1,437	655	754
Instruction support	1,361	975	436	497
Administration	2,443	2,544	1,190	903
Plant operations	2,477	2,451	1,416	1,027
Food service	788	813	428	438
Transportation	1,169	1,190	546	417
<b>Total operational</b>	<b>16,267</b>	<b>16,447</b>	<b>9,819</b>	<b>8,905</b>
Land and buildings	106	1,010	1,012	1,086
Equipment	694	2,084	658	496
Interest	0	0	238	261
Other	42	40	84	180
<b>Total nonoperational</b>	<b>842</b>	<b>3,134</b>	<b>1,992</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 17,109</b>	<b>\$ 19,581</b>	<b>\$ 11,811</b>	<b>\$ 10,928</b>

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

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Bagdad Unified School District

Yavapai County

Peer groups: Operational 6 and T-10, Achievement 4<sup>1</sup>

Legislative district(s): 1

District location: Rural

Number of schools: 2

Graduation rate (2018): 75%

Students attending; Size: 443; Small

5-year change in students attending: 5% increase

Special education population: 19%

English learner population: 1%

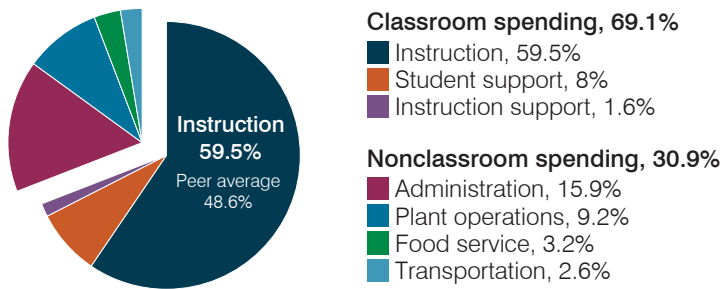
Poverty rate (2018): 10%

Free/reduced meal eligibility: 42%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	59.5

## Spending by operational area



## Operational measures relative to peer averages

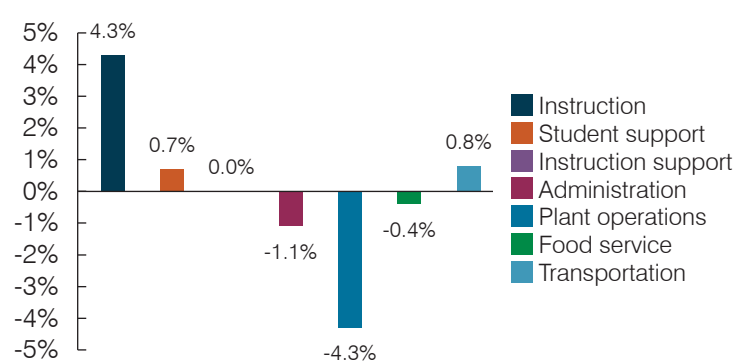
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,979	\$1,750	\$903
	Students per administrative position	41	45	66
Plant operations	Cost per square foot	\$5.15	\$5.35	\$6.49
	Square footage per student	222	315	158
Food service	Cost per meal	\$3.88	\$3.77	\$3.08
Transportation	Cost per mile	\$1.61	\$2.20	\$4.29
	Cost per rider	\$1,563	\$1,962	\$1,424



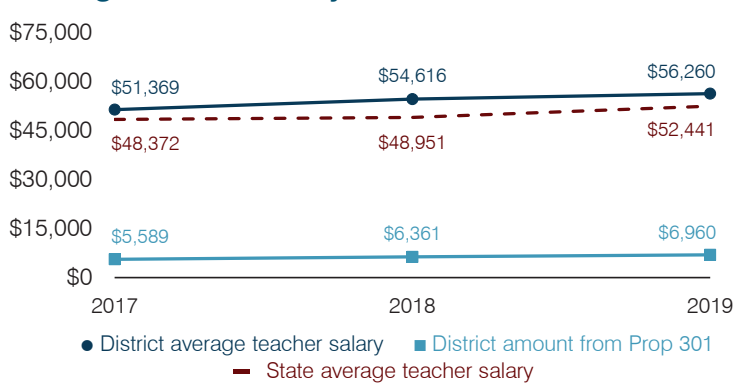
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 6,947	\$ 7,401	\$ 5,732	\$ 4,869
Student support	959	988	763	754
Instruction support	212	199	364	497
Administration	2,257	1,979	1,750	903
Plant operations	1,448	1,144	1,697	1,027
Food service	435	396	545	438
Transportation	365	328	616	417
<b>Total operational</b>	<b>12,623</b>	<b>12,435</b>	<b>11,467</b>	<b>8,905</b>
Land and buildings	863	648	757	1,086
Equipment	436	655	692	496
Interest	0	0	152	261
Other	3	8	64	180
<b>Total nonoperational</b>	<b>1,302</b>	<b>1,311</b>	<b>1,665</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 13,925</b>	<b>\$ 13,746</b>	<b>\$13,132</b>	<b>\$10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

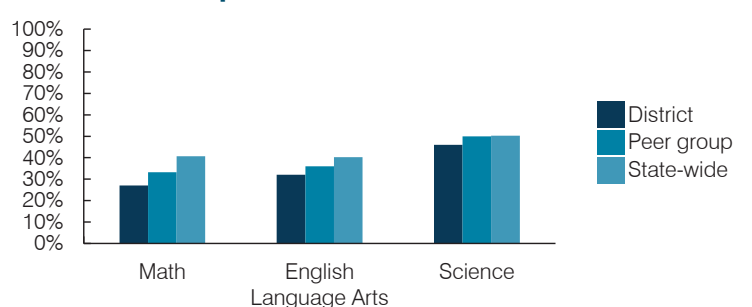


## Average teacher salary and other measures



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

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Balsz Elementary School District

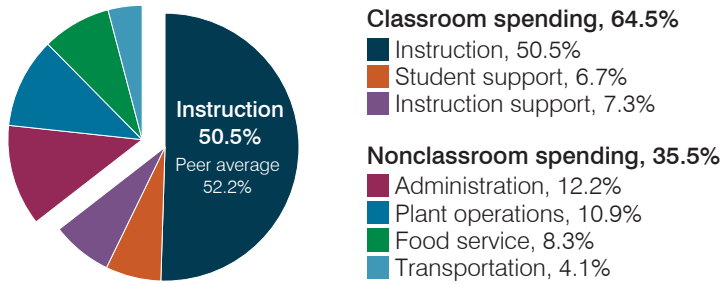
Maricopa County  
 Peer groups: Operational 8 and T-3, Achievement 15<sup>1</sup>  
 Legislative district(s): 24 and 27  
 District location: City  
 Number of schools: 5  
 Graduation rate (2018): N/A

Students attending; Size: 2,176; Medium-large  
 5-year change in students attending: 13% decrease  
 Special education population: 13%  
 English learner population: 19%  
 Poverty rate (2018): 31%  
 Free/reduced meal eligibility: 95%

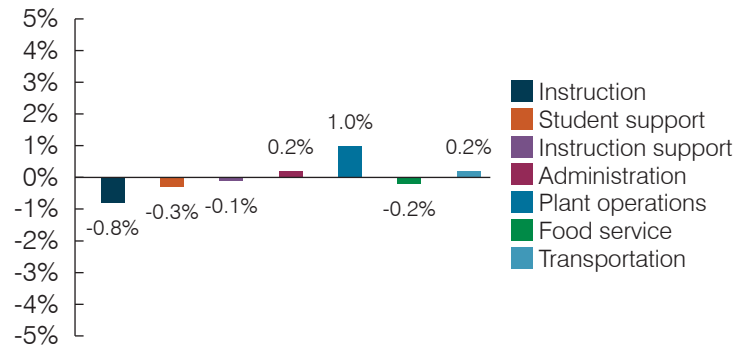
## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	50.5

## Spending by operational area



## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

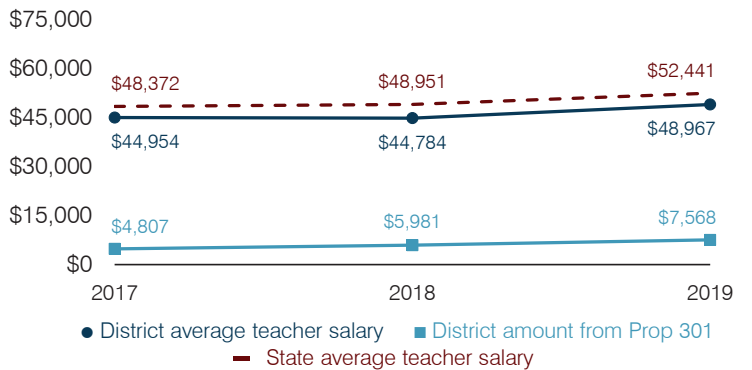


## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,225	\$1,047	\$903
	Students per administrative position	56	65	66
Plant operations	Cost per square foot	\$5.29	\$6.60	\$6.49
	Square footage per student	209	145	158
Food service	Cost per meal	\$2.99	\$2.91	\$3.08
Transportation	Cost per mile	\$8.70	\$4.60	\$4.29
	Cost per rider	\$1,095	\$1,224	\$1,424

Very low   Low   Comparable   High   Very high

## Average teacher salary and other measures

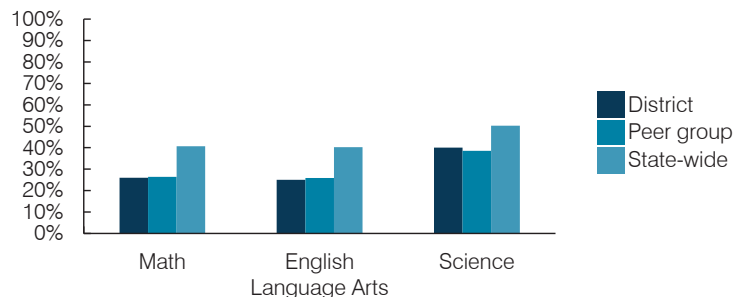


## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,929	\$ 5,085	\$ 4,648	\$ 4,869
Student support	655	671	678	754
Instruction support	942	739	551	497
Administration	1,289	1,225	1,047	903
Plant operations	1,146	1,103	972	1,027
Food service	915	839	672	438
Transportation	403	410	345	417
<b>Total operational</b>	<b>10,279</b>	<b>10,072</b>	<b>8,913</b>	<b>8,905</b>
Land and buildings	389	951	1,393	1,086
Equipment	395	776	556	496
Interest	199	176	344	261
Other	38	115	203	180
<b>Total nonoperational</b>	<b>1,021</b>	<b>2,018</b>	<b>2,496</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 11,300</b>	<b>\$ 12,090</b>	<b>\$11,409</b>	<b>\$10,928</b>

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

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.



# Beaver Creek Elementary School District

Yavapai County

Peer groups: Operational 10 and T-7, Achievement 16<sup>1</sup>

Legislative district(s): 1 and 6

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 294; Small

5-year change in students attending: 8% decrease

Special education population: 16%

English learner population: 4%

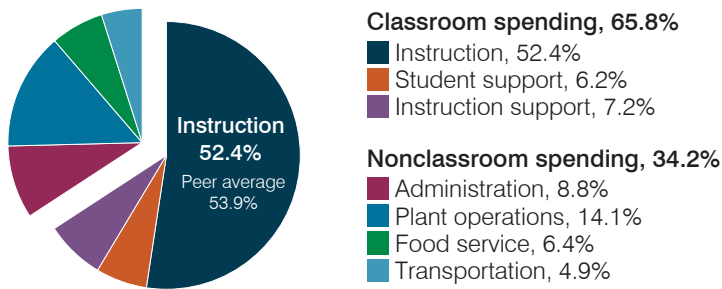
Poverty rate (2018): 13%

Free/reduced meal eligibility: 64%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	52.4

## Spending by operational area



## Operational measures relative to peer averages

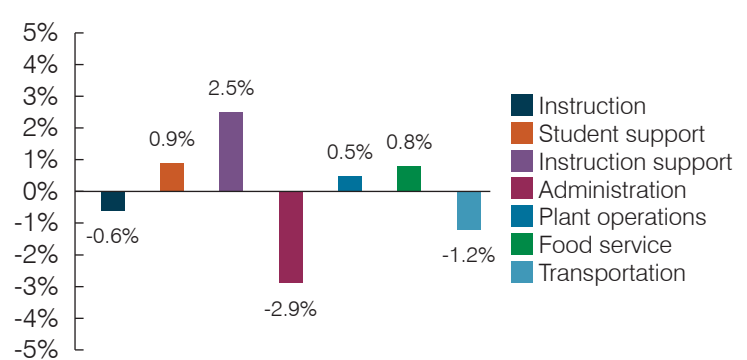
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$843	\$1,326	\$903
	Students per administrative position	54	52	66
Plant operations	Cost per square foot	\$5.30	\$6.87	\$6.49
	Square footage per student	255	196	158
Food service	Cost per meal	\$3.53	\$3.37	\$3.08
Transportation	Cost per mile	\$3.22	\$3.70	\$4.29
	Cost per rider	\$797	\$1,127	\$1,424



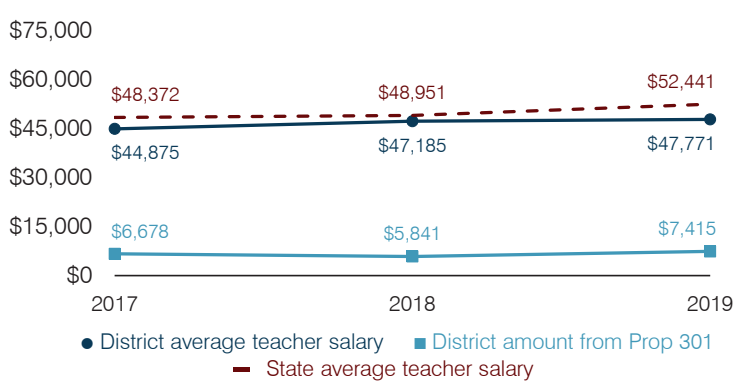
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,574	\$ 5,020	\$ 5,443	\$ 4,869
Student support	652	596	538	754
Instruction support	615	686	403	497
Administration	966	843	1,326	903
Plant operations	1,308	1,350	1,175	1,027
Food service	612	617	588	438
Transportation	437	469	681	417
<b>Total operational</b>	<b>9,164</b>	<b>9,581</b>	<b>10,154</b>	<b>8,905</b>
Land and buildings	192	123	215	1,086
Equipment	273	439	769	496
Interest	0	2	129	261
Other	109	116	126	180
<b>Total nonoperational</b>	<b>574</b>	<b>680</b>	<b>1,239</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 9,738</b>	<b>\$ 10,261</b>	<b>\$ 11,393</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

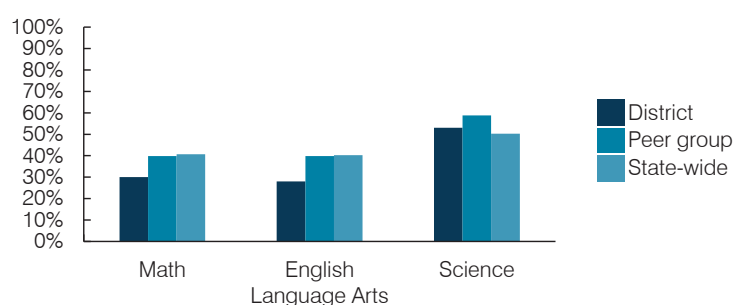


## Average teacher salary and other measures



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

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Benson Unified School District

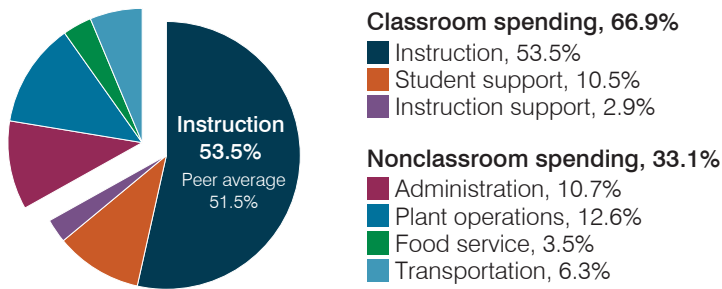
Cochise County  
 Peer groups: Operational 5 and T-8, Achievement 6<sup>1</sup>  
 Legislative district(s): 14  
 District location: Town  
 Number of schools: 4  
 Graduation rate (2018): 90%

Students attending; Size: 1,236; Medium  
 5-year change in students attending: 10% increase  
 Special education population: 15%  
 English learner population: 1%  
 Poverty rate (2018): 27%  
 Free/reduced meal eligibility: 44%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	53.5

## Spending by operational area



## Operational measures relative to peer averages

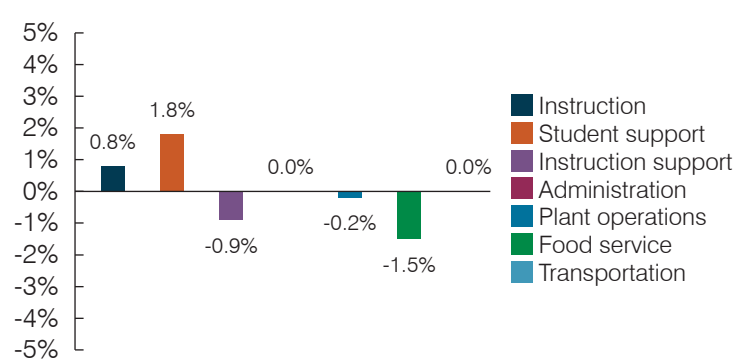
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$951	\$1,190	\$903
	Students per administrative position	44	60	66
Plant operations	Cost per square foot	\$7.11	\$5.67	\$6.49
	Square footage per student	157	257	158
Food service	Cost per meal	\$3.75	\$3.60	\$3.08
Transportation	Cost per mile	\$3.89	\$3.26	\$4.29
	Cost per rider	\$1,955	\$1,447	\$1,424



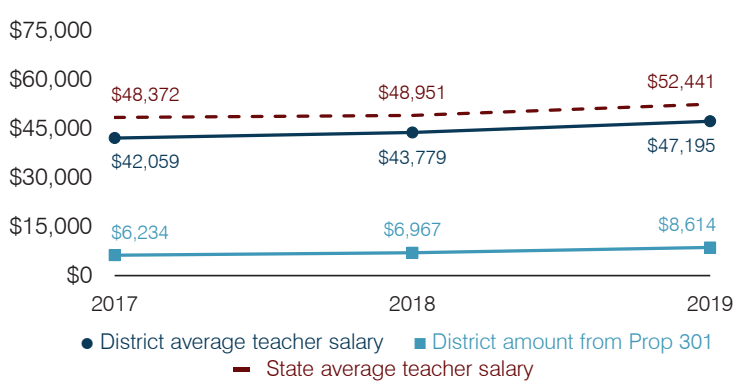
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,313	\$ 4,757	\$ 5,148	\$ 4,869
Student support	777	932	655	754
Instruction support	249	258	436	497
Administration	893	951	1,190	903
Plant operations	1,034	1,117	1,416	1,027
Food service	309	313	428	438
Transportation	556	558	546	417
<b>Total operational</b>	<b>8,131</b>	<b>8,886</b>	<b>9,819</b>	<b>8,905</b>
Land and buildings	387	1,183	1,012	1,086
Equipment	219	297	658	496
Interest	113	96	238	261
Other	77	97	84	180
<b>Total nonoperational</b>	<b>796</b>	<b>1,673</b>	<b>1,992</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 8,927</b>	<b>\$ 10,559</b>	<b>\$ 11,811</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

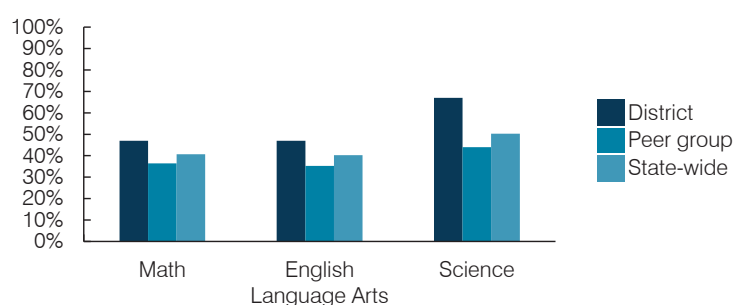


## Average teacher salary and other measures



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

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Bicentennial Union High School District

La Paz County

Peer groups: Operational 11 and T-11, Achievement 10<sup>1</sup>

Legislative district(s): 5

District location: Rural

Number of schools: 1

Graduation rate (2018): 91%

Students attending; Size: 119; Very small

5-year change in students attending: 11% increase

Special education population: 21%

English learner population: 6%

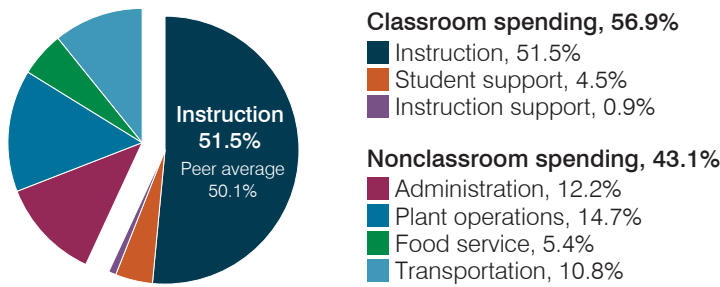
Poverty rate (2018): 10%

Free/reduced meal eligibility: 80%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	51.5

## Spending by operational area



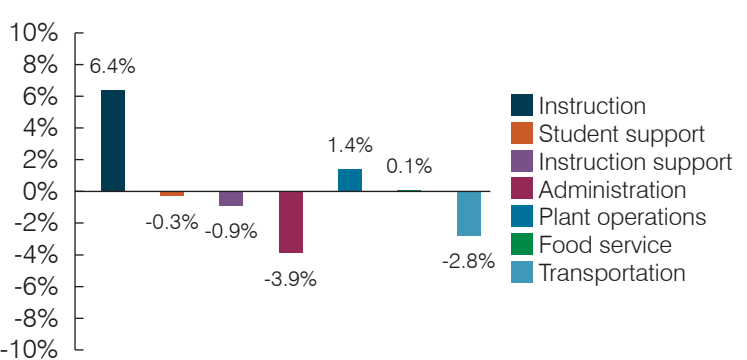
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,923	\$3,398	\$903
	Students per administrative position	40	32	66
Plant operations	Cost per square foot	\$4.99	\$7.70	\$6.49
	Square footage per student	466	382	158
Food service	Cost per meal	\$4.80	\$5.47	\$3.08
Transportation	Cost per mile	\$1.57	\$2.28	\$4.29
	Cost per rider	\$1,985	\$1,665	\$1,424

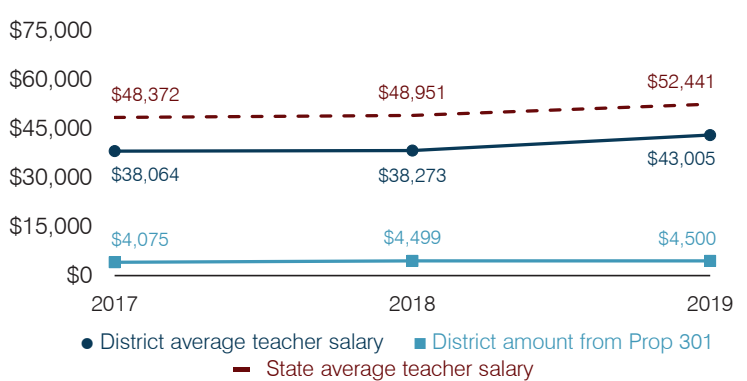
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 7,577	\$ 8,114	\$ 9,084	\$ 4,869
Student support	713	717	756	754
Instruction support	252	136	438	497
Administration	2,105	1,923	3,398	903
Plant operations	2,016	2,322	2,665	1,027
Food service	926	857	917	438
Transportation	1,781	1,694	976	417
<b>Total operational</b>	<b>15,370</b>	<b>15,763</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	610	1,006	1,425	1,086
Equipment	1,244	1,813	1,013	496
Interest	17	9	28	261
Other	0	0	92	180
<b>Total nonoperational</b>	<b>1,871</b>	<b>2,828</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 17,241</b>	<b>\$ 18,591</b>	<b>\$ 20,792</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

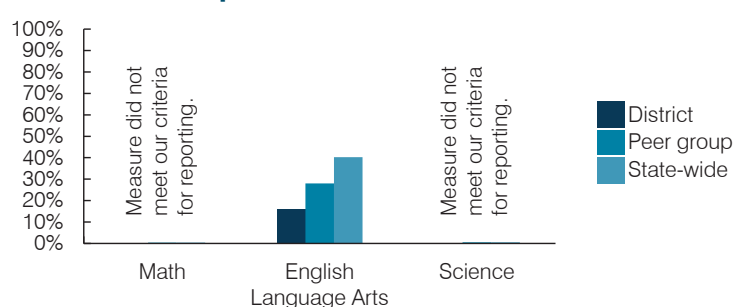


## Average teacher salary and other measures



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

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Bisbee Unified School District

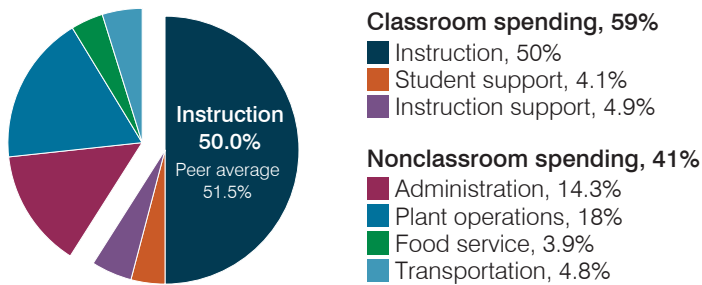
Cochise County  
 Peer groups: Operational 5 and T-8, Achievement 5<sup>1</sup>  
 Legislative district(s): 14  
 District location: Town  
 Number of schools: 3  
 Graduation rate (2018): 93%

Students attending; Size: 673; Medium  
 5-year change in students attending: 19% decrease  
 Special education population: 13%  
 English learner population: 7%  
 Poverty rate (2018): 24%  
 Free/reduced meal eligibility: 70%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	50.0

## Spending by operational area



## Operational measures relative to peer averages

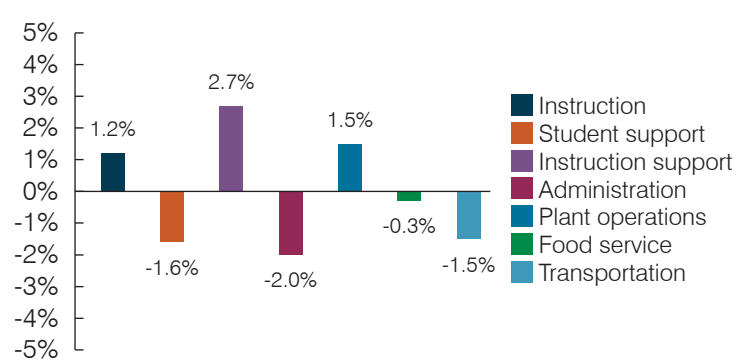
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,569	\$1,190	\$903
	Students per administrative position	47	60	66
Plant operations	Cost per square foot	\$6.36	\$5.67	\$6.49
	Square footage per student	311	257	158
Food service	Cost per meal	\$4.22	\$3.60	\$3.08
Transportation	Cost per mile	\$3.49	\$3.26	\$4.29
	Cost per rider	\$1,647	\$1,447	\$1,424



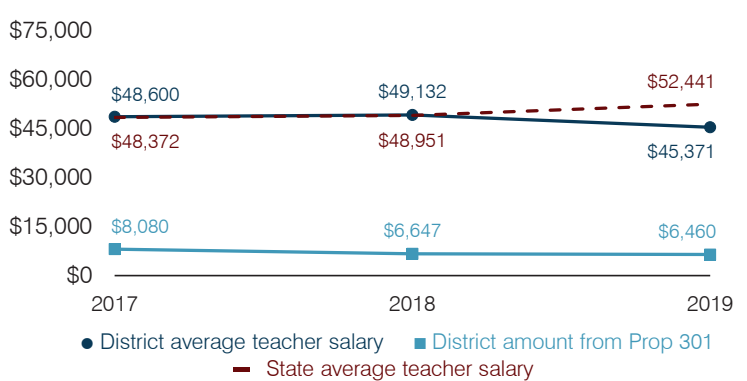
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,339	\$ 5,483	\$ 5,148	\$ 4,869
Student support	358	448	655	754
Instruction support	601	542	436	497
Administration	1,429	1,569	1,190	903
Plant operations	1,871	1,978	1,416	1,027
Food service	417	425	428	438
Transportation	444	529	546	417
<b>Total operational</b>	<b>10,459</b>	<b>10,974</b>	<b>9,819</b>	<b>8,905</b>
Land and buildings	319	3,111	1,012	1,086
Equipment	224	421	658	496
Interest	4	3	238	261
Other	31	14	84	180
<b>Total nonoperational</b>	<b>578</b>	<b>3,549</b>	<b>1,992</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 11,037</b>	<b>\$ 14,523</b>	<b>\$11,811</b>	<b>\$10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

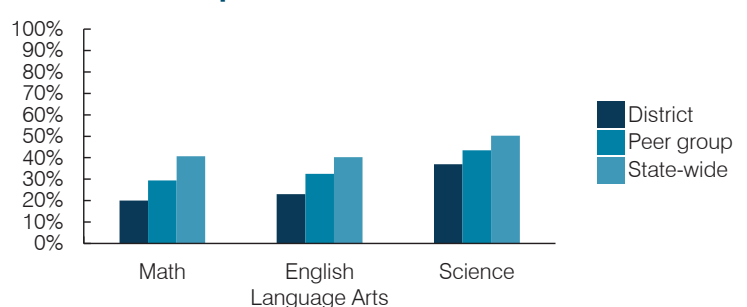


## Average teacher salary and other measures



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

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Blue Elementary School District

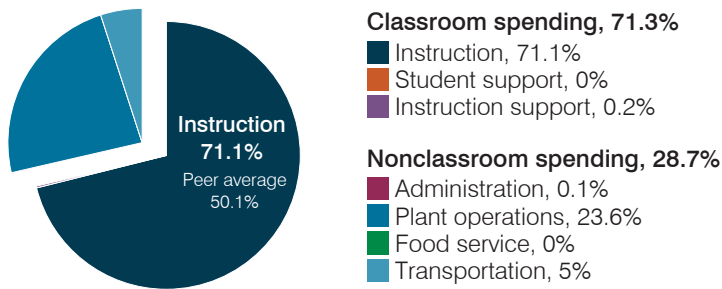
Greenlee County  
 Peer groups: Operational 11 and Achievement 4<sup>1</sup>  
 Legislative district(s): 14  
 District location: Rural  
 Number of schools: 1  
 Graduation rate (2018): N/A

Students attending; Size: 10; Very small  
 5-year change in students attending: 33% increase  
 Special education population: N/A  
 English learner population: N/A  
 Poverty rate (2018): N/A  
 Free/reduced meal eligibility: N/A

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	71.1

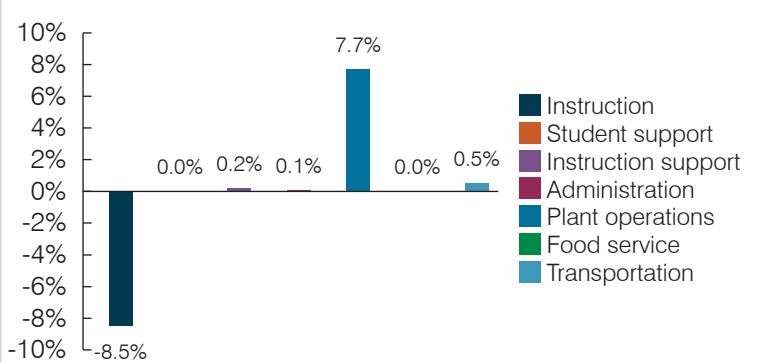
## Spending by operational area



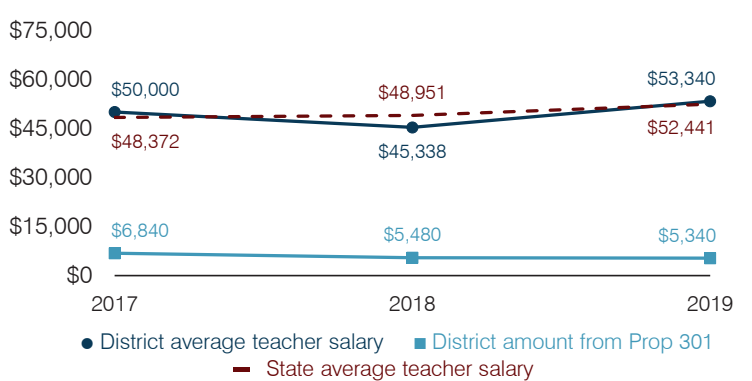
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$10	\$3,398	\$903
	Students per administrative position	N/A	32	66
Plant operations	Cost per square foot	\$21.01	\$7.70	\$6.49
	Square footage per student	160	382	158
Food service	Cost per meal	N/A	\$5.47	\$3.08
Transportation	Cost per mile	N/A	N/A	\$4.29
	Cost per rider	N/A	N/A	\$1,424

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



## Average teacher salary and other measures



## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 13,289	\$ 10,124	\$ 9,084	\$ 4,869
Student support	0	0	756	754
Instruction support	267	28	438	497
Administration	5	10	3,398	903
Plant operations	2,851	3,361	2,665	1,027
Food service	0	0	917	438
Transportation	600	720	976	417
<b>Total operational</b>	<b>17,012</b>	<b>14,243</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	0	0	1,425	1,086
Equipment	84	920	1,013	496
Interest	0	0	28	261
Other	96	50	92	180
<b>Total nonoperational</b>	<b>180</b>	<b>970</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 17,192</b>	<b>\$ 15,213</b>	<b>\$ 20,792</b>	<b>\$ 10,928</b>

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

## Students who passed State assessments<sup>2</sup>

Measure did not meet our criteria for reporting.

<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Blue Ridge Unified School District

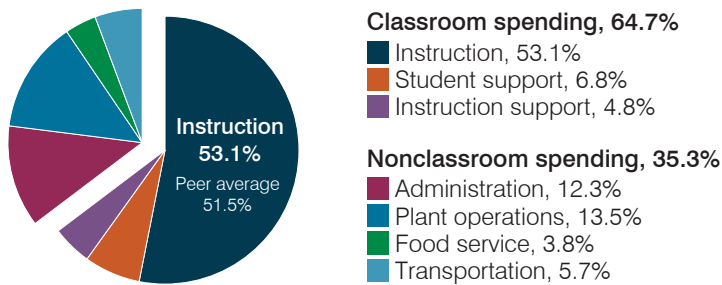
Navajo County  
 Peer groups: Operational 5 and T-8, Achievement 5<sup>1</sup>  
 Legislative district(s): 7  
 District location: Town  
 Number of schools: 3  
 Graduation rate (2018): 80%

Students attending; Size: 1,979; Medium  
 5-year change in students attending: 8% decrease  
 Special education population: 12%  
 English learner population: 4%  
 Poverty rate (2018): 23%  
 Free/reduced meal eligibility: 49%

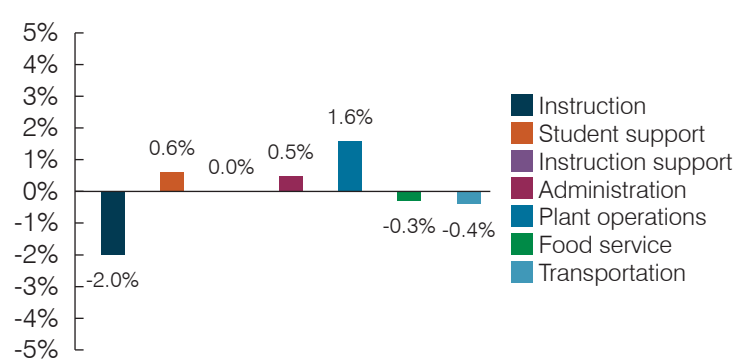
## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	53.1

## Spending by operational area



## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

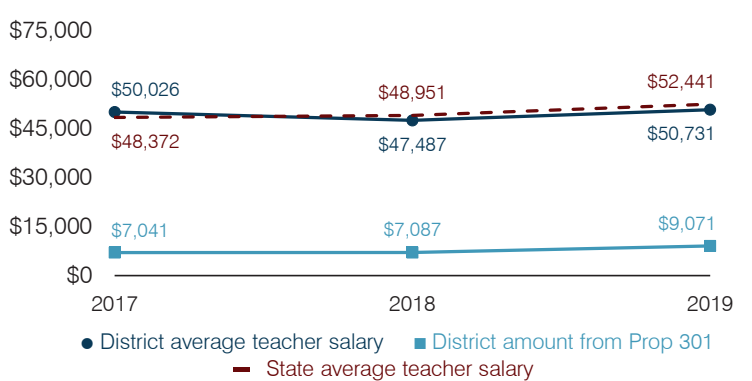


## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,120	\$1,190	\$903
	Students per administrative position	79	60	66
Plant operations	Cost per square foot	\$4.60	\$5.67	\$6.49
	Square footage per student	269	257	158
Food service	Cost per meal	\$3.30	\$3.60	\$3.08
Transportation	Cost per mile	\$3.11	\$3.26	\$4.29
	Cost per rider	\$1,120	\$1,447	\$1,424



## Average teacher salary and other measures

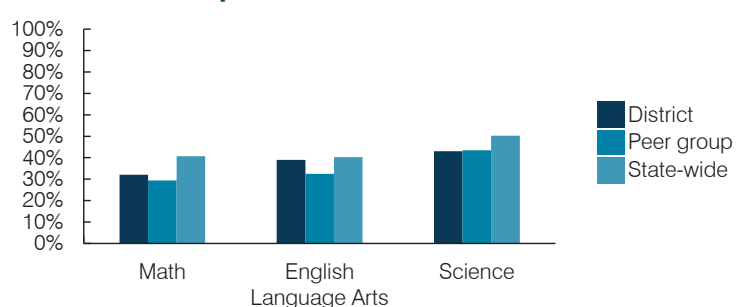


## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,393	\$ 4,844	\$ 5,148	\$ 4,869
Student support	590	619	655	754
Instruction support	440	436	436	497
Administration	1,092	1,120	1,190	903
Plant operations	1,172	1,236	1,416	1,027
Food service	333	352	428	438
Transportation	448	517	546	417
<b>Total operational</b>	<b>8,468</b>	<b>9,124</b>	<b>9,819</b>	<b>8,905</b>
Land and buildings	3,528	1,373	1,012	1,086
Equipment	897	381	658	496
Interest	562	501	238	261
Other	21	11	84	180
<b>Total nonoperational</b>	<b>5,008</b>	<b>2,266</b>	<b>1,992</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 13,476</b>	<b>\$ 11,390</b>	<b>\$11,811</b>	<b>\$10,928</b>

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

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Bonita Elementary School District

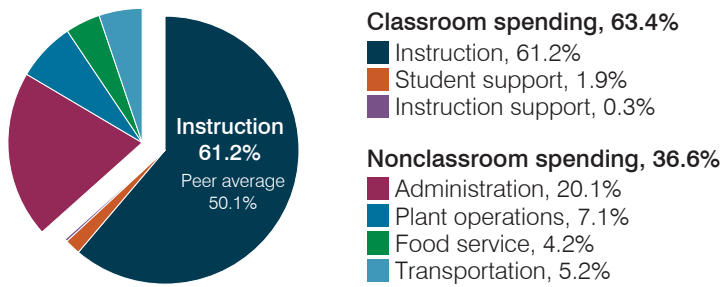
Graham County  
 Peer groups: Operational 11 and T-11, Achievement 16<sup>1</sup>  
 Legislative district(s): 14  
 District location: Rural  
 Number of schools: 1  
 Graduation rate (2018): N/A

Students attending; Size: 87; Very small  
 5-year change in students attending: 8% decrease  
 Special education population: 14%  
 English learner population: 0%  
 Poverty rate (2018): 13%  
 Free/reduced meal eligibility: 53%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	61.2

## Spending by operational area



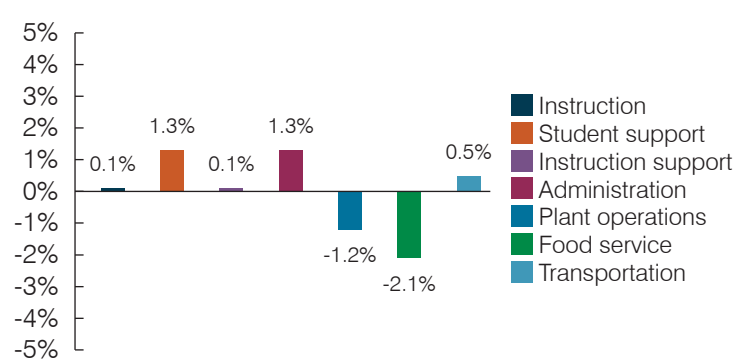
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,475	\$3,398	\$903
	Students per administrative position	29	32	66
Plant operations	Cost per square foot	\$3.96	\$7.70	\$6.49
	Square footage per student	312	382	158
Food service	Cost per meal	\$7.43	\$5.47	\$3.08
Transportation	Cost per mile	\$1.48	\$2.28	\$4.29
	Cost per rider	\$925	\$1,665	\$1,424

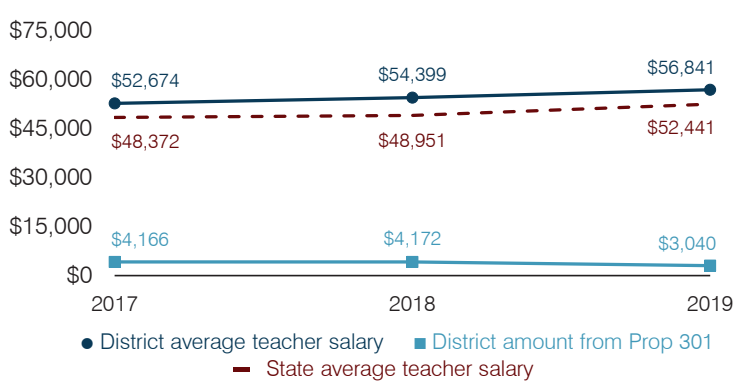
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 11,701	\$ 10,569	\$ 9,084	\$ 4,869
Student support	404	334	756	754
Instruction support	43	58	438	497
Administration	3,667	3,475	3,398	903
Plant operations	1,386	1,234	2,665	1,027
Food service	999	723	917	438
Transportation	699	889	976	417
<b>Total operational</b>	<b>18,899</b>	<b>17,282</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	120	370	1,425	1,086
Equipment	84	233	1,013	496
Interest	11	44	28	261
Other	120	0	92	180
<b>Total nonoperational</b>	<b>335</b>	<b>647</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 19,234</b>	<b>\$ 17,929</b>	<b>\$ 20,792</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

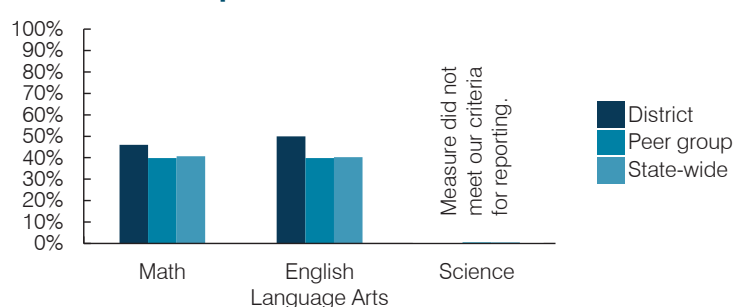


## Average teacher salary and other measures



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

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Bouse Elementary School District

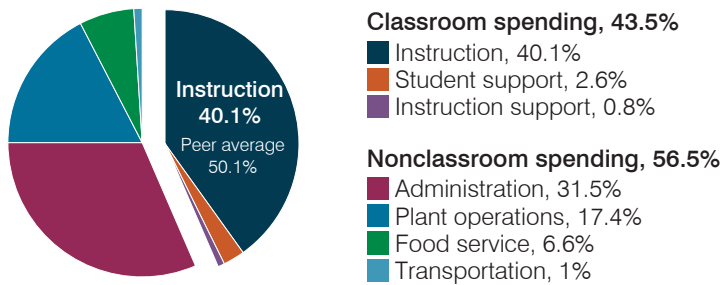
La Paz County  
 Peer groups: Operational 11 and T-11, Achievement 17<sup>1</sup>  
 Legislative district(s): 5  
 District location: Rural  
 Number of schools: 1  
 Graduation rate (2018): N/A

Students attending; Size: 38; Very small  
 5-year change in students attending: 19% increase  
 Special education population: 17%  
 English learner population: 20%  
 Poverty rate (2018): 20%  
 Free/reduced meal eligibility: 83%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	40.1

## Spending by operational area



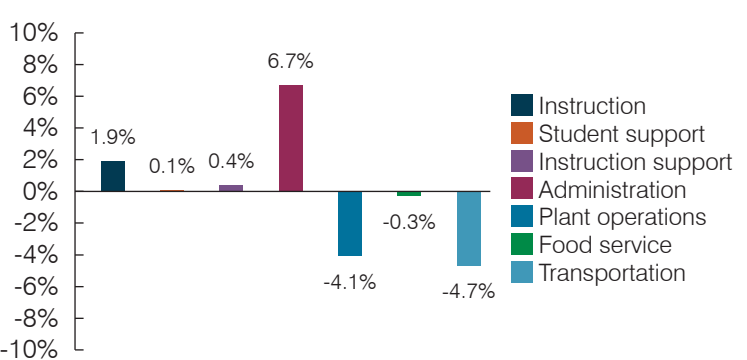
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$6,491	\$3,398	\$903
	Students per administrative position	38	32	66
Plant operations	Cost per square foot	\$10.11	\$7.70	\$6.49
	Square footage per student	354	382	158
Food service	Cost per meal	\$6.13	\$5.47	\$3.08
Transportation	Cost per mile	\$1.18	\$2.28	\$4.29
	Cost per rider	\$421	\$1,665	\$1,424

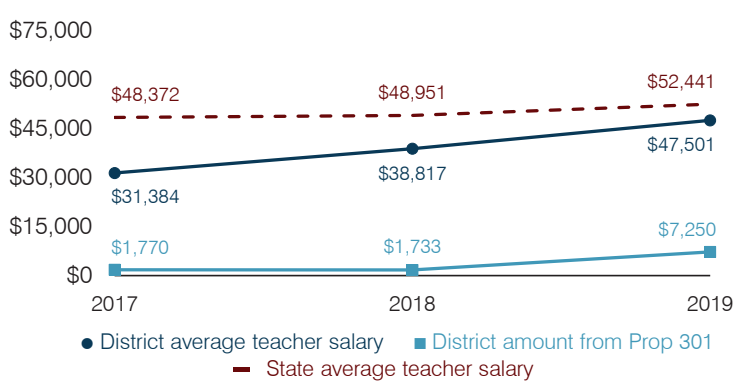
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 11,109	\$ 8,251	\$ 9,084	\$ 4,869
Student support	224	541	756	754
Instruction support	73	164	438	497
Administration	5,942	6,491	3,398	903
Plant operations	4,941	3,577	2,665	1,027
Food service	1,786	1,362	917	438
Transportation	790	201	976	417
<b>Total operational</b>	<b>24,865</b>	<b>20,587</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	416	672	1,425	1,086
Equipment	411	381	1,013	496
Interest	6	0	28	261
Other	217	18	92	180
<b>Total nonoperational</b>	<b>1,050</b>	<b>1,071</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 25,915</b>	<b>\$ 21,658</b>	<b>\$20,792</b>	<b>\$10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



## Average teacher salary and other measures



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

## Students who passed State assessments<sup>2</sup>

Measure did not meet our criteria for reporting.

<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.



# Bowie Unified School District

Cochise County

Peer groups: Operational 11 and T-11, Achievement 5<sup>1</sup>

Legislative district(s): 14

District location: Rural

Number of schools: 2

Graduation rate (2018): N/A

Students attending; Size: 52; Very small

5-year change in students attending: 5% increase

Special education population: 22%

English learner population: 6%

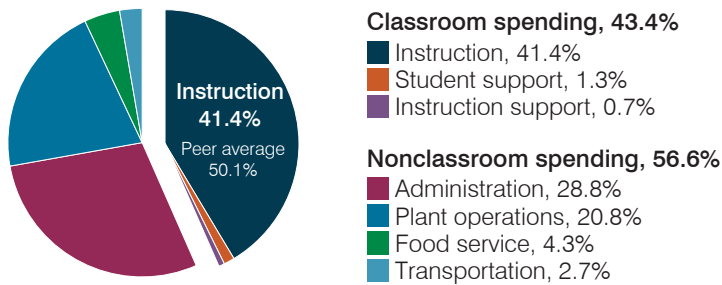
Poverty rate (2018): 24%

Free/reduced meal eligibility: NR

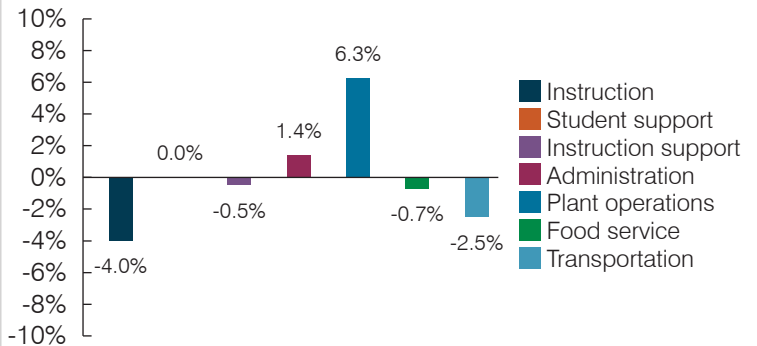
## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	41.4

## Spending by operational area



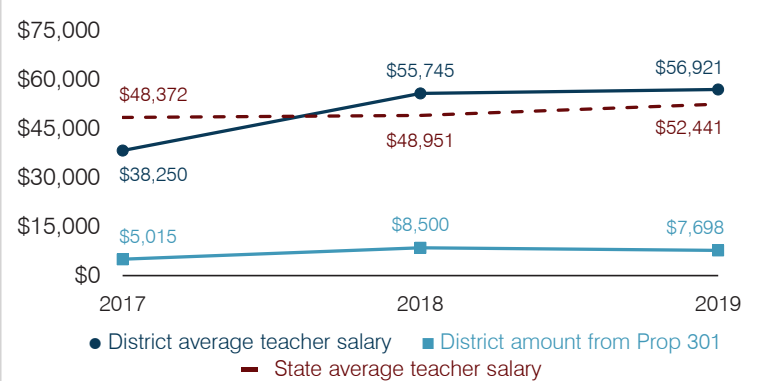
## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$8,861	\$3,398	\$903
	Students per administrative position	13	32	66
Plant operations	Cost per square foot	\$7.26	\$7.70	\$6.49
	Square footage per student	883	382	158
Food service	Cost per meal	\$9.93	\$5.47	\$3.08
Transportation	Cost per mile	\$0.90	\$2.28	\$4.29
	Cost per rider	\$1,355	\$1,665	\$1,424

## Average teacher salary and other measures



## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 8,737	\$ 12,740	\$ 9,084	\$ 4,869
Student support	143	402	756	754
Instruction support	1,034	228	438	497
Administration	7,998	8,861	3,398	903
Plant operations	4,133	6,416	2,665	1,027
Food service	1,239	1,317	917	438
Transportation	703	838	976	417
<b>Total operational</b>	<b>23,987</b>	<b>30,802</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	853	0	1,425	1,086
Equipment	1,175	1,117	1,013	496
Interest	74	0	28	261
Other	326	183	92	180
<b>Total nonoperational</b>	<b>2,428</b>	<b>1,300</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 26,415</b>	<b>\$ 32,102</b>	<b>\$ 20,792</b>	<b>\$ 10,928</b>

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

## Students who passed State assessments<sup>2</sup>

Measure did not meet our criteria for reporting.

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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Buckeye Elementary School District

Maricopa County

Peer groups: Operational 8 and T-3, Achievement 13<sup>1</sup>

Legislative district(s): 4 and 13

District location: Suburb

Number of schools: 7

Graduation rate (2018): N/A

Students attending; Size: 5,152; Medium-large

5-year change in students attending: 13% increase

Special education population: 14%

English learner population: 7%

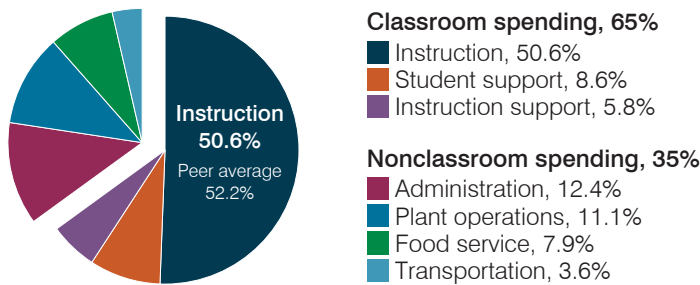
Poverty rate (2018): 16%

Free/reduced meal eligibility: 66%

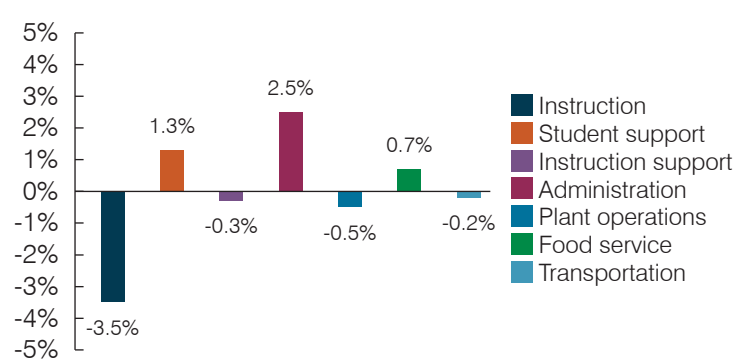
## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	50.6

## Spending by operational area



## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

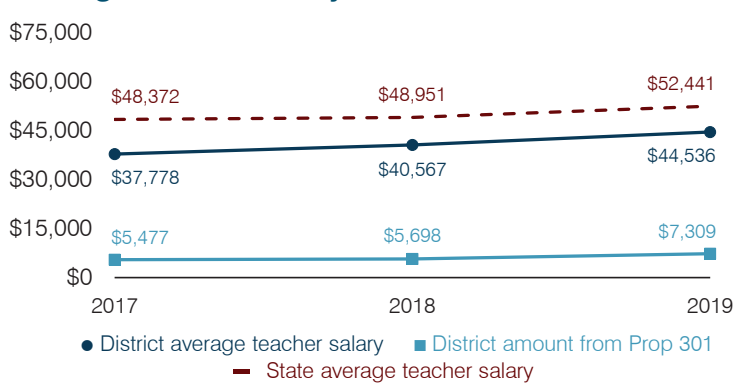


## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,043	\$1,047	\$903
	Students per administrative position	79	65	66
Plant operations	Cost per square foot	\$7.89	\$6.60	\$6.49
	Square footage per student	118	145	158
Food service	Cost per meal	\$2.66	\$2.91	\$3.08
Transportation	Cost per mile	\$4.36	\$4.60	\$4.29
	Cost per rider	\$962	\$1,224	\$1,424



## Average teacher salary and other measures

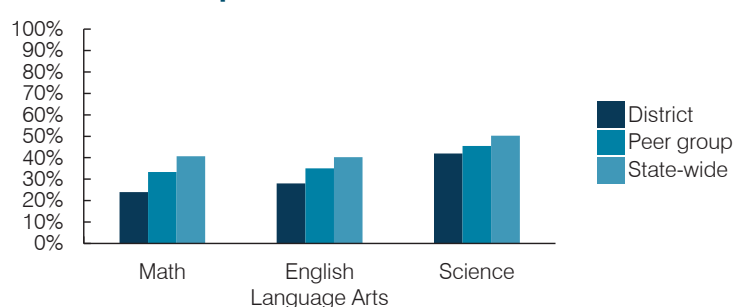


## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,816	\$ 4,250	\$ 4,648	\$ 4,869
Student support	609	718	678	754
Instruction support	484	490	551	497
Administration	958	1,043	1,047	903
Plant operations	912	935	972	1,027
Food service	557	665	672	438
Transportation	290	302	345	417
<b>Total operational</b>	<b>7,626</b>	<b>8,403</b>	<b>8,913</b>	<b>8,905</b>
Land and buildings	888	297	1,393	1,086
Equipment	330	436	556	496
Interest	213	169	344	261
Other	200	215	203	180
<b>Total nonoperational</b>	<b>1,631</b>	<b>1,117</b>	<b>2,496</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 9,257</b>	<b>\$ 9,520</b>	<b>\$11,409</b>	<b>\$10,928</b>

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

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Buckeye Union High School District

Maricopa County

Peer groups: Operational 3 and T-5, Achievement 8<sup>1</sup>

Legislative district(s): 4 and 13

District location: Suburb

Number of schools: 3

Graduation rate (2018): 93%

Students attending; Size: 4,328; Medium-large

5-year change in students attending: 12% increase

Special education population: 12%

English learner population: 3%

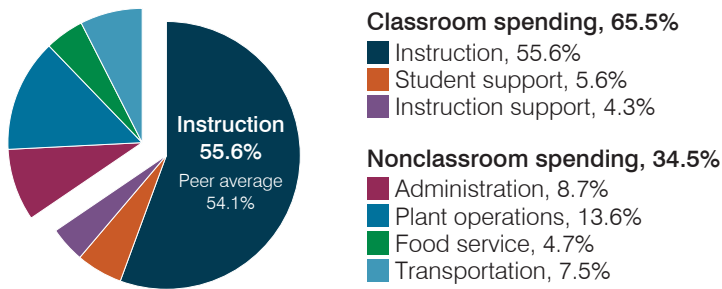
Poverty rate (2018): 12%

Free/reduced meal eligibility: 53%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	55.6

## Spending by operational area



## Operational measures relative to peer averages

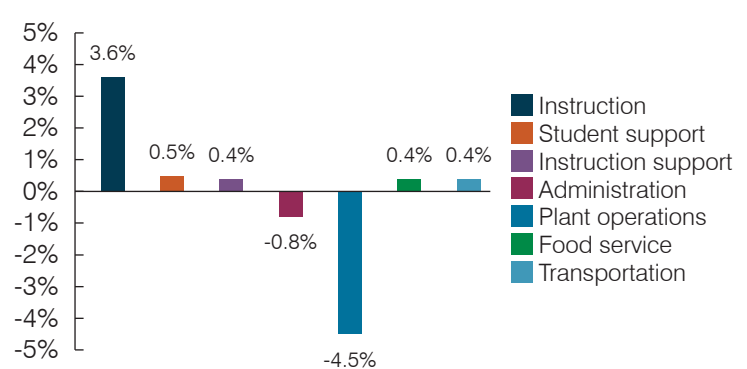
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$779	\$887	\$903
	Students per administrative position	75	68	66
Plant operations	Cost per square foot	\$6.75	\$5.90	\$6.49
	Square footage per student	181	159	158
Food service	Cost per meal	\$3.23	\$3.35	\$3.08
Transportation	Cost per mile	\$2.97	\$4.10	\$4.29
	Cost per rider	\$1,615	\$1,775	\$1,424



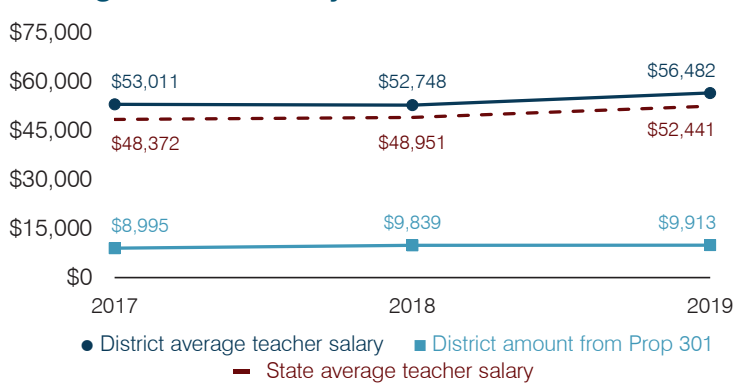
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,709	\$ 4,994	\$ 4,496	\$ 4,869
Student support	502	506	730	754
Instruction support	383	384	377	497
Administration	715	779	887	903
Plant operations	1,240	1,225	977	1,027
Food service	394	420	353	438
Transportation	686	676	428	417
<b>Total operational</b>	<b>8,629</b>	<b>8,984</b>	<b>8,248</b>	<b>8,905</b>
Land and buildings	318	148	1,367	1,086
Equipment	780	531	508	496
Interest	735	776	319	261
Other	61	62	194	180
<b>Total nonoperational</b>	<b>1,894</b>	<b>1,517</b>	<b>2,388</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 10,523</b>	<b>\$ 10,501</b>	<b>\$10,636</b>	<b>\$10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

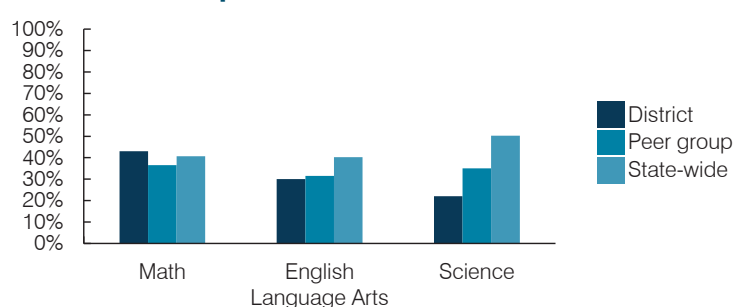


## Average teacher salary and other measures



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

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Bullhead City Elementary School District

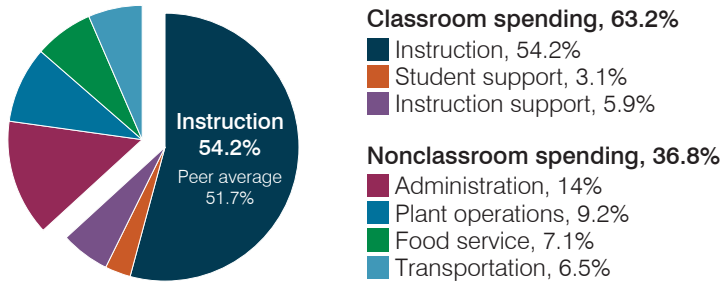
Mohave County  
 Peer groups: Operational 9 and T-6, Achievement 20<sup>1</sup>  
 Legislative district(s): 5  
 District location: Rural  
 Number of schools: 6  
 Graduation rate (2018): N/A

Students attending; Size: 2,498; Medium-large  
 5-year change in students attending: 13% decrease  
 Special education population: 13%  
 English learner population: 4%  
 Poverty rate (2018): 33%  
 Free/reduced meal eligibility: 82%

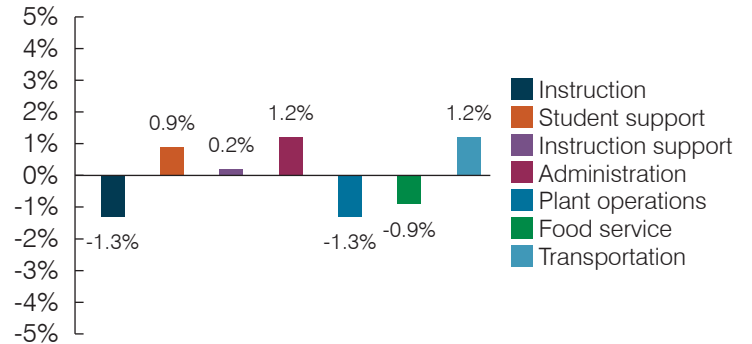
## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	54.2

## Spending by operational area



## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

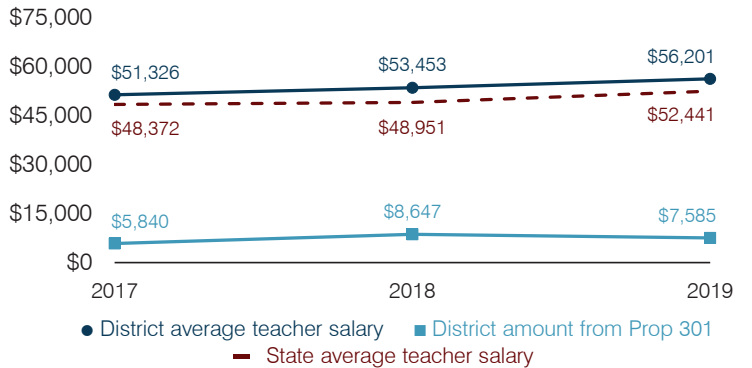


## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,153	\$1,141	\$903
	Students per administrative position	69	60	66
Plant operations	Cost per square foot	\$5.05	\$6.68	\$6.49
	Square footage per student	151	161	158
Food service	Cost per meal	\$2.97	\$3.16	\$3.08
Transportation	Cost per mile	\$3.74	\$4.23	\$4.29
	Cost per rider	\$948	\$768	\$1,424



## Average teacher salary and other measures

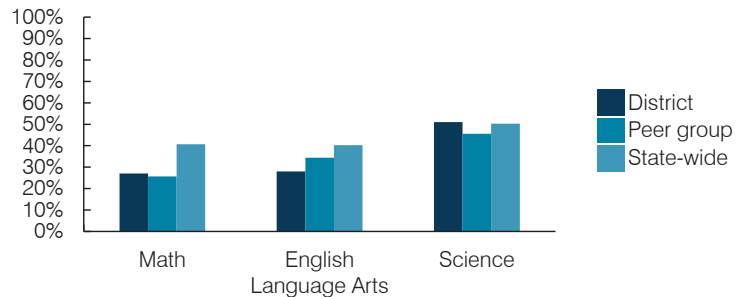


## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,344	\$ 4,470	\$ 4,638	\$ 4,869
Student support	224	255	567	754
Instruction support	412	488	481	497
Administration	1,038	1,153	1,141	903
Plant operations	704	763	1,054	1,027
Food service	561	585	599	438
Transportation	440	540	498	417
<b>Total operational</b>	<b>7,723</b>	<b>8,254</b>	<b>8,978</b>	<b>8,905</b>
Land and buildings	77	21	265	1,086
Equipment	126	299	486	496
Interest	0	4	72	261
Other	48	60	134	180
<b>Total nonoperational</b>	<b>251</b>	<b>384</b>	<b>957</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 7,974</b>	<b>\$ 8,638</b>	<b>\$ 9,935</b>	<b>\$ 10,928</b>

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

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Camp Verde Unified School District

Yavapai County

Peer groups: Operational 5 and T-8, Achievement 4<sup>1</sup>

Legislative district(s): 1 and 6

District location: Rural

Number of schools: 4

Graduation rate (2018): 81%

Students attending; Size: 1,521; Medium

5-year change in students attending: 6% increase

Special education population: 13%

English learner population: 4%

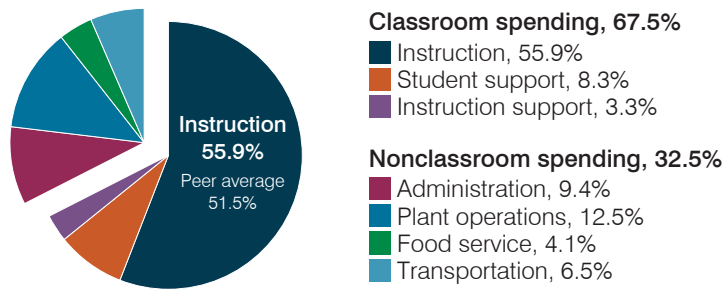
Poverty rate (2018): 20%

Free/reduced meal eligibility: 62%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	55.9

## Spending by operational area



## Operational measures relative to peer averages

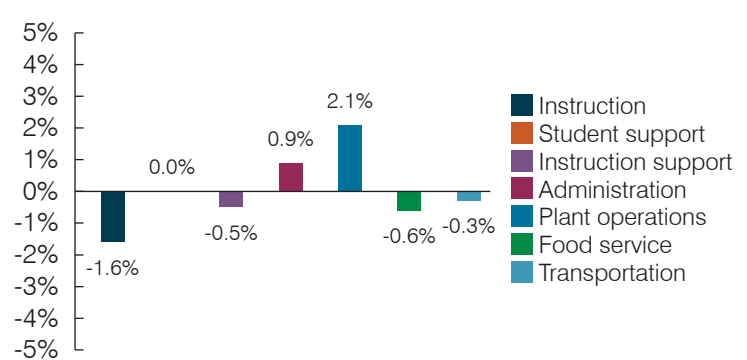
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$742	\$1,190	\$903
	Students per administrative position	64	60	66
Plant operations	Cost per square foot	\$6.24	\$5.67	\$6.49
	Square footage per student	158	257	158
Food service	Cost per meal	\$2.96	\$3.60	\$3.08
Transportation	Cost per mile	\$3.55	\$3.26	\$4.29
	Cost per rider	\$1,256	\$1,447	\$1,424



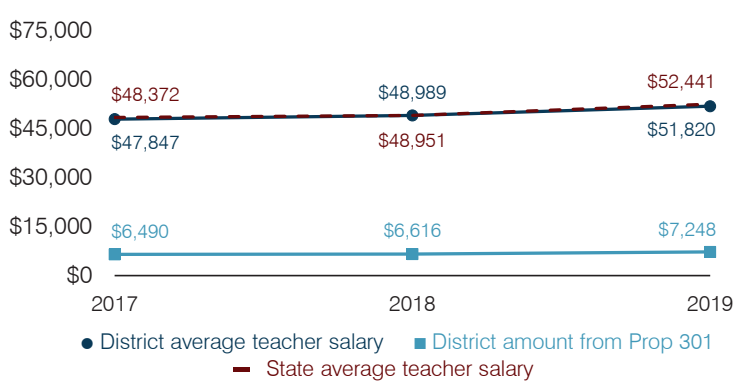
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,651	\$ 4,393	\$ 5,148	\$ 4,869
Student support	789	649	655	754
Instruction support	273	257	436	497
Administration	706	742	1,190	903
Plant operations	967	986	1,416	1,027
Food service	344	318	428	438
Transportation	487	511	546	417
<b>Total operational</b>	<b>8,217</b>	<b>7,856</b>	<b>9,819</b>	<b>8,905</b>
Land and buildings	22	29	1,012	1,086
Equipment	274	347	658	496
Interest	45	52	238	261
Other	12	12	84	180
<b>Total nonoperational</b>	<b>353</b>	<b>440</b>	<b>1,992</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 8,570</b>	<b>\$ 8,296</b>	<b>\$11,811</b>	<b>\$10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

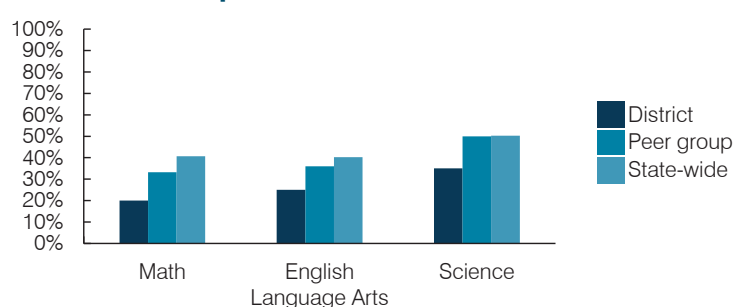


## Average teacher salary and other measures



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

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Cañon Elementary School District

Yavapai County

Peer groups: Operational 11 and T-11, Achievement 20<sup>1</sup>

Legislative district(s): 1

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 136; Very small

5-year change in students attending: 3% increase

Special education population: 14%

English learner population: 0%

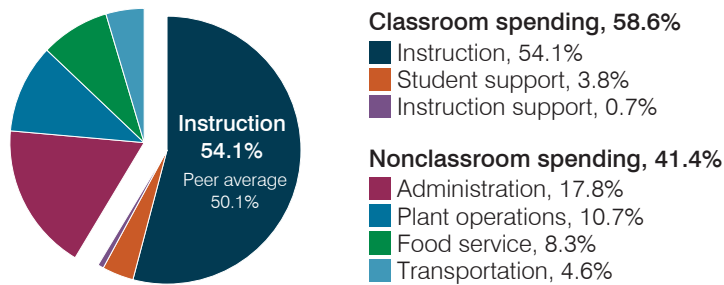
Poverty rate (2018): 38%

Free/reduced meal eligibility: 94%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	54.1

## Spending by operational area



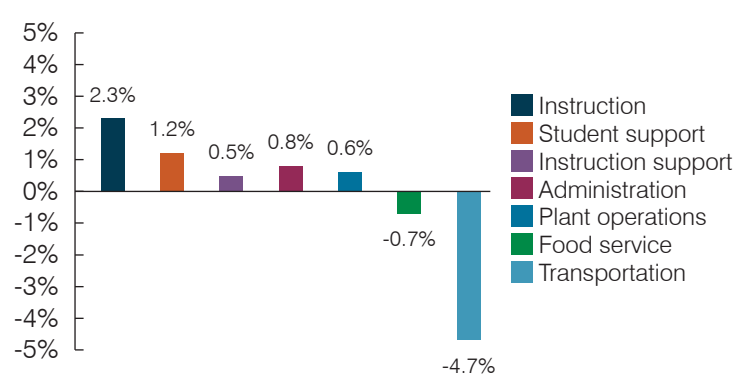
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,119	\$3,398	\$903
	Students per administrative position	33	32	66
Plant operations	Cost per square foot	\$4.54	\$7.70	\$6.49
	Square footage per student	281	382	158
Food service	Cost per meal	\$4.87	\$5.47	\$3.08
Transportation	Cost per mile	\$1.78	\$2.28	\$4.29
	Cost per rider	\$397	\$1,665	\$1,424

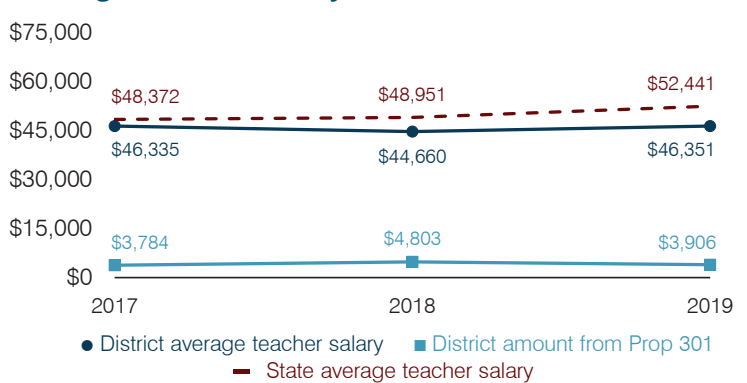
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 6,202	\$ 6,434	\$ 9,084	\$ 4,869
Student support	386	455	756	754
Instruction support	106	85	438	497
Administration	2,150	2,119	3,398	903
Plant operations	1,590	1,275	2,665	1,027
Food service	1,068	983	917	438
Transportation	683	546	976	417
<b>Total operational</b>	<b>12,185</b>	<b>11,897</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	203	326	1,425	1,086
Equipment	611	1,072	1,013	496
Interest	0	0	28	261
Other	0	0	92	180
<b>Total nonoperational</b>	<b>814</b>	<b>1,398</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 12,999</b>	<b>\$ 13,295</b>	<b>\$ 20,792</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

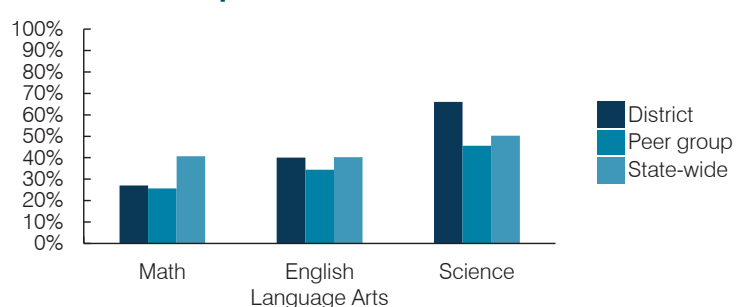


## Average teacher salary and other measures



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

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Cartwright Elementary School District

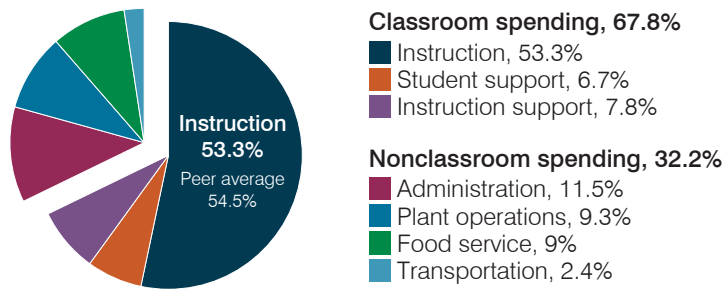
Maricopa County  
 Peer groups: Operational 7 and T-1, Achievement 15<sup>1</sup>  
 Legislative district(s): 19 and 29  
 District location: City  
 Number of schools: 21  
 Graduation rate (2018): N/A

Students attending; Size: 14,997; Large  
 5-year change in students attending: 16% decrease  
 Special education population: 10%  
 English learner population: 20%  
 Poverty rate (2018): 32%  
 Free/reduced meal eligibility: 87%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	53.3

## Spending by operational area



## Operational measures relative to peer averages

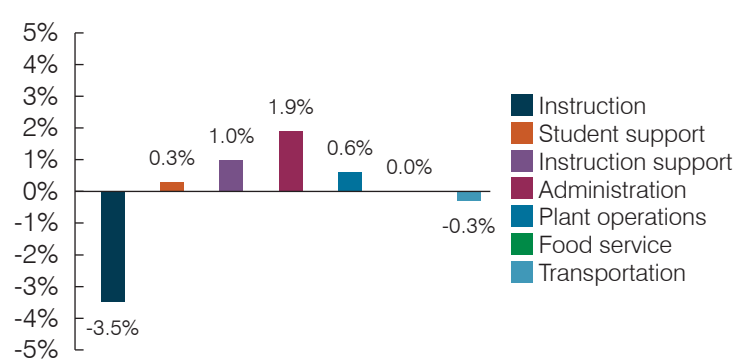
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,058	\$887	\$903
	Students per administrative position	77	73	66
Plant operations	Cost per square foot	\$6.00	\$6.31	\$6.49
	Square footage per student	143	142	158
Food service	Cost per meal	\$3.16	\$2.97	\$3.08
Transportation	Cost per mile	\$9.20	\$7.55	\$4.29
	Cost per rider	\$1,233	\$1,108	\$1,424



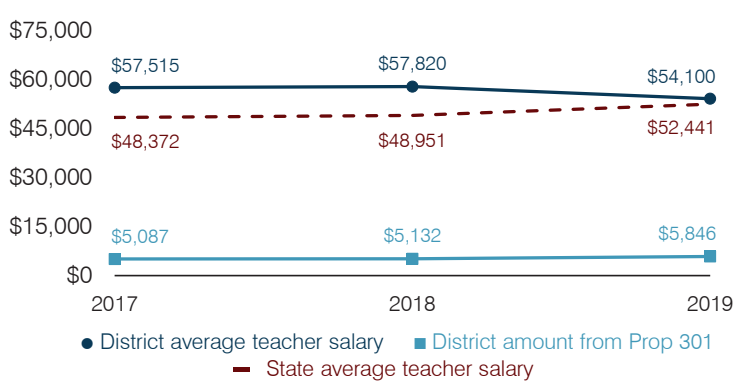
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,603	\$ 4,899	\$ 4,824	\$ 4,869
Student support	562	617	760	754
Instruction support	625	714	554	497
Administration	846	1,058	887	903
Plant operations	764	857	892	1,027
Food service	758	824	608	438
Transportation	185	215	342	417
<b>Total operational</b>	<b>8,343</b>	<b>9,184</b>	<b>8,867</b>	<b>8,905</b>
Land and buildings	136	78	1,189	1,086
Equipment	358	278	508	496
Interest	75	81	230	261
Other	6	8	177	180
<b>Total nonoperational</b>	<b>575</b>	<b>445</b>	<b>2,104</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 8,918</b>	<b>\$ 9,629</b>	<b>\$10,971</b>	<b>\$10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

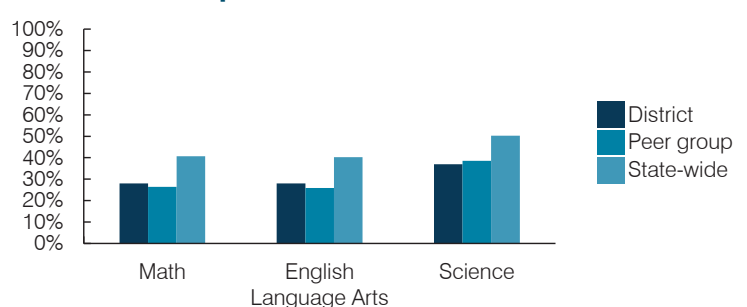


## Average teacher salary and other measures



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

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Casa Grande Elementary School District

Pinal County

Peer groups: Operational 8 and T-4, Achievement 13<sup>1</sup>

Legislative district(s): 8 and 11

District location: Suburb

Number of schools: 12

Graduation rate (2018): N/A

Students attending; Size: 6,345; Medium-large

5-year change in students attending: 6% decrease

Special education population: 13%

English learner population: 5%

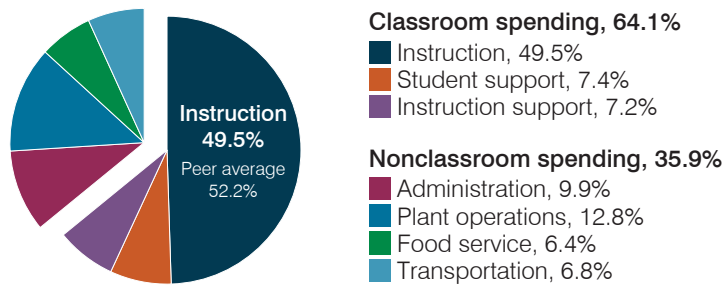
Poverty rate (2018): 22%

Free/reduced meal eligibility: 78%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	49.5

## Spending by operational area



## Operational measures relative to peer averages

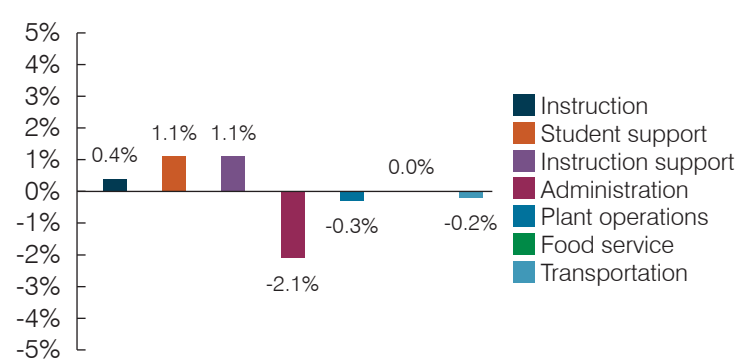
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$825	\$1,047	\$903
	Students per administrative position	64	65	66
Plant operations	Cost per square foot	\$8.00	\$6.60	\$6.49
	Square footage per student	134	145	158
Food service	Cost per meal	\$3.07	\$2.91	\$3.08
Transportation	Cost per mile	\$3.60	\$4.02	\$4.29
	Cost per rider	\$1,411	\$1,407	\$1,424



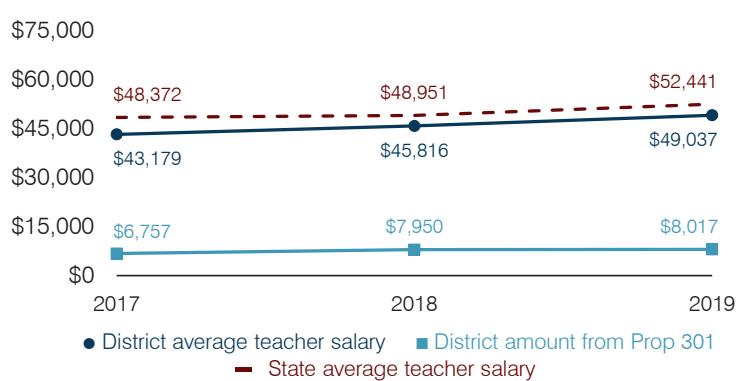
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,214	\$ 4,148	\$ 4,648	\$ 4,869
Student support	556	617	678	754
Instruction support	542	601	551	497
Administration	825	825	1,047	903
Plant operations	1,007	1,071	972	1,027
Food service	533	536	672	438
Transportation	574	574	345	417
<b>Total operational</b>	<b>8,251</b>	<b>8,372</b>	<b>8,913</b>	<b>8,905</b>
Land and buildings	2,937	1,005	1,393	1,086
Equipment	444	983	556	496
Interest	203	247	344	261
Other	66	56	203	180
<b>Total nonoperational</b>	<b>3,650</b>	<b>2,291</b>	<b>2,496</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 11,901</b>	<b>\$ 10,663</b>	<b>\$ 11,409</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

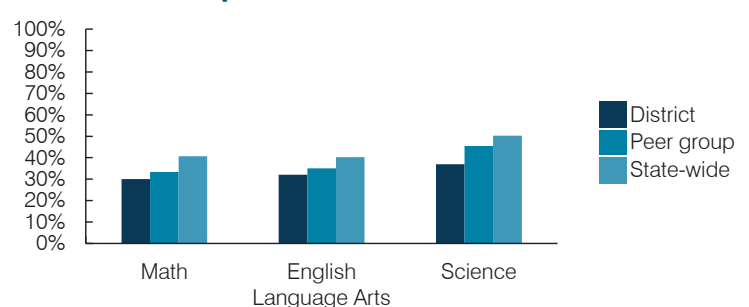


## Average teacher salary and other measures



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

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.



# Casa Grande Union High School District

Pinal County

Peer groups: Operational 3 and T-5, Achievement 9<sup>1</sup>

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

District location: Suburb

Number of schools: 2

Graduation rate (2018): 83%

Students attending; Size: 3,548; Medium-large

5-year change in students attending: 5% decrease

Special education population: 13%

English learner population: 2%

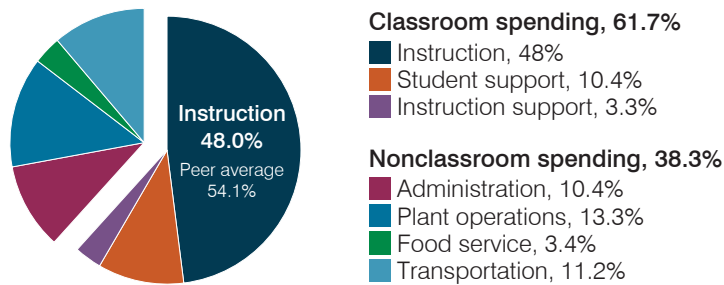
Poverty rate (2018): 19%

Free/reduced meal eligibility: 56%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	48.0

## Spending by operational area



## Operational measures relative to peer averages

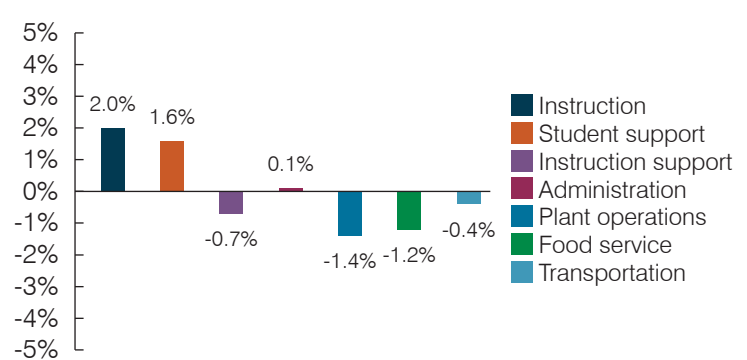
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,000	\$887	\$903
	Students per administrative position	59	68	66
Plant operations	Cost per square foot	\$7.51	\$5.90	\$6.49
	Square footage per student	170	159	158
Food service	Cost per meal	\$4.33	\$3.35	\$3.08
Transportation	Cost per mile	\$4.75	\$4.10	\$4.29
	Cost per rider	\$3,817	\$1,775	\$1,424



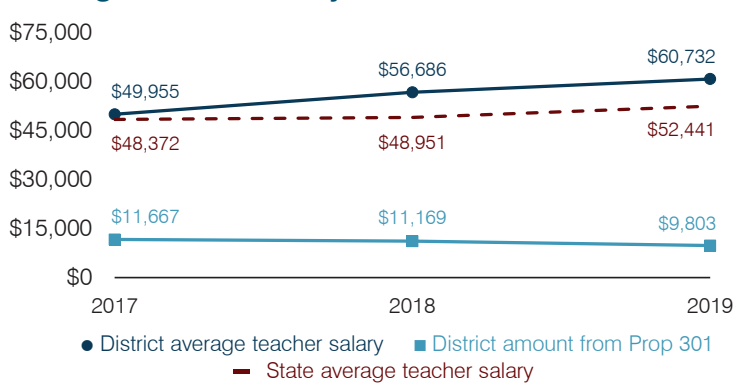
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,900	\$ 4,594	\$ 4,496	\$ 4,869
Student support	772	1,001	730	754
Instruction support	285	310	377	497
Administration	1,006	1,000	887	903
Plant operations	1,169	1,278	977	1,027
Food service	304	323	353	438
Transportation	952	1,069	428	417
<b>Total operational</b>	<b>8,388</b>	<b>9,575</b>	<b>8,248</b>	<b>8,905</b>
Land and buildings	209	35	1,367	1,086
Equipment	330	416	508	496
Interest	255	236	319	261
Other	123	1	194	180
<b>Total nonoperational</b>	<b>917</b>	<b>688</b>	<b>2,388</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 9,305</b>	<b>\$ 10,263</b>	<b>\$10,636</b>	<b>\$10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

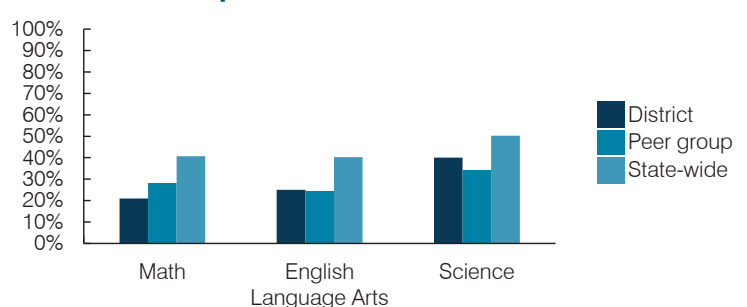


## Average teacher salary and other measures



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

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Catalina Foothills Unified School District

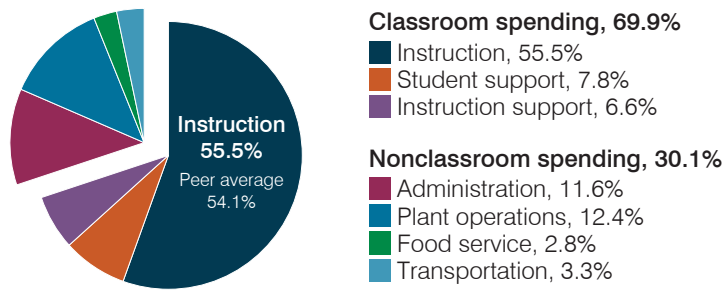
Pima County  
 Peer groups: Operational 3 and T-1, Achievement 1<sup>1</sup>  
 Legislative district(s): 9  
 District location: Suburb  
 Number of schools: 7  
 Graduation rate (2018): 95%

Students attending; Size: 5,135; Medium-large  
 5-year change in students attending: 6% increase  
 Special education population: 8%  
 English learner population: 2%  
 Poverty rate (2018): 6%  
 Free/reduced meal eligibility: 12%

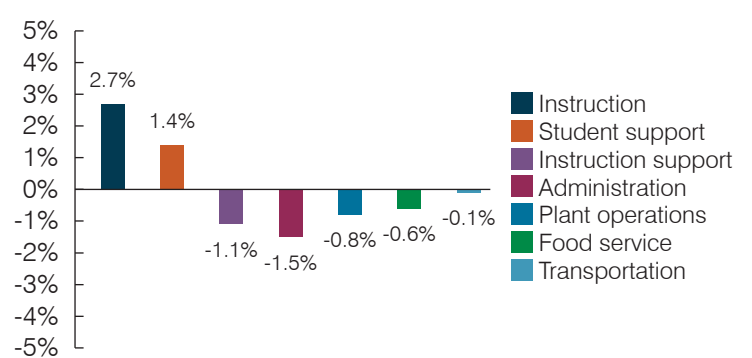
## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	55.5

## Spending by operational area



## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

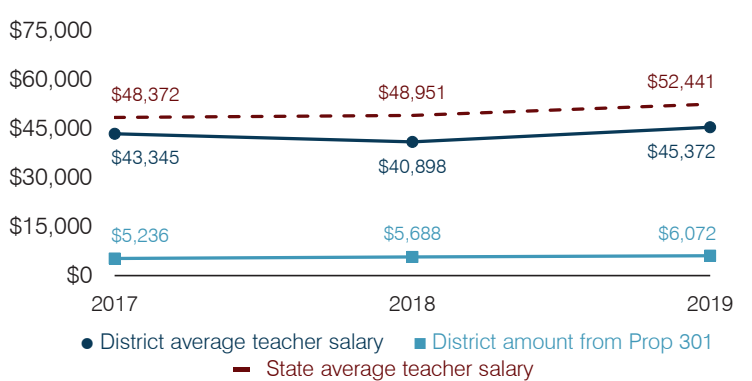


## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$899	\$887	\$903
	Students per administrative position	65	68	66
Plant operations	Cost per square foot	\$5.96	\$5.90	\$6.49
	Square footage per student	161	159	158
Food service	Cost per meal	\$3.22	\$3.35	\$3.08
Transportation	Cost per mile	\$3.59	\$7.55	\$4.29
	Cost per rider	\$474	\$1,108	\$1,424



## Average teacher salary and other measures

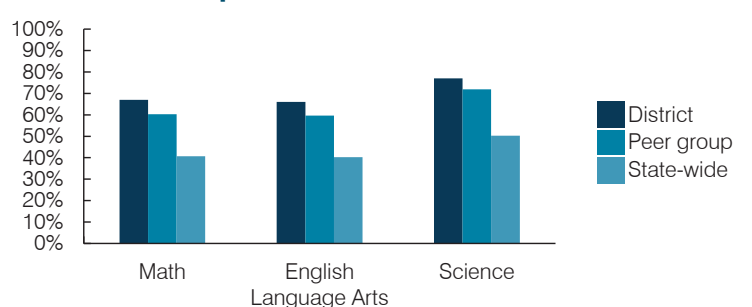


Measure	2017	2018	2019
Students per teacher	18.4	16.7	16.8
Average years of teacher experience	10.9	11.3	11.5
Percentage of teachers in first 3 years	22%	19%	16%

## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,788	\$ 4,311	\$ 4,496	\$ 4,869
Student support	517	605	730	754
Instruction support	451	518	377	497
Administration	798	899	887	903
Plant operations	908	963	977	1,027
Food service	208	222	353	438
Transportation	245	255	428	417
<b>Total operational</b>	<b>6,915</b>	<b>7,773</b>	<b>8,248</b>	<b>8,905</b>
Land and buildings	974	1,377	1,367	1,086
Equipment	572	430	508	496
Interest	234	293	319	261
Other	819	879	194	180
<b>Total nonoperational</b>	<b>2,599</b>	<b>2,979</b>	<b>2,388</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 9,514</b>	<b>\$ 10,752</b>	<b>\$10,636</b>	<b>\$10,928</b>

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Cave Creek Unified School District

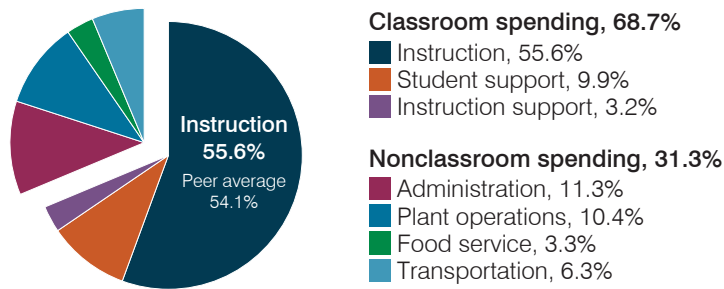
Maricopa County  
 Peer groups: Operational 3 and T-4, Achievement 1<sup>1</sup>  
 Legislative district(s): 1, 15, and 23  
 District location: City  
 Number of schools: 7  
 Graduation rate (2018): 94%

Students attending; Size: 5,212; Medium-large  
 5-year change in students attending: 1% decrease  
 Special education population: 13%  
 English learner population: 1%  
 Poverty rate (2018): 7%  
 Free/reduced meal eligibility: 7%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	55.6

## Spending by operational area



## Operational measures relative to peer averages

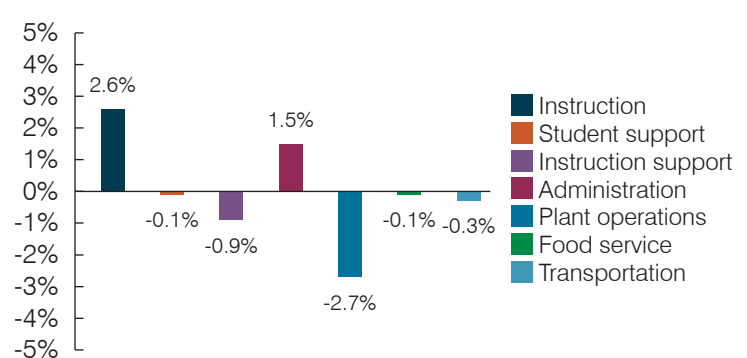
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$904	\$887	\$903
	Students per administrative position	60	68	66
Plant operations	Cost per square foot	\$4.49	\$5.90	\$6.49
	Square footage per student	185	159	158
Food service	Cost per meal	\$2.97	\$3.35	\$3.08
Transportation	Cost per mile	\$3.46	\$4.02	\$4.29
	Cost per rider	\$1,329	\$1,407	\$1,424



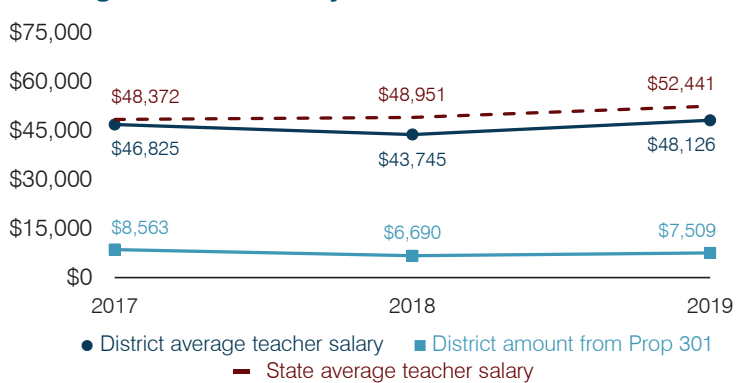
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,880	\$ 4,462	\$ 4,496	\$ 4,869
Student support	735	797	730	754
Instruction support	235	261	377	497
Administration	859	904	887	903
Plant operations	886	832	977	1,027
Food service	259	268	353	438
Transportation	426	507	428	417
<b>Total operational</b>	<b>7,280</b>	<b>8,031</b>	<b>8,248</b>	<b>8,905</b>
Land and buildings	392	593	1,367	1,086
Equipment	387	354	508	496
Interest	301	285	319	261
Other	399	470	194	180
<b>Total nonoperational</b>	<b>1,479</b>	<b>1,702</b>	<b>2,388</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 8,759</b>	<b>\$ 9,733</b>	<b>\$10,636</b>	<b>\$10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

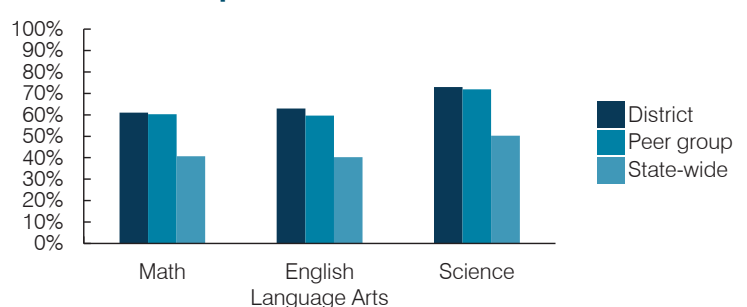


## Average teacher salary and other measures



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

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Cedar Unified School District

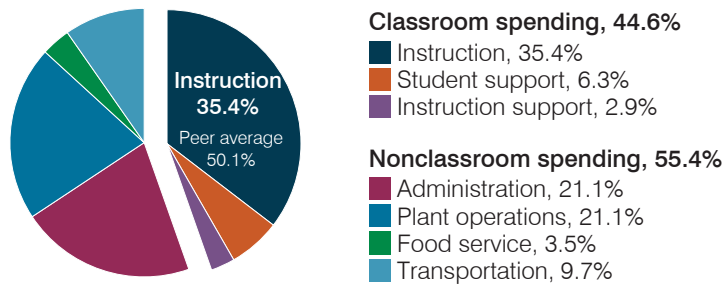
Navajo County  
 Peer groups: Operational 11 and T-11, Achievement 20<sup>1</sup>  
 Legislative district(s): 7  
 District location: Rural  
 Number of schools: 1  
 Graduation rate (2018): N/A

Students attending; Size: 131; Very small  
 5-year change in students attending: 13% decrease  
 Special education population: 19%  
 English learner population: 14%  
 Poverty rate (2018): 50%  
 Free/reduced meal eligibility: N/A

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	35.4

## Spending by operational area



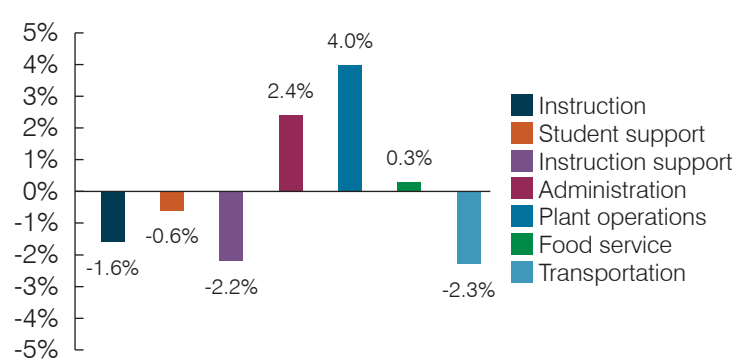
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$5,036	\$3,398	\$903
	Students per administrative position	22	32	66
Plant operations	Cost per square foot	\$4.41	\$7.70	\$6.49
	Square footage per student	1,143	382	158
Food service	Cost per meal	\$3.39	\$5.47	\$3.08
Transportation	Cost per mile	NR	\$2.28	\$4.29
	Cost per rider	\$2,417	\$1,665	\$1,424

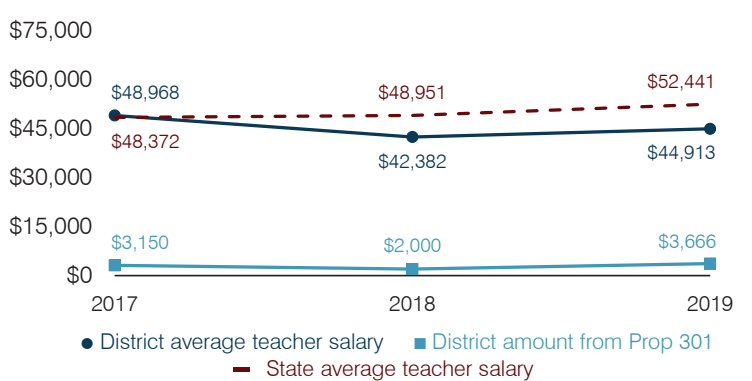
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 8,924	\$ 8,444	\$ 9,084	\$ 4,869
Student support	1,727	1,494	756	754
Instruction support	969	693	438	497
Administration	5,465	5,036	3,398	903
Plant operations	4,877	5,035	2,665	1,027
Food service	948	835	917	438
Transportation	2,302	2,304	976	417
<b>Total operational</b>	<b>25,212</b>	<b>23,841</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	281	1,907	1,425	1,086
Equipment	922	223	1,013	496
Interest	0	0	28	261
Other	0	0	92	180
<b>Total nonoperational</b>	<b>1,203</b>	<b>2,130</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 26,415</b>	<b>\$ 25,971</b>	<b>\$ 20,792</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

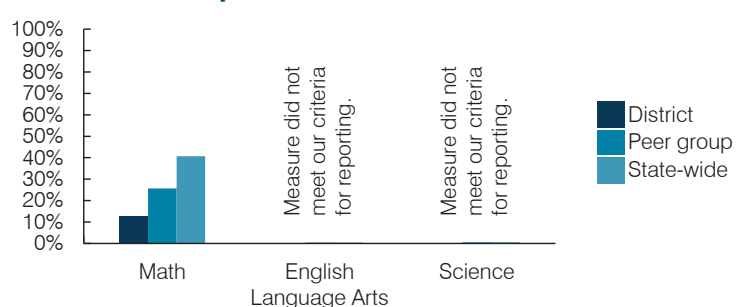


## Average teacher salary and other measures



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

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Chandler Unified School District

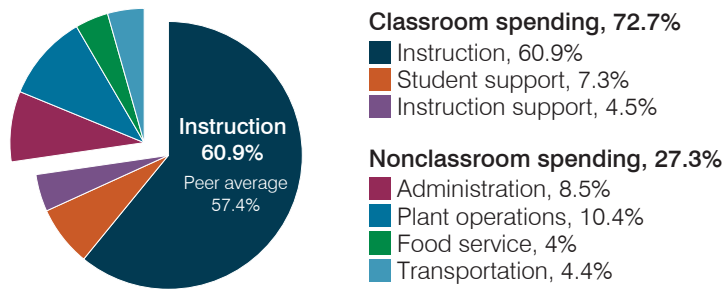
Maricopa County  
 Peer groups: Operational 1 and T-3, Achievement 2<sup>1</sup>  
 Legislative district(s): 12, 17, and 18  
 District location: Suburb  
 Number of schools: 43  
 Graduation rate (2018): 92%

Students attending; Size: 44,660; Very large  
 5-year change in students attending: 12% increase  
 Special education population: 10%  
 English learner population: 2%  
 Poverty rate (2018): 8%  
 Free/reduced meal eligibility: 23%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	60.9

## Spending by operational area



## Operational measures relative to peer averages

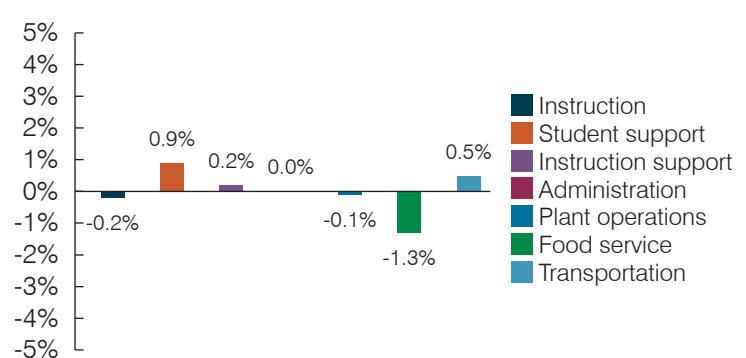
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$665	\$746	\$903
	Students per administrative position	100	78	66
Plant operations	Cost per square foot	\$7.75	\$6.37	\$6.49
	Square footage per student	105	150	158
Food service	Cost per meal	\$3.08	\$2.92	\$3.08
Transportation	Cost per mile	\$5.02	\$4.60	\$4.29
	Cost per rider	\$1,406	\$1,224	\$1,424



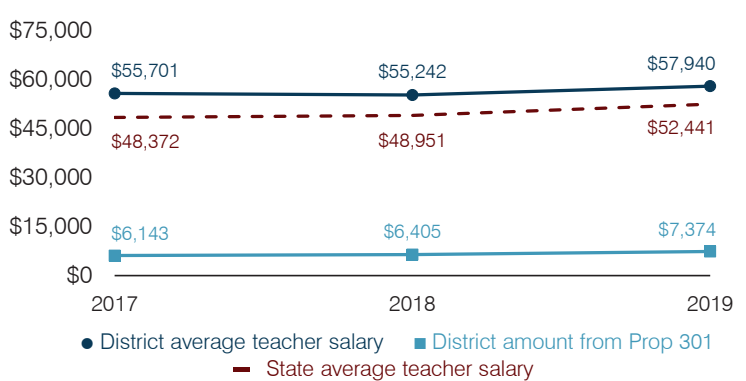
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,606	\$ 4,776	\$ 4,901	\$ 4,869
Student support	516	576	773	754
Instruction support	316	351	427	497
Administration	613	665	746	903
Plant operations	769	816	949	1,027
Food service	308	311	341	438
Transportation	347	342	381	417
<b>Total operational</b>	<b>7,475</b>	<b>7,837</b>	<b>8,518</b>	<b>8,905</b>
Land and buildings	785	1,014	658	1,086
Equipment	295	375	376	496
Interest	236	249	288	261
Other	284	311	217	180
<b>Total nonoperational</b>	<b>1,600</b>	<b>1,949</b>	<b>1,539</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 9,075</b>	<b>\$ 9,786</b>	<b>\$10,057</b>	<b>\$10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

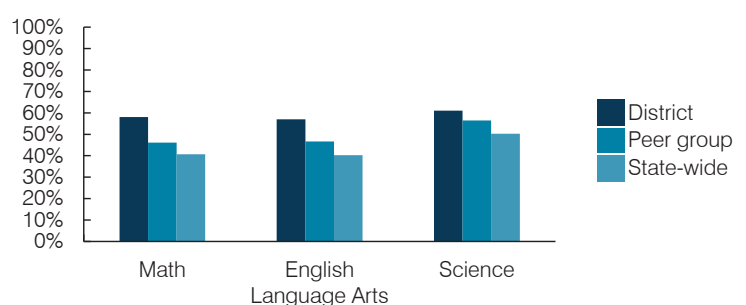


## Average teacher salary and other measures



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

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Chinle Unified School District

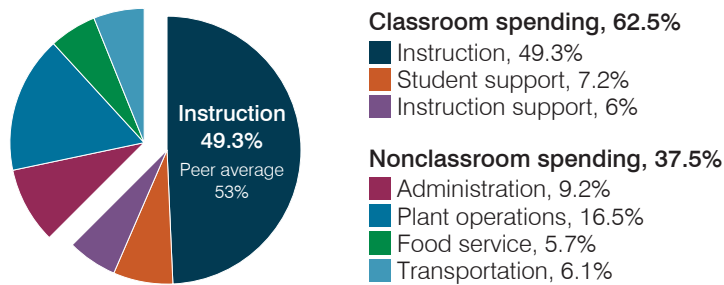
Apache County  
 Peer groups: Operational 4 and T-8, Achievement 7<sup>1</sup>  
 Legislative district(s): 7  
 District location: Town  
 Number of schools: 7  
 Graduation rate (2018): 71%

Students attending; Size: 3,310; Medium-large  
 5-year change in students attending: 2% decrease  
 Special education population: 12%  
 English learner population: 6%  
 Poverty rate (2018): 51%  
 Free/reduced meal eligibility: 94%

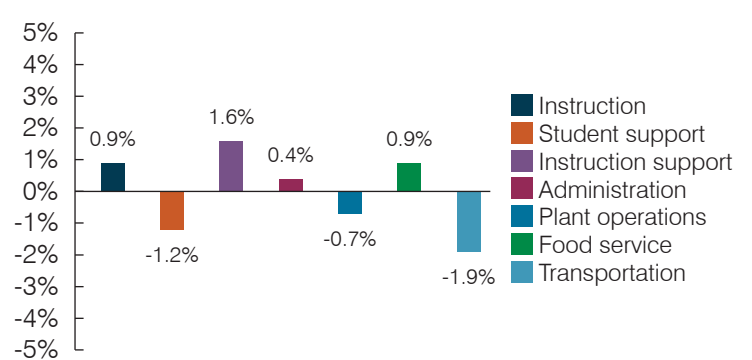
## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	49.3

## Spending by operational area



## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

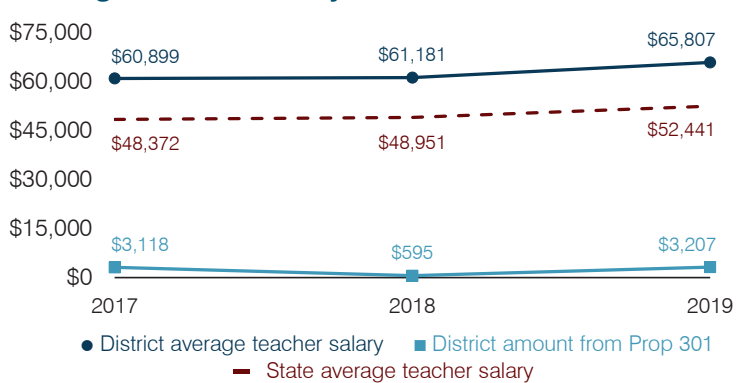


## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,363	\$899	\$903
	Students per administrative position	53	68	66
Plant operations	Cost per square foot	\$8.26	\$5.82	\$6.49
	Square footage per student	295	180	158
Food service	Cost per meal	\$3.35	\$3.28	\$3.08
Transportation	Cost per mile	\$2.86	\$3.26	\$4.29
	Cost per rider	\$1,056	\$1,447	\$1,424



## Average teacher salary and other measures

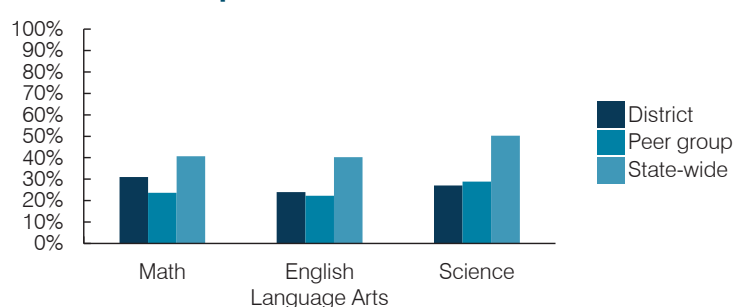


## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 6,523	\$ 7,297	\$ 4,516	\$ 4,869
Student support	1,058	1,073	713	754
Instruction support	753	891	496	497
Administration	1,221	1,363	899	903
Plant operations	2,266	2,441	1,029	1,027
Food service	858	844	438	438
Transportation	918	907	444	417
<b>Total operational</b>	<b>13,597</b>	<b>14,816</b>	<b>8,535</b>	<b>8,905</b>
Land and buildings	1,169	2,112	565	1,086
Equipment	672	932	453	496
Interest	0	0	173	261
Other	83	94	70	180
<b>Total nonoperational</b>	<b>1,924</b>	<b>3,138</b>	<b>1,261</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 15,521</b>	<b>\$ 17,954</b>	<b>\$ 9,796</b>	<b>\$ 10,928</b>

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

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Chino Valley Unified School District

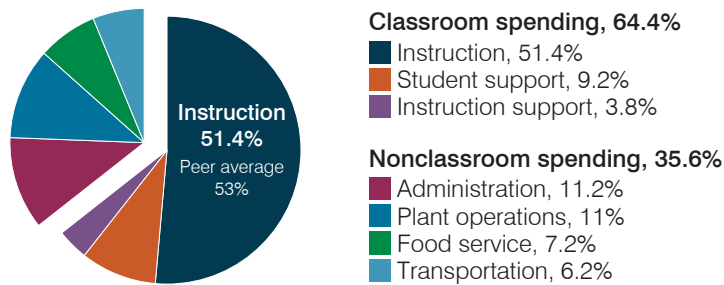
Yavapai County  
 Peer groups: Operational 4 and T-7, Achievement 4<sup>1</sup>  
 Legislative district(s): 1  
 District location: Town  
 Number of schools: 4  
 Graduation rate (2018): 91%

Students attending; Size: 2,210; Medium-large  
 5-year change in students attending: Less than 1%  
 Special education population: 15%  
 English learner population: 3%  
 Poverty rate (2018): 13%  
 Free/reduced meal eligibility: 55%

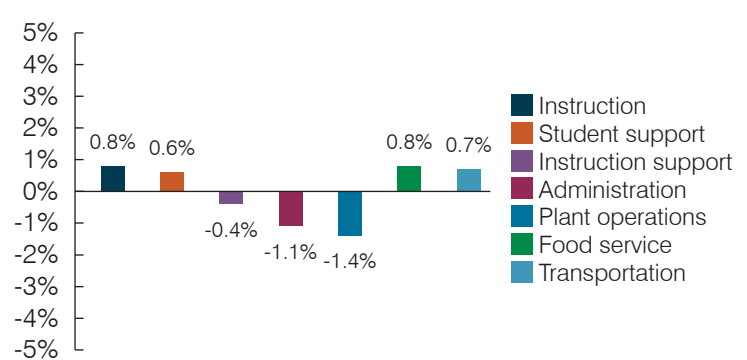
## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	51.4

## Spending by operational area



## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

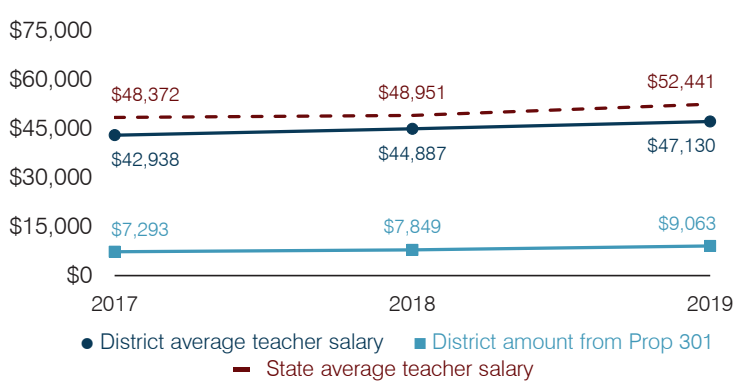


## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$917	\$899	\$903
	Students per administrative position	65	68	66
Plant operations	Cost per square foot	\$5.92	\$5.82	\$6.49
	Square footage per student	151	180	158
Food service	Cost per meal	\$3.07	\$3.28	\$3.08
Transportation	Cost per mile	\$4.01	\$3.70	\$4.29
	Cost per rider	\$1,021	\$1,127	\$1,424



## Average teacher salary and other measures

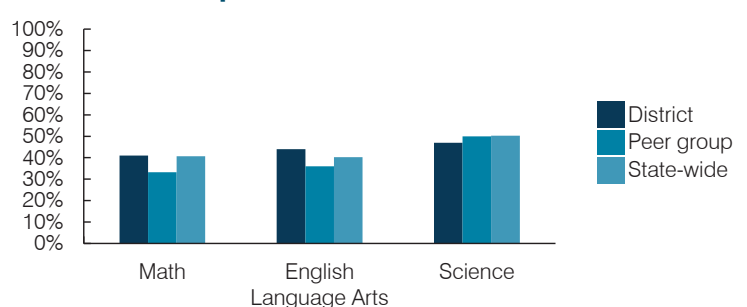


Measure	2017	2018	2019
Students per teacher	20.3	20.8	19.6
Average years of teacher experience	11.8	11.1	11.0
Percentage of teachers in first 3 years	15%	14%	17%

## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,678	\$ 4,198	\$ 4,516	\$ 4,869
Student support	677	752	713	754
Instruction support	297	307	496	497
Administration	862	917	899	903
Plant operations	929	894	1,029	1,027
Food service	522	586	438	438
Transportation	456	508	444	417
<b>Total operational</b>	<b>7,421</b>	<b>8,162</b>	<b>8,535</b>	<b>8,905</b>
Land and buildings	128	93	565	1,086
Equipment	213	373	453	496
Interest	28	25	173	261
Other	109	65	70	180
<b>Total nonoperational</b>	<b>478</b>	<b>556</b>	<b>1,261</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 7,899</b>	<b>\$ 8,718</b>	<b>\$ 9,796</b>	<b>\$ 10,928</b>

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Clarkdale-Jerome Elementary School District

Yavapai County

Peer groups: Operational 10 and T-6, Achievement 16<sup>1</sup>

Legislative district(s): 1 and 6

District location: Town

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 449; Small

5-year change in students attending: 5% increase

Special education population: 10%

English learner population: 0%

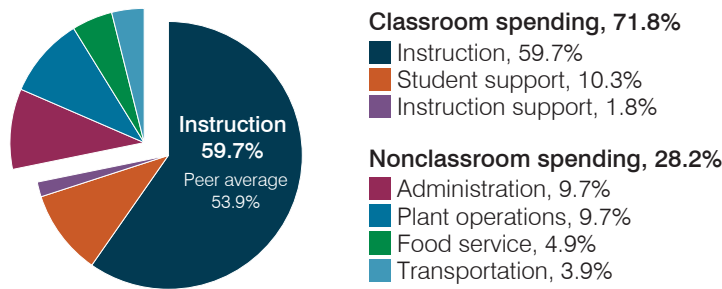
Poverty rate (2018): 11%

Free/reduced meal eligibility: 43%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	59.7

## Spending by operational area



## Operational measures relative to peer averages

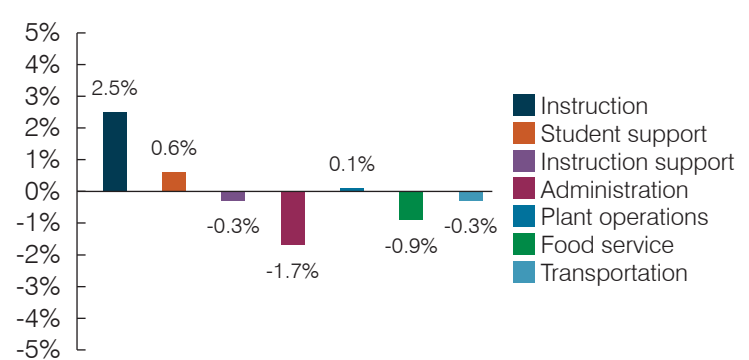
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$818	\$1,326	\$903
	Students per administrative position	106	52	66
Plant operations	Cost per square foot	\$7.54	\$6.87	\$6.49
	Square footage per student	108	196	158
Food service	Cost per meal	\$3.74	\$3.37	\$3.08
Transportation	Cost per mile	\$3.95	\$4.23	\$4.29
	Cost per rider	\$570	\$768	\$1,424



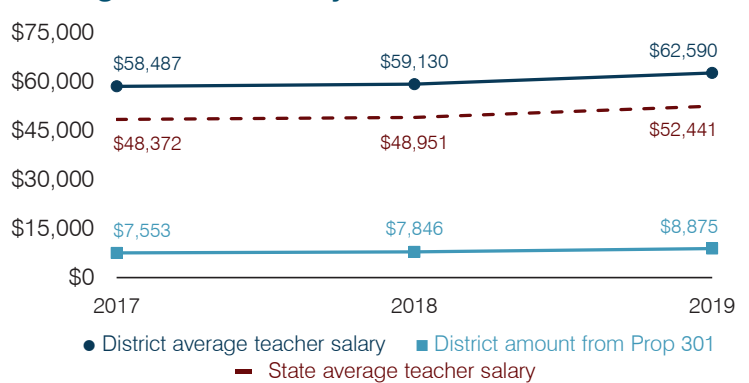
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,899	\$ 5,020	\$ 5,443	\$ 4,869
Student support	839	868	538	754
Instruction support	117	148	403	497
Administration	805	818	1,326	903
Plant operations	785	812	1,175	1,027
Food service	391	409	588	438
Transportation	349	329	681	417
<b>Total operational</b>	<b>8,185</b>	<b>8,404</b>	<b>10,154</b>	<b>8,905</b>
Land and buildings	128	114	215	1,086
Equipment	180	291	769	496
Interest	0	4	129	261
Other	29	35	126	180
<b>Total nonoperational</b>	<b>337</b>	<b>444</b>	<b>1,239</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 8,522</b>	<b>\$ 8,848</b>	<b>\$ 11,393</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

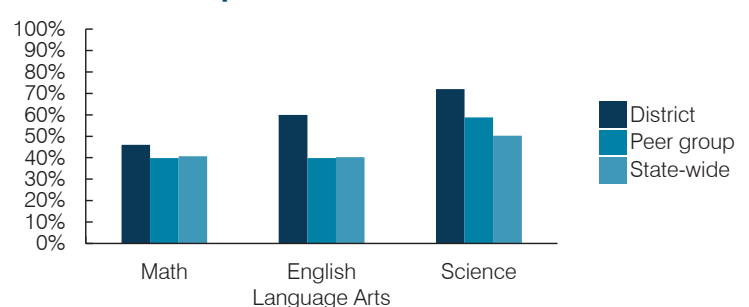


## Average teacher salary and other measures



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

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.



# Cochise Elementary School District

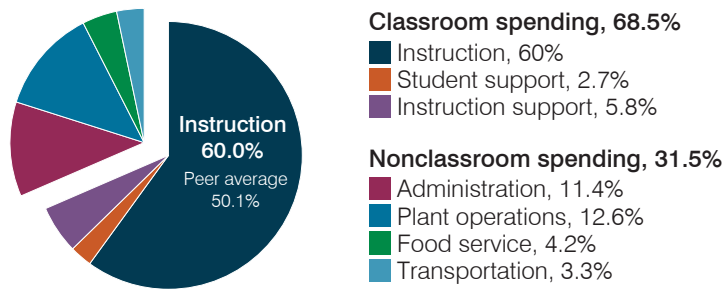
Cochise County  
 Peer groups: Operational 11 and T-11, Achievement 17<sup>1</sup>  
 Legislative district(s): 14  
 District location: Rural  
 Number of schools: 1  
 Graduation rate (2018): N/A

Students attending; Size: 82; Very small  
 5-year change in students attending: 3% decrease  
 Special education population: 18%  
 English learner population: 0%  
 Poverty rate (2018): 19%  
 Free/reduced meal eligibility: 40%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	60.0

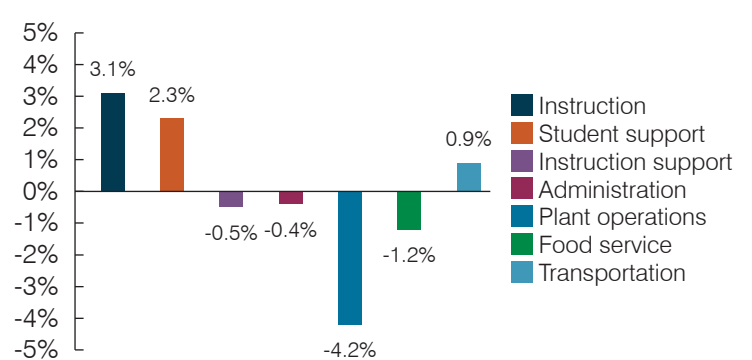
## Spending by operational area



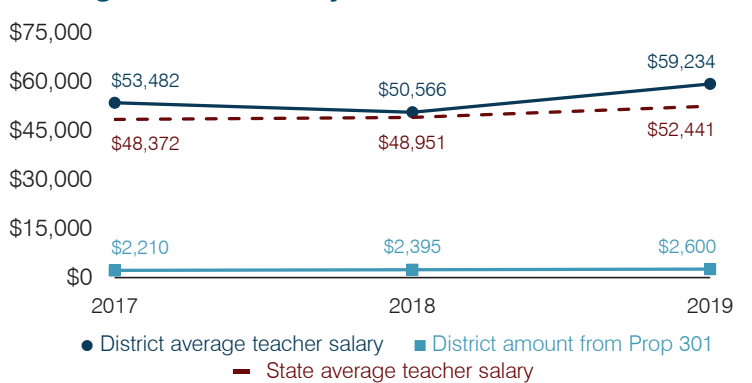
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,352	\$3,398	\$903
	Students per administrative position	41	32	66
Plant operations	Cost per square foot	\$8.29	\$7.70	\$6.49
	Square footage per student	311	382	158
Food service	Cost per meal	\$5.74	\$5.47	\$3.08
Transportation	Cost per mile	\$1.97	\$2.28	\$4.29
	Cost per rider	\$729	\$1,665	\$1,424

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



## Average teacher salary and other measures

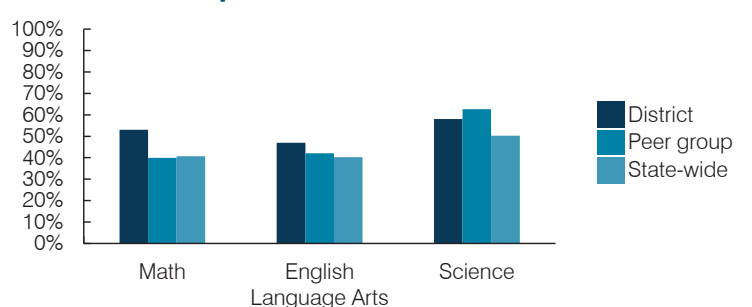


Measure	2017	2018	2019
Students per teacher	9.2	8.4	9.1
Average years of teacher experience	14.8	15.1	17.0
Percentage of teachers in first 3 years	15%	0%	0%

## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 12,346	\$ 12,316	\$ 9,084	\$ 4,869
Student support	77	552	756	754
Instruction support	1,715	1,194	438	497
Administration	2,356	2,352	3,398	903
Plant operations	2,665	2,579	2,665	1,027
Food service	1,002	858	917	438
Transportation	587	673	976	417
<b>Total operational</b>	<b>20,748</b>	<b>20,524</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	406	242	1,425	1,086
Equipment	621	1,071	1,013	496
Interest	0	12	28	261
Other	0	0	92	180
<b>Total nonoperational</b>	<b>1,027</b>	<b>1,325</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 21,775</b>	<b>\$ 21,849</b>	<b>\$ 20,792</b>	<b>\$ 10,928</b>

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Colorado City Unified School District

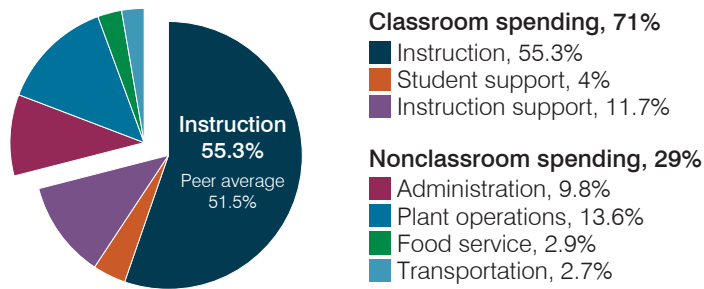
Mohave County  
 Peer groups: Operational 5 and T-6, Achievement 6<sup>1</sup>  
 Legislative district(s): 5  
 District location: Town  
 Number of schools: 2  
 Graduation rate (2018): 64%

Students attending; Size: 629; Medium  
 5-year change in students attending: 18% increase  
 Special education population: 15%  
 English learner population: 0%  
 Poverty rate (2018): 32%  
 Free/reduced meal eligibility: 86%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	55.3

## Spending by operational area



## Operational measures relative to peer averages

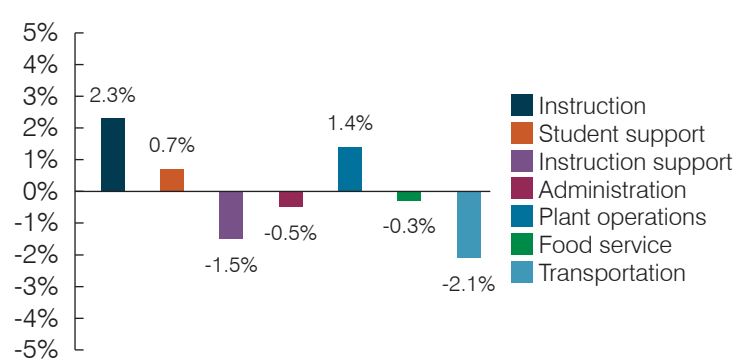
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$966	\$1,190	\$903
	Students per administrative position	70	60	66
Plant operations	Cost per square foot	\$7.47	\$5.67	\$6.49
	Square footage per student	180	257	158
Food service	Cost per meal	\$3.67	\$3.60	\$3.08
Transportation	Cost per mile	\$3.17	\$4.23	\$4.29
	Cost per rider	\$606	\$768	\$1,424



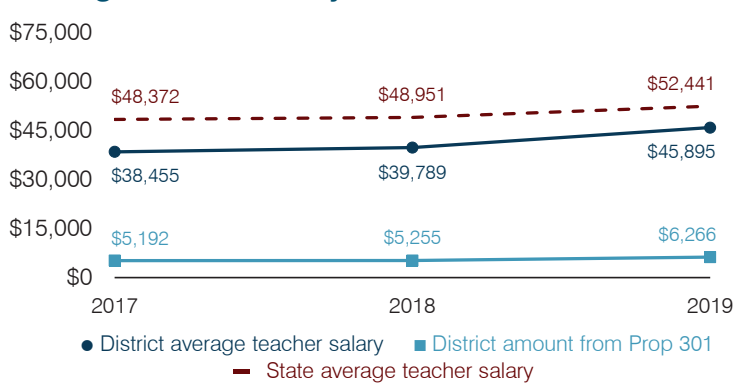
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,247	\$ 5,467	\$ 5,148	\$ 4,869
Student support	448	400	655	754
Instruction support	962	1,155	436	497
Administration	1,069	966	1,190	903
Plant operations	1,325	1,345	1,416	1,027
Food service	316	288	428	438
Transportation	330	263	546	417
<b>Total operational</b>	<b>9,697</b>	<b>9,884</b>	<b>9,819</b>	<b>8,905</b>
Land and buildings	639	1,561	1,012	1,086
Equipment	490	361	658	496
Interest	11	5	238	261
Other	1	0	84	180
<b>Total nonoperational</b>	<b>1,141</b>	<b>1,927</b>	<b>1,992</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 10,838</b>	<b>\$ 11,811</b>	<b>\$ 11,811</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

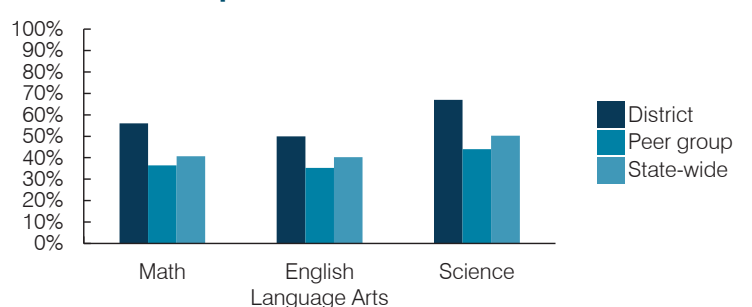


## Average teacher salary and other measures



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

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Colorado River Union High School District

Mohave County

Peer groups: Operational 5 and T-9, Achievement 11<sup>1</sup>

Legislative district(s): 5

District location: Town

Number of schools: 2

Graduation rate (2018): 83%

Students attending; Size: 1,804; Medium

5-year change in students attending: 12% decrease

Special education population: 11%

English learner population: 1%

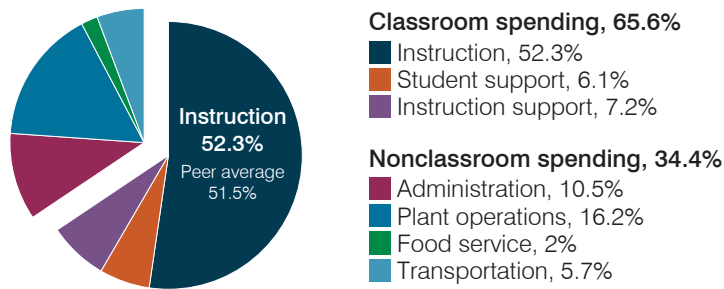
Poverty rate (2018): 23%

Free/reduced meal eligibility: 50%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	52.3

## Spending by operational area



## Operational measures relative to peer averages

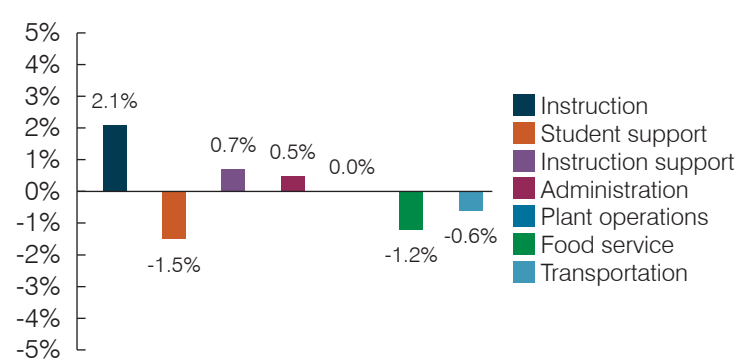
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$878	\$1,190	\$903
	Students per administrative position	61	60	66
Plant operations	Cost per square foot	\$5.84	\$5.67	\$6.49
	Square footage per student	232	257	158
Food service	Cost per meal	\$3.01	\$3.60	\$3.08
Transportation	Cost per mile	\$2.97	\$2.74	\$4.29
	Cost per rider	\$1,757	\$1,641	\$1,424



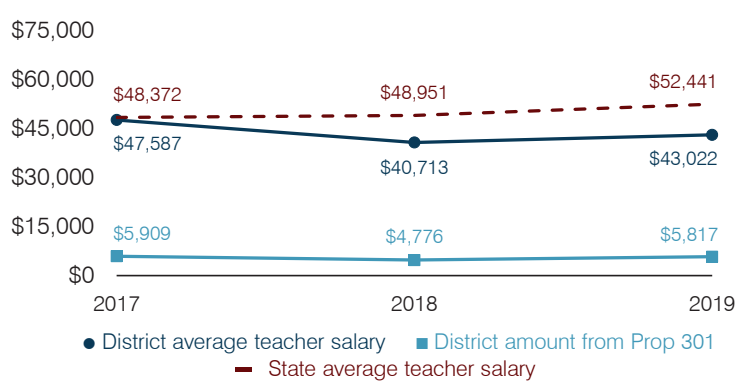
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,230	\$ 4,358	\$ 5,148	\$ 4,869
Student support	477	507	655	754
Instruction support	585	597	436	497
Administration	898	878	1,190	903
Plant operations	1,257	1,354	1,416	1,027
Food service	208	170	428	438
Transportation	429	473	546	417
<b>Total operational</b>	<b>8,084</b>	<b>8,337</b>	<b>9,819</b>	<b>8,905</b>
Land and buildings	5,667	12,395	1,012	1,086
Equipment	398	1,469	658	496
Interest	1,004	820	238	261
Other	136	274	84	180
<b>Total nonoperational</b>	<b>7,205</b>	<b>14,958</b>	<b>1,992</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 15,289</b>	<b>\$ 23,295</b>	<b>\$ 11,811</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

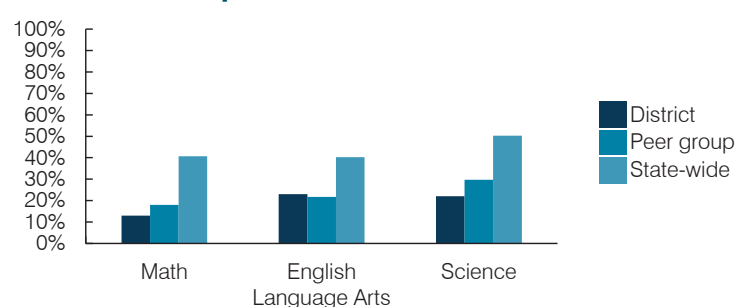


## Average teacher salary and other measures



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

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Concho Elementary School District

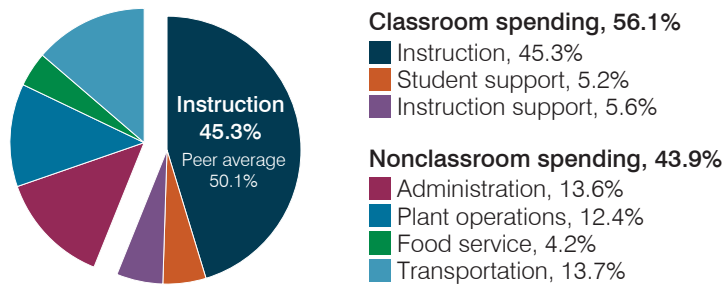
Apache County  
 Peer groups: Operational 11 and T-11, Achievement 19<sup>1</sup>  
 Legislative district(s): 7  
 District location: Rural  
 Number of schools: 1  
 Graduation rate (2018): N/A

Students attending; Size: 145; Very small  
 5-year change in students attending: 4% decrease  
 Special education population: 19%  
 English learner population: 1%  
 Poverty rate (2018): 28%  
 Free/reduced meal eligibility: 85%

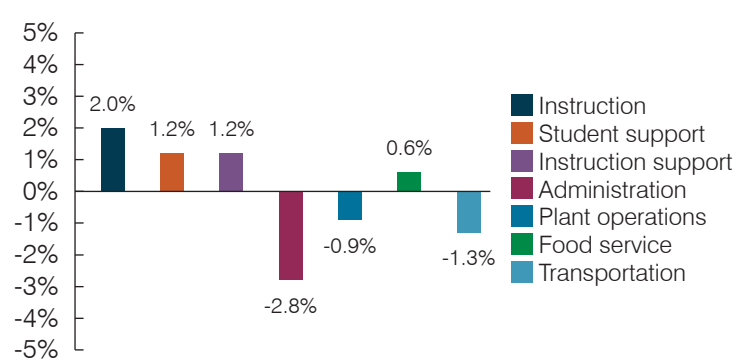
## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	45.3

## Spending by operational area



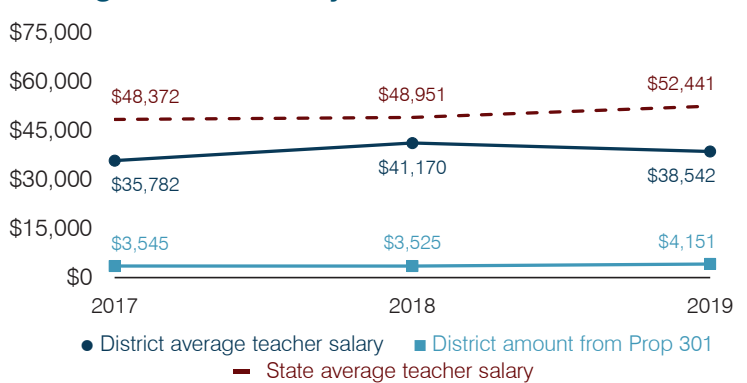
## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,693	\$3,398	\$903
	Students per administrative position	29	32	66
Plant operations	Cost per square foot	\$8.69	\$7.70	\$6.49
	Square footage per student	284	382	158
Food service	Cost per meal	\$3.84	\$5.47	\$3.08
Transportation	Cost per mile	\$1.21	\$2.28	\$4.29
	Cost per rider	\$2,331	\$1,665	\$1,424

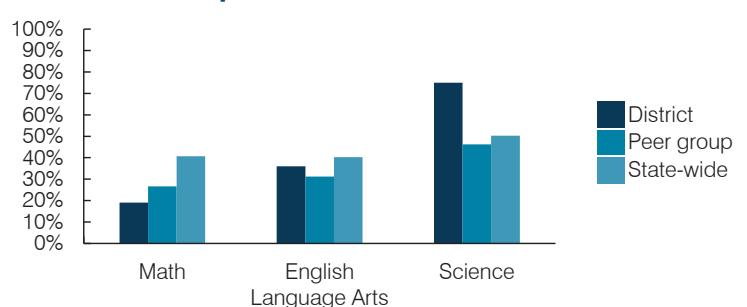
## Average teacher salary and other measures



## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 7,996	\$ 9,003	\$ 9,084	\$ 4,869
Student support	1,000	1,034	756	754
Instruction support	1,462	1,117	438	497
Administration	2,428	2,693	3,398	903
Plant operations	2,069	2,467	2,665	1,027
Food service	764	831	917	438
Transportation	2,196	2,726	976	417
<b>Total operational</b>	<b>17,915</b>	<b>19,871</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	165	231	1,425	1,086
Equipment	483	1,491	1,013	496
Interest	231	221	28	261
Other	3	2	92	180
<b>Total nonoperational</b>	<b>882</b>	<b>1,945</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 18,797</b>	<b>\$ 21,816</b>	<b>\$ 20,792</b>	<b>\$ 10,928</b>

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Congress Elementary School District

Yavapai County

Peer groups: Operational 11 and T-11, Achievement 16<sup>1</sup>

Legislative district(s): 1

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 93; Very small

5-year change in students attending: 16% decrease

Special education population: 17%

English learner population: 2%

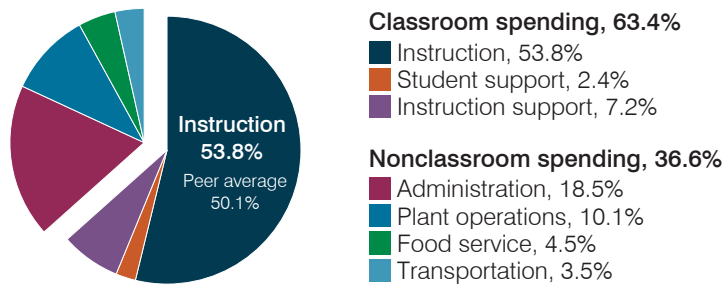
Poverty rate (2018): 13%

Free/reduced meal eligibility: 66%

## Instructional spending percentage by year

Year	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Spending %	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	53.8

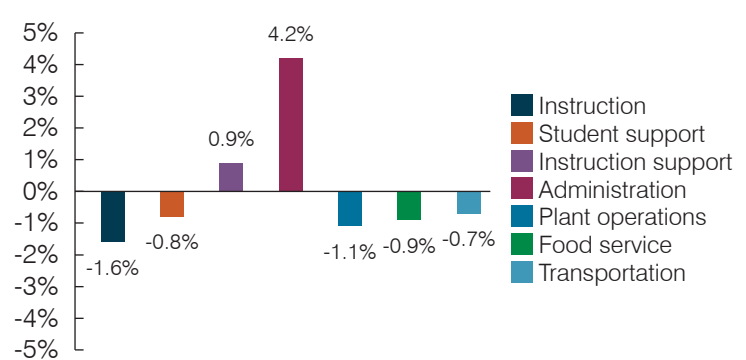
## Spending by operational area



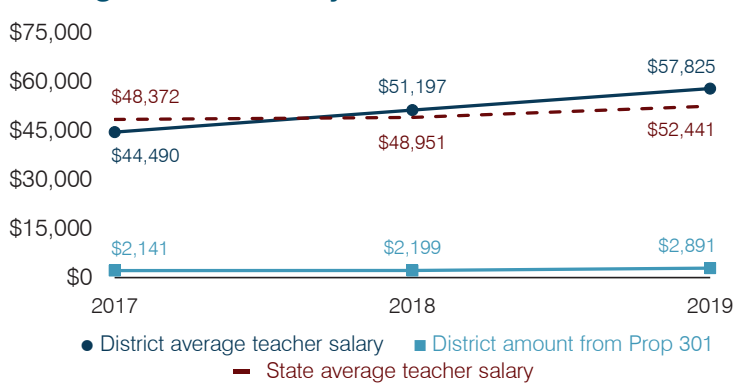
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,405	\$3,398	\$903
	Students per administrative position	23	32	66
Plant operations	Cost per square foot	\$6.67	\$7.70	\$6.49
	Square footage per student	279	382	158
Food service	Cost per meal	\$6.66	\$5.47	\$3.08
Transportation	Cost per mile	\$1.56	\$2.28	\$4.29
	Cost per rider	\$886	\$1,665	\$1,424

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



## Average teacher salary and other measures

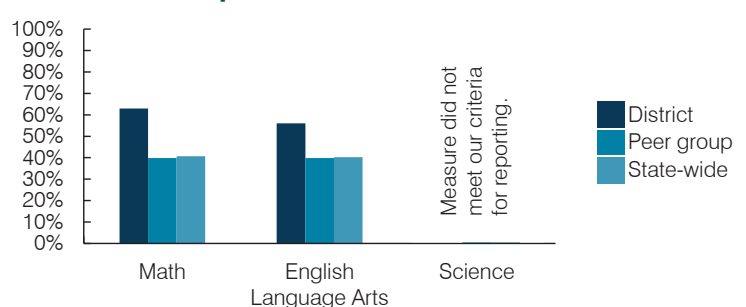


## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 7,947	\$ 9,903	\$ 9,084	\$ 4,869
Student support	308	432	756	754
Instruction support	1,035	1,315	438	497
Administration	2,343	3,405	3,398	903
Plant operations	1,376	1,857	2,665	1,027
Food service	832	832	917	438
Transportation	620	646	976	417
<b>Total operational</b>	<b>14,461</b>	<b>18,390</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	5	232	1,425	1,086
Equipment	777	799	1,013	496
Interest	25	17	28	261
Other	8	12	92	180
<b>Total nonoperational</b>	<b>815</b>	<b>1,060</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 15,276</b>	<b>\$ 19,450</b>	<b>\$ 20,792</b>	<b>\$ 10,928</b>

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

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Continental Elementary School District

Pima County

Peer groups: Operational 10 and T-7, Achievement 16<sup>1</sup>

Legislative district(s): 2 and 14

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 546; Small

5-year change in students attending: 3% increase

Special education population: 15%

English learner population: 2%

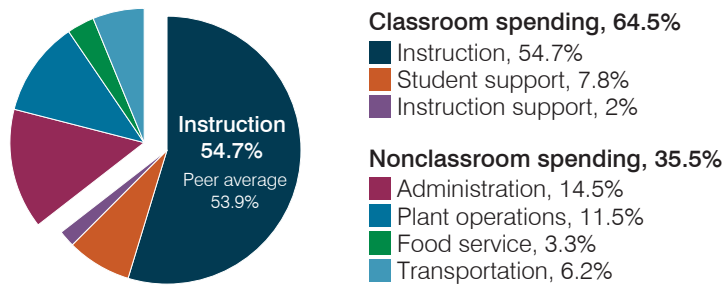
Poverty rate (2018): 11%

Free/reduced meal eligibility: 31%

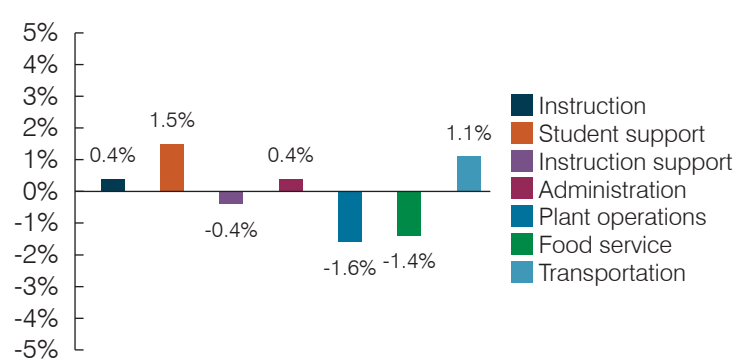
## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	54.7

## Spending by operational area



## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

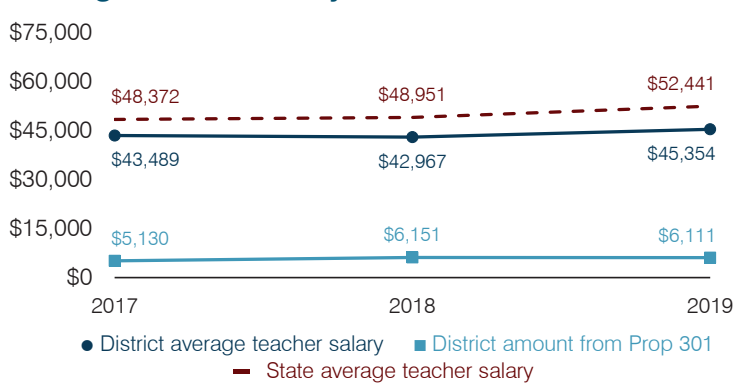


## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,324	\$1,326	\$903
	Students per administrative position	46	52	66
Plant operations	Cost per square foot	\$4.69	\$6.87	\$6.49
	Square footage per student	223	196	158
Food service	Cost per meal	\$2.65	\$3.37	\$3.08
Transportation	Cost per mile	\$3.57	\$3.70	\$4.29
	Cost per rider	\$723	\$1,127	\$1,424



## Average teacher salary and other measures

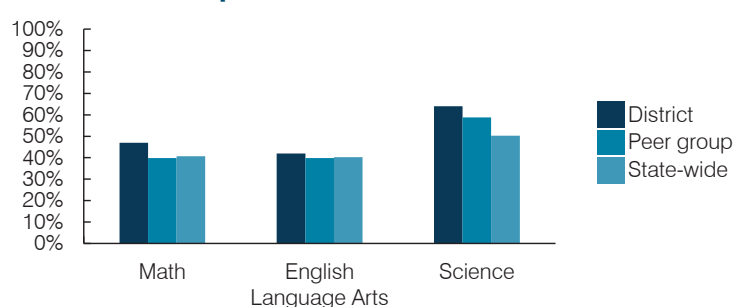


## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,865	\$ 4,992	\$ 5,443	\$ 4,869
Student support	628	709	538	754
Instruction support	178	186	403	497
Administration	1,310	1,324	1,326	903
Plant operations	1,069	1,045	1,175	1,027
Food service	309	303	588	438
Transportation	574	567	681	417
<b>Total operational</b>	<b>8,933</b>	<b>9,126</b>	<b>10,154</b>	<b>8,905</b>
Land and buildings	172	20	215	1,086
Equipment	431	777	769	496
Interest	1,021	966	129	261
Other	185	228	126	180
<b>Total nonoperational</b>	<b>1,809</b>	<b>1,991</b>	<b>1,239</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 10,742</b>	<b>\$ 11,117</b>	<b>\$11,393</b>	<b>\$10,928</b>

Measure	2017	2018	2019
Students per teacher	13.6	14.1	15.2
Average years of teacher experience	9.1	11.8	12.2
Percentage of teachers in first 3 years	14%	15%	13%

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Coolidge Unified School District

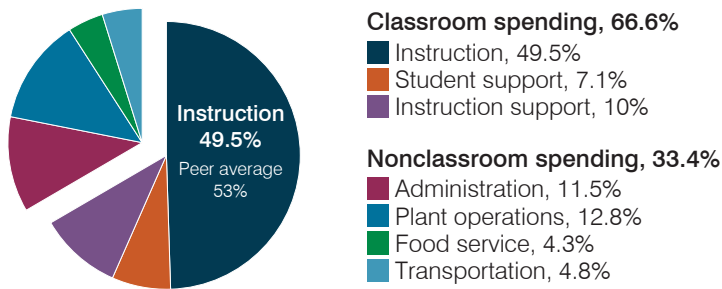
Pinal County  
 Peer groups: Operational 4 and T-9, Achievement 5<sup>1</sup>  
 Legislative district(s): 8  
 District location: Town  
 Number of schools: 5  
 Graduation rate (2018): 78%

Students attending; Size: 2,171; Medium-large  
 5-year change in students attending: 38% decrease  
 Special education population: 12%  
 English learner population: 4%  
 Poverty rate (2018): 23%  
 Free/reduced meal eligibility: 74%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	49.5

## Spending by operational area



## Operational measures relative to peer averages

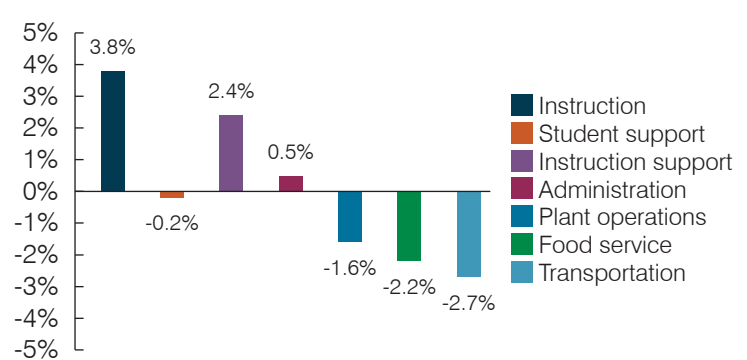
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,104	\$899	\$903
	Students per administrative position	56	68	66
Plant operations	Cost per square foot	\$4.99	\$5.82	\$6.49
	Square footage per student	245	180	158
Food service	Cost per meal	\$4.01	\$3.28	\$3.08
Transportation	Cost per mile	\$3.51	\$2.74	\$4.29
	Cost per rider	\$2,446	\$1,641	\$1,424



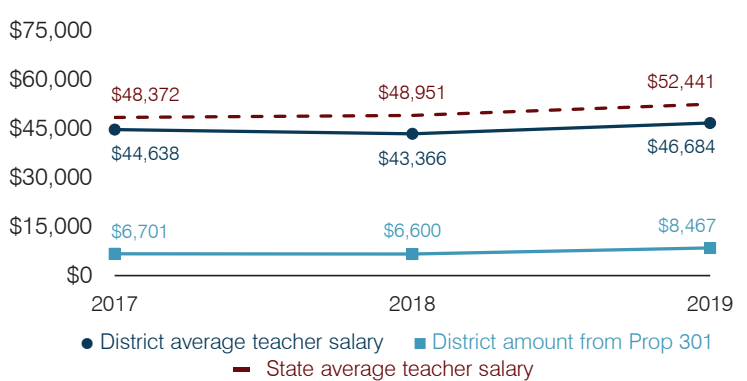
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,447	\$ 4,741	\$ 4,516	\$ 4,869
Student support	597	682	713	754
Instruction support	888	960	496	497
Administration	1,056	1,104	899	903
Plant operations	1,232	1,223	1,029	1,027
Food service	404	408	438	438
Transportation	449	454	444	417
<b>Total operational</b>	<b>9,073</b>	<b>9,572</b>	<b>8,535</b>	<b>8,905</b>
Land and buildings	111	27	565	1,086
Equipment	210	174	453	496
Interest	308	295	173	261
Other	54	63	70	180
<b>Total nonoperational</b>	<b>683</b>	<b>559</b>	<b>1,261</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 9,756</b>	<b>\$ 10,131</b>	<b>\$ 9,796</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

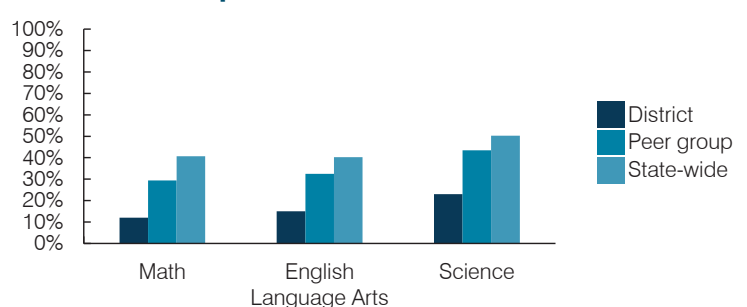


## Average teacher salary and other measures



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

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Cottonwood-Oak Creek Elementary School District

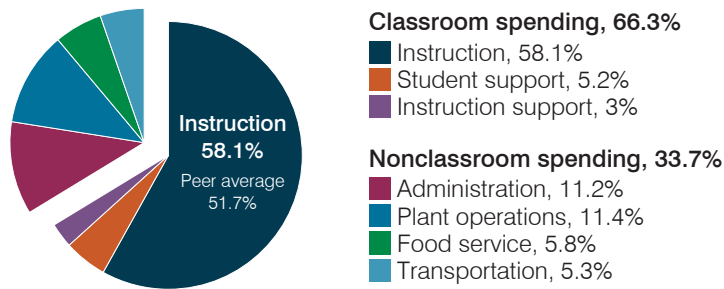
Yavapai County  
 Peer groups: Operational 9 and T-7, Achievement 17<sup>1</sup>  
 Legislative district(s): 1 and 6  
 District location: Town  
 Number of schools: 5  
 Graduation rate (2018): N/A

Students attending; Size: 1,983; Medium  
 5-year change in students attending: 2% decrease  
 Special education population: 12%  
 English learner population: 11%  
 Poverty rate (2018): 21%  
 Free/reduced meal eligibility: 63%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	58.1

## Spending by operational area



## Operational measures relative to peer averages

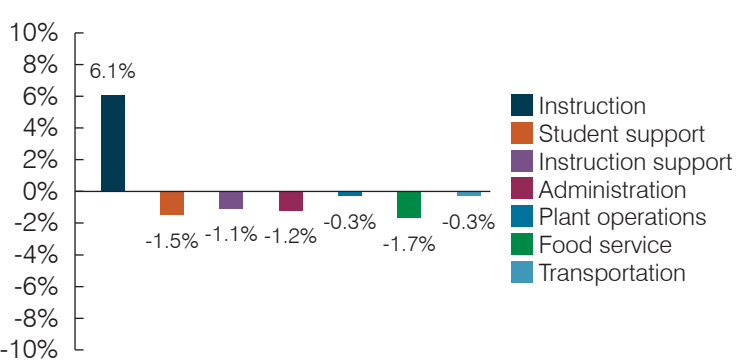
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$982	\$1,141	\$903
	Students per administrative position	56	60	66
Plant operations	Cost per square foot	\$6.45	\$6.68	\$6.49
	Square footage per student	155	161	158
Food service	Cost per meal	\$3.23	\$3.16	\$3.08
Transportation	Cost per mile	\$3.87	\$3.70	\$4.29
	Cost per rider	\$963	\$1,127	\$1,424



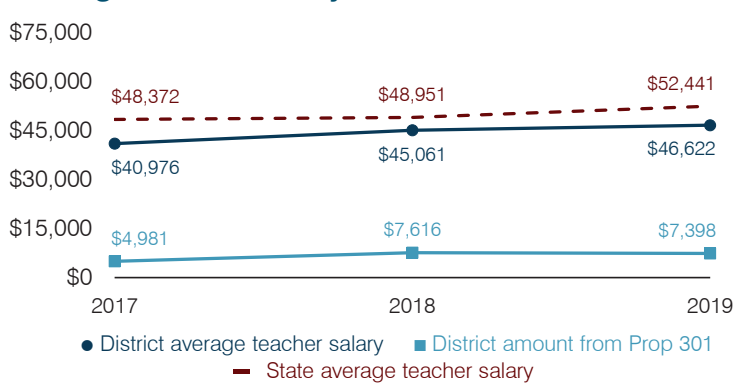
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,351	\$ 5,088	\$ 4,638	\$ 4,869
Student support	583	458	567	754
Instruction support	403	263	481	497
Administration	1,049	982	1,141	903
Plant operations	1,008	1,000	1,054	1,027
Food service	507	507	599	438
Transportation	399	462	498	417
<b>Total operational</b>	<b>8,300</b>	<b>8,760</b>	<b>8,978</b>	<b>8,905</b>
Land and buildings	1,300	84	265	1,086
Equipment	63	131	486	496
Interest	256	275	72	261
Other	134	151	134	180
<b>Total nonoperational</b>	<b>1,753</b>	<b>641</b>	<b>957</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 10,053</b>	<b>\$ 9,401</b>	<b>\$ 9,935</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

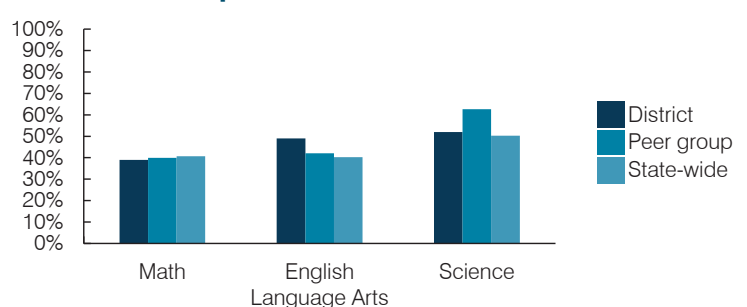


## Average teacher salary and other measures



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

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.



# Crane Elementary School District

Yuma County

Peer groups: Operational 8 and T-1, Achievement 13<sup>1</sup>

Legislative district(s): 4 and 13

District location: City

Number of schools: 11

Graduation rate (2018): N/A

Students attending; Size: 5,902; Medium-large

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

Special education population: 10%

English learner population: 14%

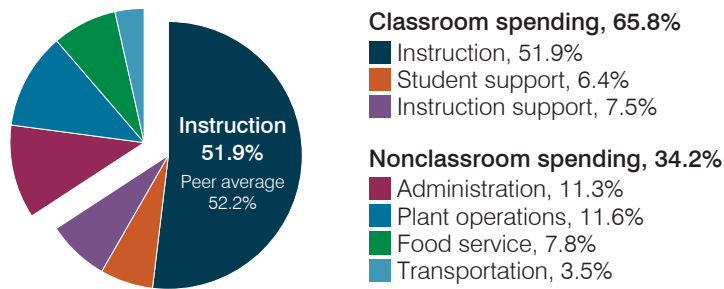
Poverty rate (2018): 23%

Free/reduced meal eligibility: 75%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	51.9

## Spending by operational area



## Operational measures relative to peer averages

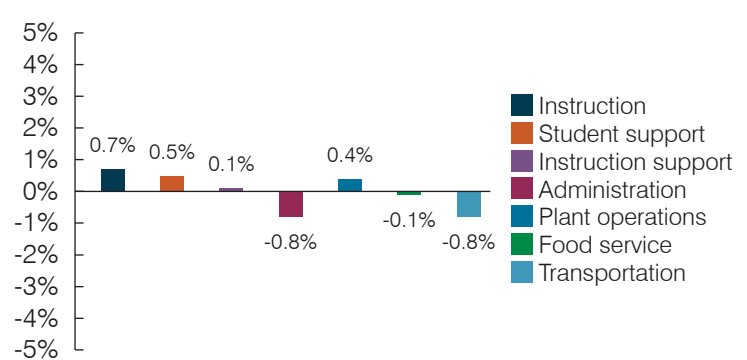
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$837	\$1,047	\$903
	Students per administrative position	72	65	66
Plant operations	Cost per square foot	\$8.12	\$6.60	\$6.49
	Square footage per student	106	145	158
Food service	Cost per meal	\$2.57	\$2.91	\$3.08
Transportation	Cost per mile	\$5.38	\$7.55	\$4.29
	Cost per rider	\$890	\$1,108	\$1,424



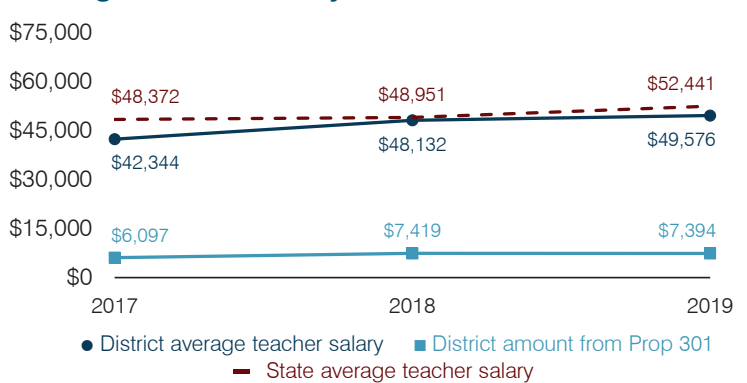
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,680	\$ 3,852	\$ 4,648	\$ 4,869
Student support	424	474	678	754
Instruction support	527	556	551	497
Administration	812	837	1,047	903
Plant operations	851	862	972	1,027
Food service	555	579	672	438
Transportation	258	261	345	417
<b>Total operational</b>	<b>7,107</b>	<b>7,421</b>	<b>8,913</b>	<b>8,905</b>
Land and buildings	100	145	1,393	1,086
Equipment	175	223	556	496
Interest	114	97	344	261
Other	1	1	203	180
<b>Total nonoperational</b>	<b>390</b>	<b>466</b>	<b>2,496</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 7,497</b>	<b>\$ 7,887</b>	<b>\$11,409</b>	<b>\$10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

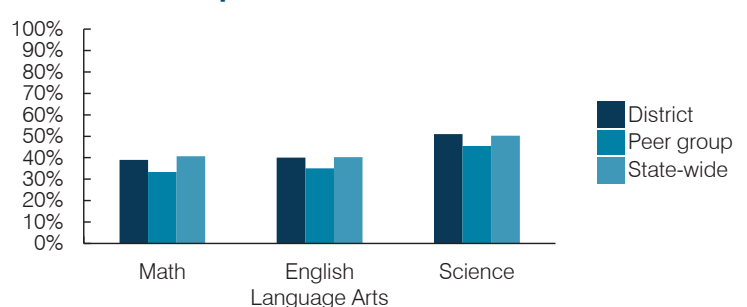


## Average teacher salary and other measures



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

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Creighton Elementary School District

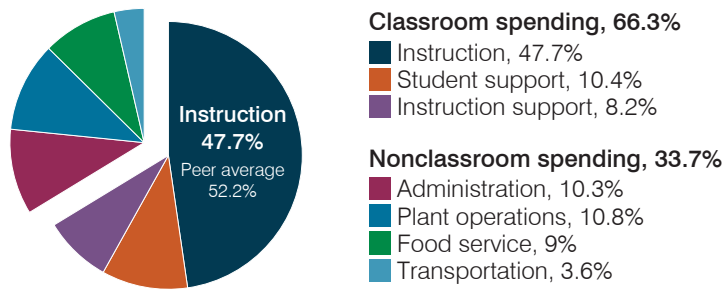
Maricopa County  
 Peer groups: Operational 8 and T-1, Achievement 15<sup>1</sup>  
 Legislative district(s): 24, 27, and 28  
 District location: City  
 Number of schools: 9  
 Graduation rate (2018): N/A

Students attending; Size: 5,588; Medium-large  
 5-year change in students attending: 10% decrease  
 Special education population: 11%  
 English learner population: 18%  
 Poverty rate (2018): 32%  
 Free/reduced meal eligibility: 90%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	47.7

## Spending by operational area



## Operational measures relative to peer averages

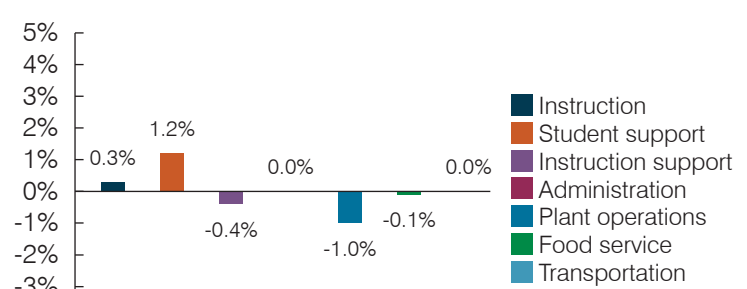
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$974	\$1,047	\$903
	Students per administrative position	51	65	66
Plant operations	Cost per square foot	\$6.07	\$6.60	\$6.49
	Square footage per student	169	145	158
Food service	Cost per meal	\$3.30	\$2.91	\$3.08
Transportation	Cost per mile	\$9.40	\$7.55	\$4.29
	Cost per rider	\$1,035	\$1,108	\$1,424



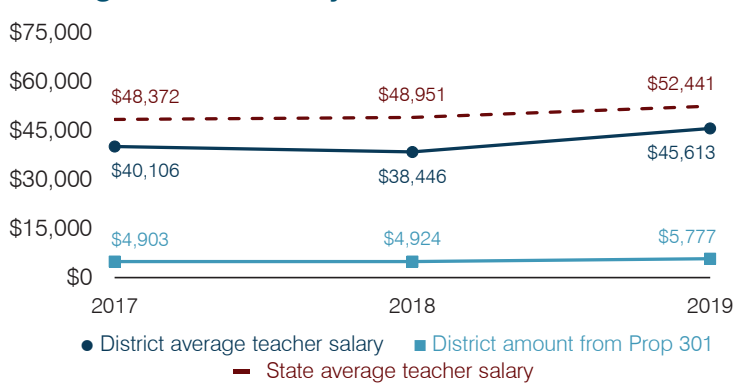
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,036	\$ 4,510	\$ 4,648	\$ 4,869
Student support	863	984	678	754
Instruction support	752	778	551	497
Administration	927	974	1,047	903
Plant operations	951	1,025	972	1,027
Food service	831	849	672	438
Transportation	308	340	345	417
<b>Total operational</b>	<b>8,668</b>	<b>9,460</b>	<b>8,913</b>	<b>8,905</b>
Land and buildings	508	2,884	1,393	1,086
Equipment	808	752	556	496
Interest	247	290	344	261
Other	127	151	203	180
<b>Total nonoperational</b>	<b>1,690</b>	<b>4,077</b>	<b>2,496</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 10,358</b>	<b>\$ 13,537</b>	<b>\$ 11,409</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

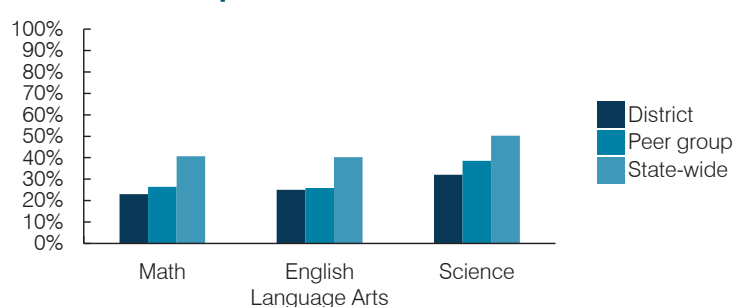


## Average teacher salary and other measures



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

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Crown King Elementary School District

Yavapai County

Peer groups: Operational 11 and Achievement 16<sup>1</sup>

Legislative district(s): 1

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 3; Very small

5-year change in students attending: 30% decrease

Special education population: N/A

English learner population: N/A

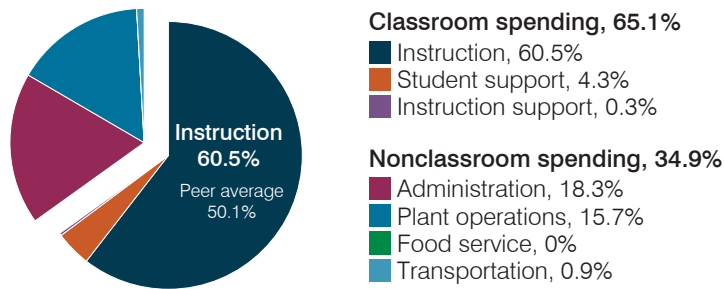
Poverty rate (2018): N/A

Free/reduced meal eligibility: N/A

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	60.5

## Spending by operational area



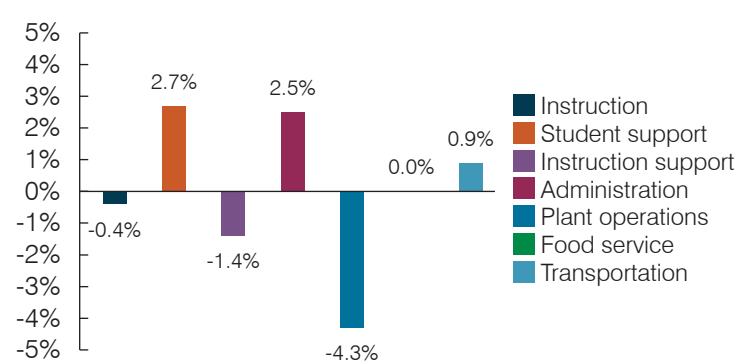
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$7,750	\$3,398	\$903
	Students per administrative position	10	32	66
Plant operations	Cost per square foot	\$9.15	\$7.70	\$6.49
	Square footage per student	730	382	158
Food service	Cost per meal	N/A	\$5.47	\$3.08
Transportation	Cost per mile	N/A	N/A	\$4.29
	Cost per rider	N/A	N/A	\$1,424

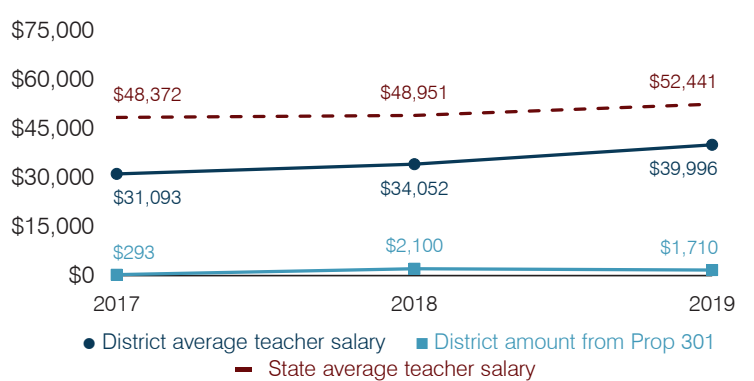
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 11,316	\$ 25,660	\$ 9,084	\$ 4,869
Student support	381	1,825	756	754
Instruction support	10	154	438	497
Administration	3,470	7,750	3,398	903
Plant operations	3,566	6,673	2,665	1,027
Food service	0	0	917	438
Transportation	162	376	976	417
<b>Total operational</b>	<b>18,905</b>	<b>42,438</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	0	1,350	1,425	1,086
Equipment	0	5,148	1,013	496
Interest	0	0	28	261
Other	0	0	92	180
<b>Total nonoperational</b>	<b>0</b>	<b>6,498</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 18,905</b>	<b>\$ 48,936</b>	<b>\$ 20,792</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



## Average teacher salary and other measures



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

## Students who passed State assessments<sup>2</sup>

Measure did not meet our criteria for reporting.

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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Deer Valley Unified School District

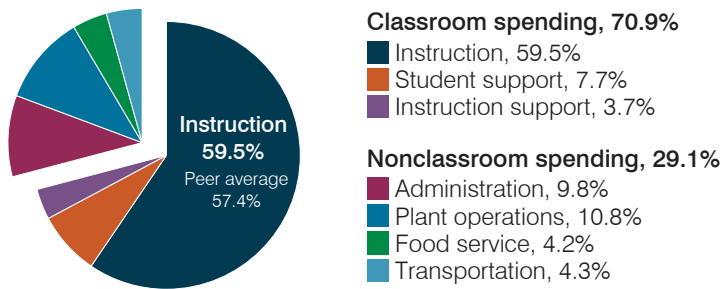
Maricopa County  
 Peer groups: Operational 1 and T-3, Achievement 2<sup>1</sup>  
 Legislative district(s): 1, 15, 20, and 22  
 District location: Suburb  
 Number of schools: 38  
 Graduation rate (2018): 95%

Students attending; Size: 32,637; Very large  
 5-year change in students attending: 1% increase  
 Special education population: 11%  
 English learner population: 2%  
 Poverty rate (2018): 9%  
 Free/reduced meal eligibility: 28%

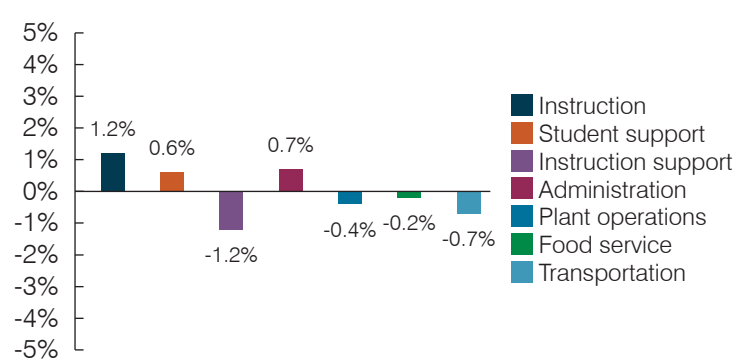
## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	59.5

## Spending by operational area



## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

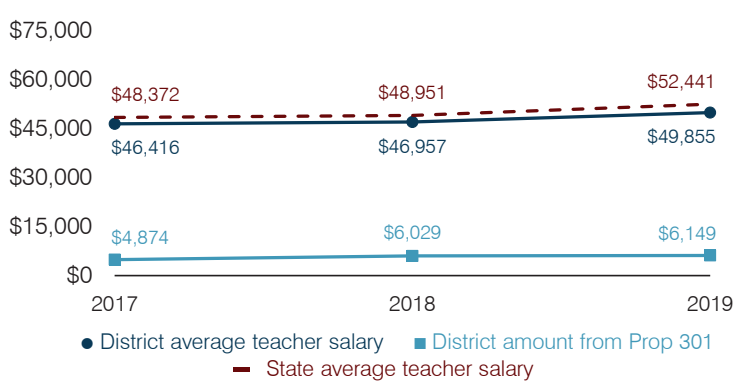


## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$779	\$746	\$903
	Students per administrative position	85	78	66
Plant operations	Cost per square foot	\$6.23	\$6.37	\$6.49
	Square footage per student	138	150	158
Food service	Cost per meal	\$3.08	\$2.92	\$3.08
Transportation	Cost per mile	\$5.47	\$4.60	\$4.29
	Cost per rider	\$1,410	\$1,224	\$1,424



## Average teacher salary and other measures

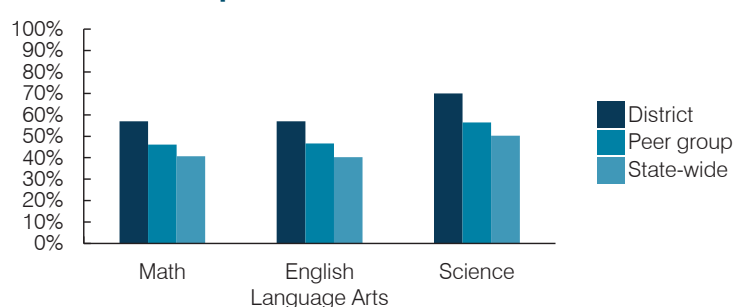


## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,542	\$ 4,760	\$ 4,901	\$ 4,869
Student support	559	619	773	754
Instruction support	276	298	427	497
Administration	738	779	746	903
Plant operations	826	863	949	1,027
Food service	328	337	341	438
Transportation	323	340	381	417
<b>Total operational</b>	<b>7,592</b>	<b>7,996</b>	<b>8,518</b>	<b>8,905</b>
Land and buildings	577	746	658	1,086
Equipment	259	271	376	496
Interest	151	212	288	261
Other	262	266	217	180
<b>Total nonoperational</b>	<b>1,249</b>	<b>1,495</b>	<b>1,539</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 8,841</b>	<b>\$ 9,491</b>	<b>\$10,057</b>	<b>\$10,928</b>

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

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Double Adobe Elementary School District

Cochise County

Peer groups: Operational 11 and T-11, Achievement 19<sup>1</sup>

Legislative district(s): 14

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 37; Very small

5-year change in students attending: 7% decrease

Special education population: 19%

English learner population: 1%

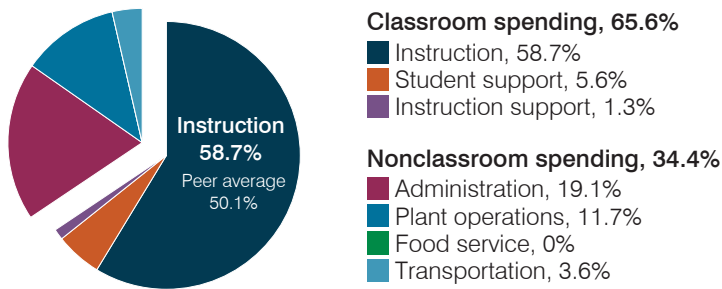
Poverty rate (2018): 30%

Free/reduced meal eligibility: N/A

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	58.7

## Spending by operational area



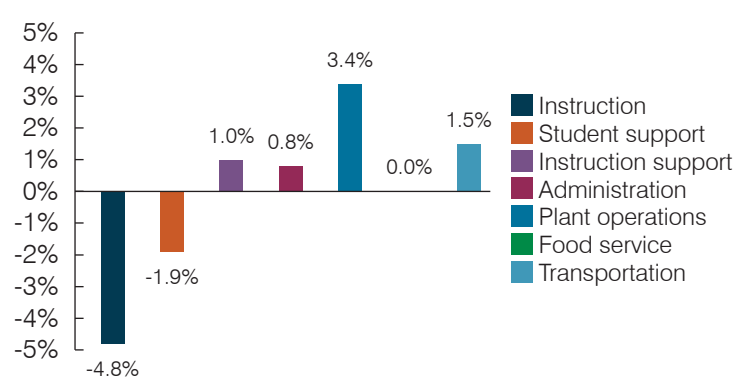
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,980	\$3,398	\$903
	Students per administrative position	30	32	66
Plant operations	Cost per square foot	\$7.74	\$7.70	\$6.49
	Square footage per student	235	382	158
Food service	Cost per meal	N/A	\$5.47	\$3.08
Transportation	Cost per mile	\$1.18	\$2.28	\$4.29
	Cost per rider	\$870	\$1,665	\$1,424

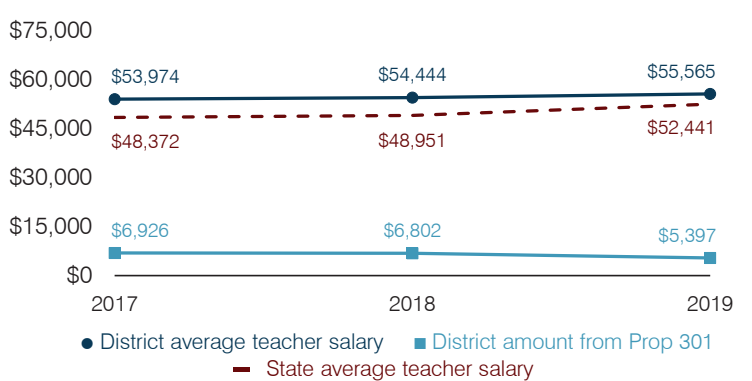
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 9,339	\$ 9,144	\$ 9,084	\$ 4,869
Student support	824	869	756	754
Instruction support	243	201	438	497
Administration	2,355	2,980	3,398	903
Plant operations	1,589	1,821	2,665	1,027
Food service	0	0	917	438
Transportation	493	560	976	417
<b>Total operational</b>	<b>14,843</b>	<b>15,575</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	1,100	11,636	1,425	1,086
Equipment	522	494	1,013	496
Interest	0	0	28	261
Other	0	0	92	180
<b>Total nonoperational</b>	<b>1,622</b>	<b>12,130</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 16,465</b>	<b>\$ 27,705</b>	<b>\$20,792</b>	<b>\$10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



## Average teacher salary and other measures



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

## Students who passed State assessments<sup>2</sup>

Measure did not meet our criteria for reporting.

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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Douglas Unified School District

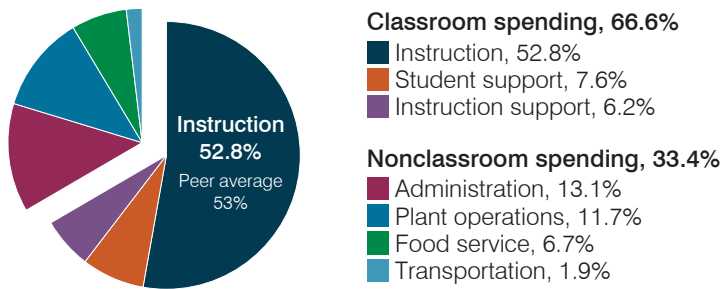
Cochise County  
 Peer groups: Operational 4 and T-10, Achievement 7<sup>1</sup>  
 Legislative district(s): 14  
 District location: Town  
 Number of schools: 8  
 Graduation rate (2018): 91%

Students attending; Size: 4,006; Medium-large  
 5-year change in students attending: 11% increase  
 Special education population: 6%  
 English learner population: 19%  
 Poverty rate (2018): 34%  
 Free/reduced meal eligibility: 84%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	52.8

## Spending by operational area



## Operational measures relative to peer averages

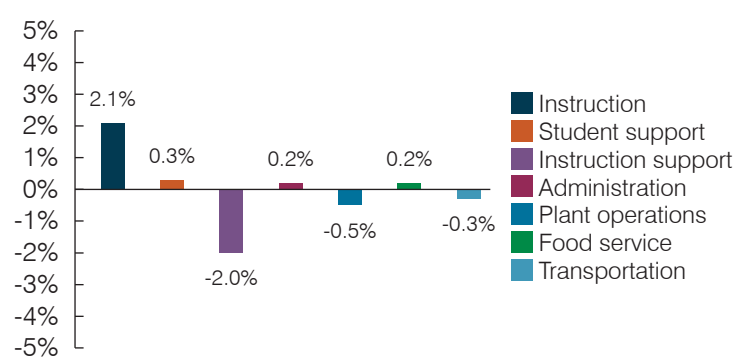
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,006	\$899	\$903
	Students per administrative position	77	68	66
Plant operations	Cost per square foot	\$6.34	\$5.82	\$6.49
	Square footage per student	141	180	158
Food service	Cost per meal	\$3.29	\$3.28	\$3.08
Transportation	Cost per mile	\$3.63	\$2.20	\$4.29
	Cost per rider	\$3,059	\$1,962	\$1,424



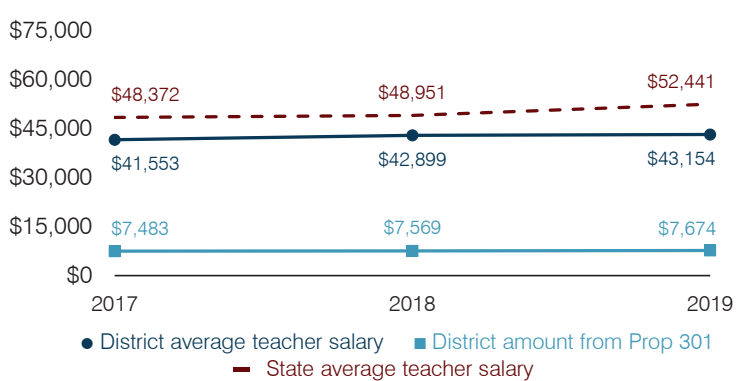
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,637	\$ 4,039	\$ 4,516	\$ 4,869
Student support	575	583	713	754
Instruction support	492	473	496	497
Administration	939	1,006	899	903
Plant operations	859	895	1,029	1,027
Food service	480	514	438	438
Transportation	135	142	444	417
<b>Total operational</b>	<b>7,117</b>	<b>7,652</b>	<b>8,535</b>	<b>8,905</b>
Land and buildings	173	56	565	1,086
Equipment	255	395	453	496
Interest	76	66	173	261
Other	8	10	70	180
<b>Total nonoperational</b>	<b>512</b>	<b>527</b>	<b>1,261</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 7,629</b>	<b>\$ 8,179</b>	<b>\$ 9,796</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

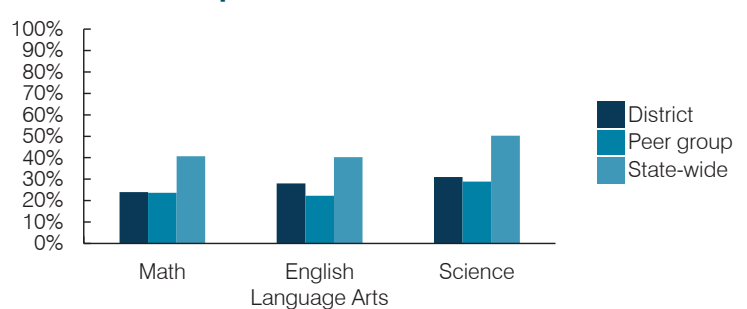


## Average teacher salary and other measures



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

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Duncan Unified School District

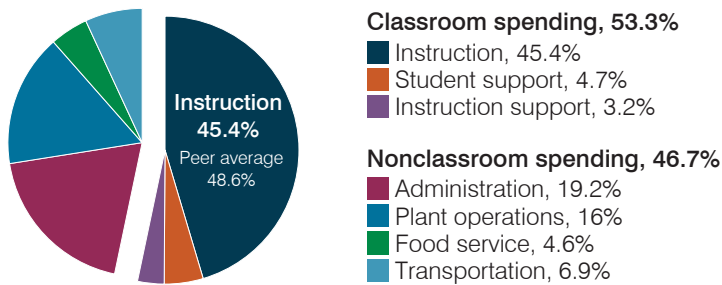
Greenlee County  
 Peer groups: Operational 6 and T-10, Achievement 4<sup>1</sup>  
 Legislative district(s): 14  
 District location: Rural  
 Number of schools: 2  
 Graduation rate (2018): 90%

Students attending; Size: 354; Small  
 5-year change in students attending: 3% decrease  
 Special education population: 12%  
 English learner population: 0%  
 Poverty rate (2018): 16%  
 Free/reduced meal eligibility: 59%

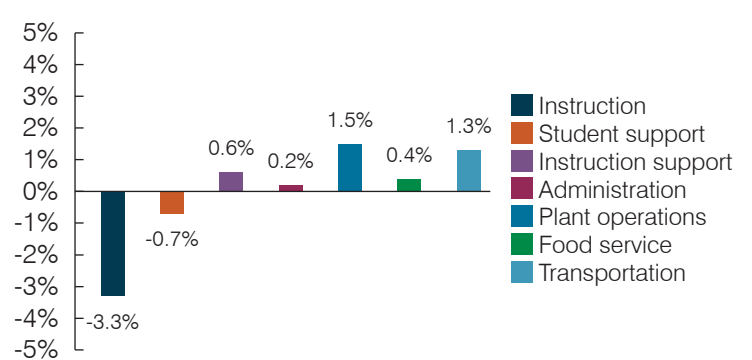
## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	45.4

## Spending by operational area



## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



## Operational measures relative to peer averages

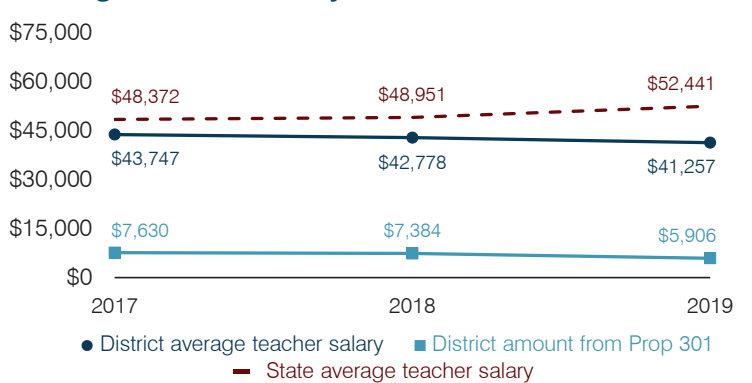
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,887	\$1,750	\$903
	Students per administrative position	43	45	66
Plant operations	Cost per square foot	\$4.39	\$5.35	\$6.49
	Square footage per student	358	315	158
Food service	Cost per meal	\$3.50	\$3.77	\$3.08
Transportation	Cost per mile	\$1.89	\$2.20	\$4.29
	Cost per rider	\$1,210	\$1,962	\$1,424



## Per pupil spending

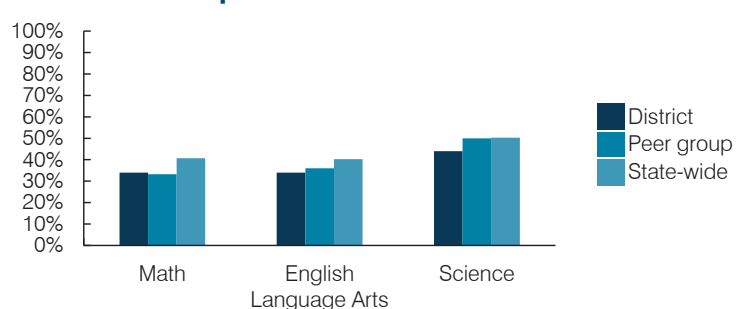
Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,609	\$ 4,457	\$ 5,732	\$ 4,869
Student support	404	458	763	754
Instruction support	295	317	364	497
Administration	2,123	1,887	1,750	903
Plant operations	1,559	1,570	1,697	1,027
Food service	540	456	545	438
Transportation	611	674	616	417
<b>Total operational</b>	<b>10,141</b>	<b>9,819</b>	<b>11,467</b>	<b>8,905</b>
Land and buildings	4,197	378	757	1,086
Equipment	1,177	844	692	496
Interest	14	8	152	261
Other	0	0	64	180
<b>Total nonoperational</b>	<b>5,388</b>	<b>1,230</b>	<b>1,665</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 15,529</b>	<b>\$ 11,049</b>	<b>\$ 13,132</b>	<b>\$ 10,928</b>

## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	16.3	16.0	15.8
Average years of teacher experience	9.6	7.8	8.7
Percentage of teachers in first 3 years	33%	35%	28%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Dysart Unified School District

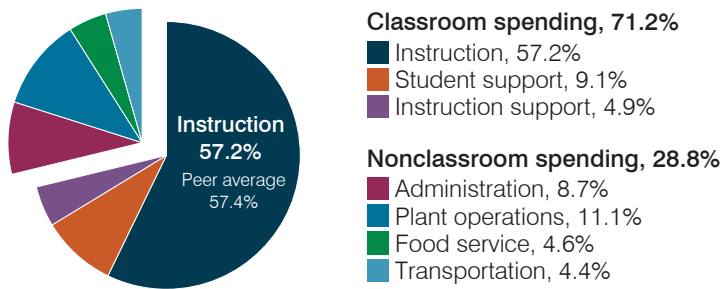
Maricopa County  
 Peer groups: Operational 1 and T-4, Achievement 2<sup>1</sup>  
 Legislative district(s): 13, 21, 22, and 29  
 District location: Suburb  
 Number of schools: 23  
 Graduation rate (2018): 94%

Students attending; Size: 23,345; Very large  
 5-year change in students attending: 7% decrease  
 Special education population: 14%  
 English learner population: 3%  
 Poverty rate (2018): 13%  
 Free/reduced meal eligibility: 48%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	57.2

## Spending by operational area



## Operational measures relative to peer averages

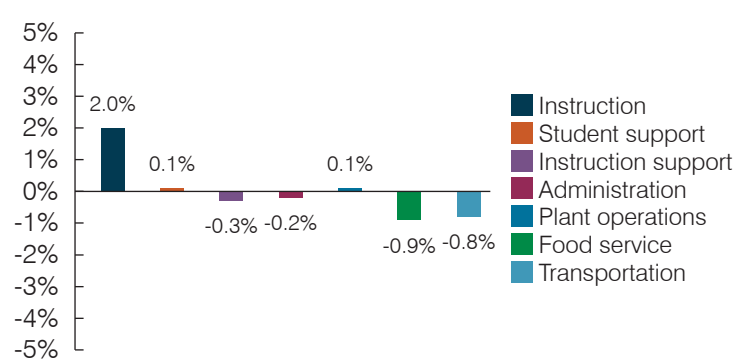
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$709	\$746	\$903
	Students per administrative position	79	78	66
Plant operations	Cost per square foot	\$6.43	\$6.37	\$6.49
	Square footage per student	141	150	158
Food service	Cost per meal	\$2.97	\$2.92	\$3.08
Transportation	Cost per mile	\$4.84	\$4.02	\$4.29
	Cost per rider	\$1,210	\$1,407	\$1,424



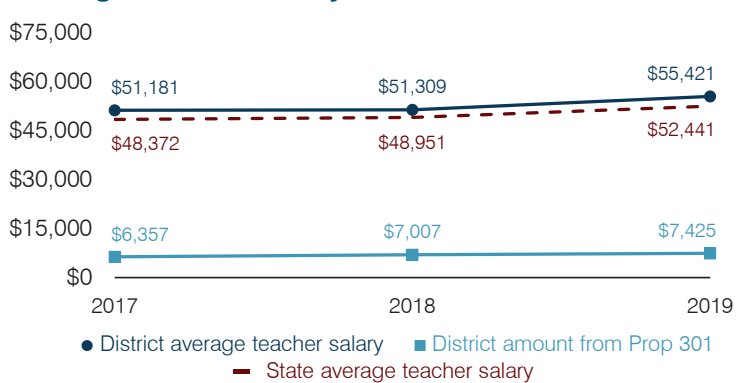
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,197	\$ 4,677	\$ 4,901	\$ 4,869
Student support	687	744	773	754
Instruction support	353	400	427	497
Administration	680	709	746	903
Plant operations	848	905	949	1,027
Food service	368	380	341	438
Transportation	351	360	381	417
<b>Total operational</b>	<b>7,484</b>	<b>8,175</b>	<b>8,518</b>	<b>8,905</b>
Land and buildings	61	83	658	1,086
Equipment	306	310	376	496
Interest	229	217	288	261
Other	93	99	217	180
<b>Total nonoperational</b>	<b>689</b>	<b>709</b>	<b>1,539</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 8,173</b>	<b>\$ 8,884</b>	<b>\$ 10,057</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

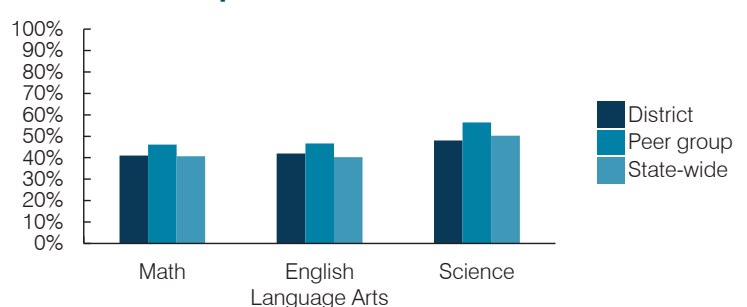


## Average teacher salary and other measures



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

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.



# Elfrida Elementary School District

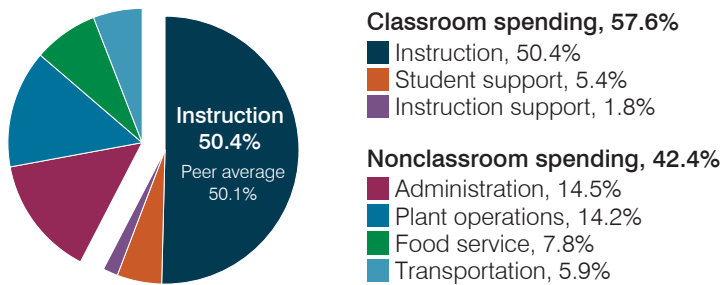
Cochise County  
 Peer groups: Operational 11 and T-11, Achievement 16<sup>1</sup>  
 Legislative district(s): 14  
 District location: Rural  
 Number of schools: 1  
 Graduation rate (2018): N/A

Students attending; Size: 105; Very small  
 5-year change in students attending: 12% decrease  
 Special education population: 15%  
 English learner population: 0%  
 Poverty rate (2018): 12%  
 Free/reduced meal eligibility: 64%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	50.4

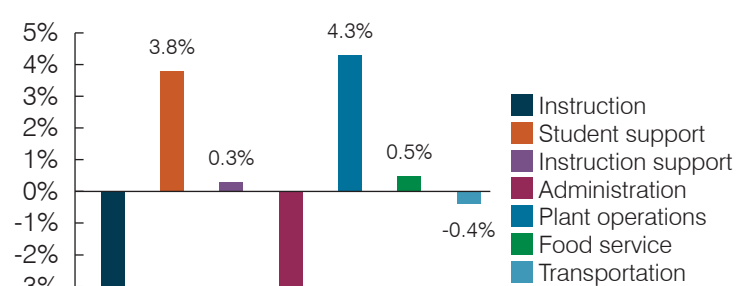
## Spending by operational area



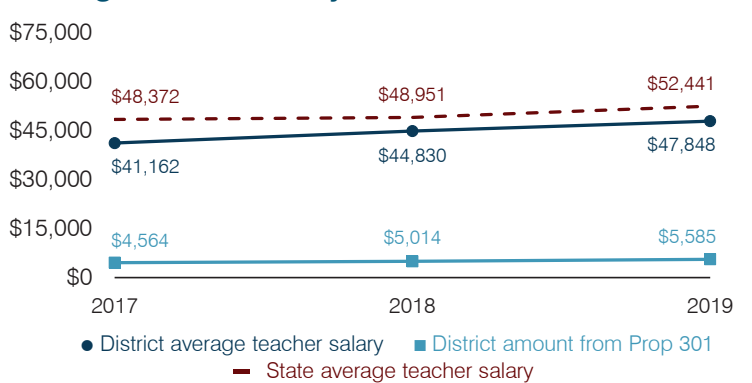
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,756	\$3,398	\$903
	Students per administrative position	26	32	66
Plant operations	Cost per square foot	\$6.04	\$7.70	\$6.49
	Square footage per student	283	382	158
Food service	Cost per meal	\$4.77	\$5.47	\$3.08
Transportation	Cost per mile	\$2.40	\$2.28	\$4.29
	Cost per rider	\$1,768	\$1,665	\$1,424

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



## Average teacher salary and other measures

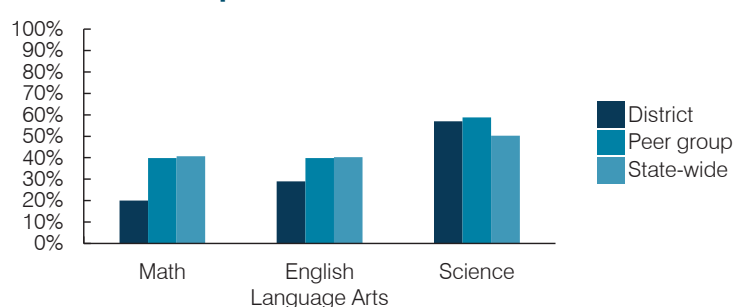


## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,295	\$ 6,097	\$ 9,084	\$ 4,869
Student support	605	654	756	754
Instruction support	379	220	438	497
Administration	1,578	1,756	3,398	903
Plant operations	1,452	1,711	2,665	1,027
Food service	888	941	917	438
Transportation	657	708	976	417
<b>Total operational</b>	<b>10,854</b>	<b>12,087</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	55	5	1,425	1,086
Equipment	256	569	1,013	496
Interest	20	24	28	261
Other	0	0	92	180
<b>Total nonoperational</b>	<b>331</b>	<b>598</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 11,185</b>	<b>\$ 12,685</b>	<b>\$ 20,792</b>	<b>\$ 10,928</b>

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

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Eloy Elementary School District

Pinal County

Peer groups: Operational 9 and T-7, Achievement 19<sup>1</sup>

Legislative district(s): 8 and 11

District location: Rural

Number of schools: 3

Graduation rate (2018): N/A

Students attending; Size: 771; Medium

5-year change in students attending: 19% decrease

Special education population: 12%

English learner population: 7%

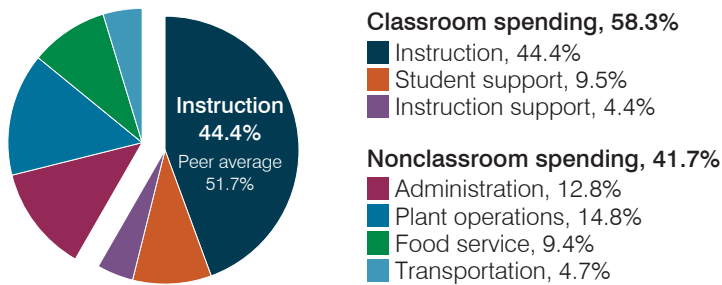
Poverty rate (2018): 30%

Free/reduced meal eligibility: 96%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	44.4

## Spending by operational area



## Operational measures relative to peer averages

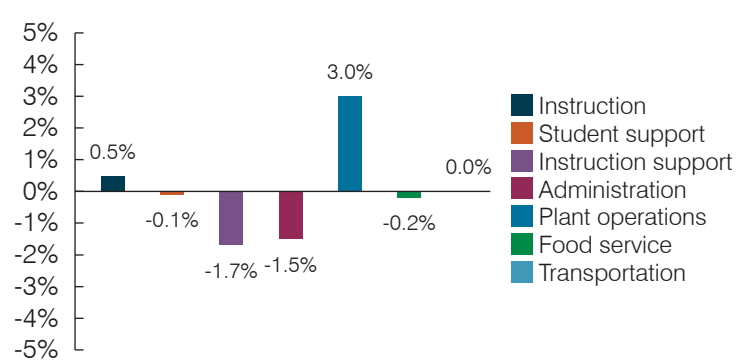
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,198	\$1,141	\$903
	Students per administrative position	42	60	66
Plant operations	Cost per square foot	\$6.80	\$6.68	\$6.49
	Square footage per student	205	161	158
Food service	Cost per meal	\$4.16	\$3.16	\$3.08
Transportation	Cost per mile	\$3.64	\$3.70	\$4.29
	Cost per rider	\$1,226	\$1,127	\$1,424



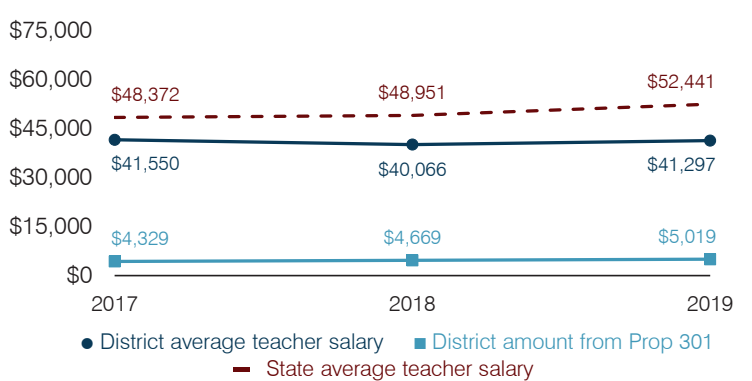
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,063	\$ 4,166	\$ 4,638	\$ 4,869
Student support	840	892	567	754
Instruction support	306	415	481	497
Administration	1,226	1,198	1,141	903
Plant operations	1,335	1,392	1,054	1,027
Food service	740	878	599	438
Transportation	506	437	498	417
<b>Total operational</b>	<b>9,016</b>	<b>9,378</b>	<b>8,978</b>	<b>8,905</b>
Land and buildings	630	126	265	1,086
Equipment	382	355	486	496
Interest	79	73	72	261
Other	11	20	134	180
<b>Total nonoperational</b>	<b>1,102</b>	<b>574</b>	<b>957</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 10,118</b>	<b>\$ 9,952</b>	<b>\$ 9,935</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

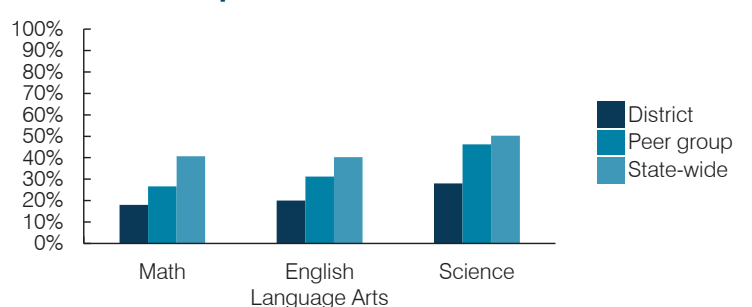


## Average teacher salary and other measures



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

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Flagstaff Unified School District

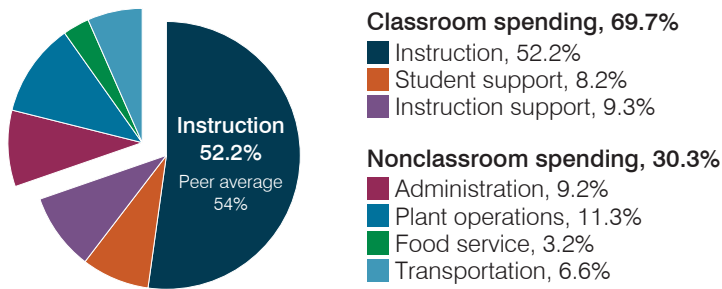
Coconino County  
 Peer groups: Operational 2 and T-5, Achievement 2<sup>1</sup>  
 Legislative district(s): 6 and 7  
 District location: City  
 Number of schools: 15  
 Graduation rate (2018): 86%

Students attending; Size: 9,178; Large  
 5-year change in students attending: 1% decrease  
 Special education population: 15%  
 English learner population: 4%  
 Poverty rate (2018): 12%  
 Free/reduced meal eligibility: 41%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	52.2

## Spending by operational area



## Operational measures relative to peer averages

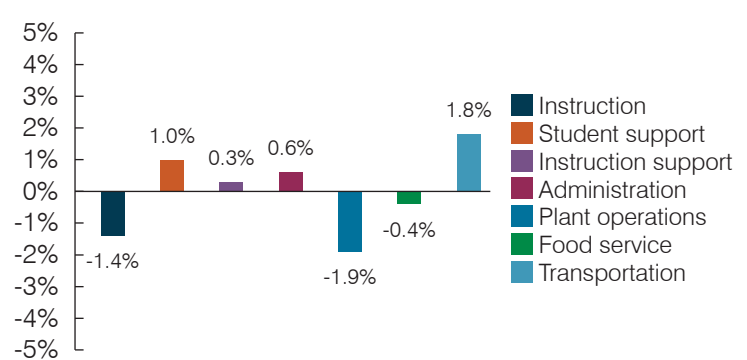
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$894	\$842	\$903
	Students per administrative position	74	66	66
Plant operations	Cost per square foot	\$6.09	\$6.59	\$6.49
	Square footage per student	179	150	158
Food service	Cost per meal	\$3.48	\$3.25	\$3.08
Transportation	Cost per mile	\$3.83	\$4.10	\$4.29
	Cost per rider	\$1,549	\$1,775	\$1,424



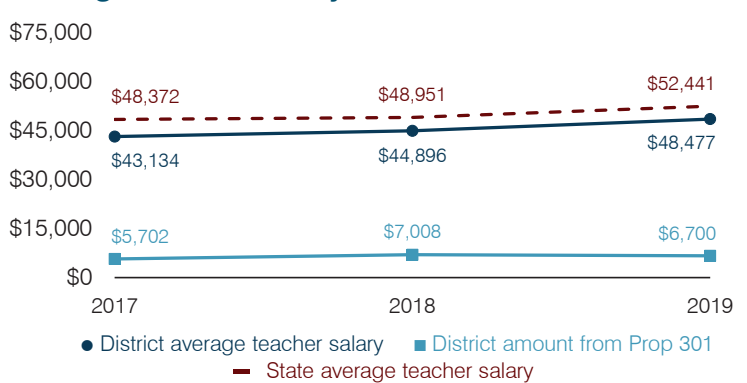
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,657	\$ 5,039	\$ 4,521	\$ 4,869
Student support	687	794	688	754
Instruction support	788	898	540	497
Administration	769	894	842	903
Plant operations	1,044	1,088	976	1,027
Food service	286	308	358	438
Transportation	550	634	457	417
<b>Total operational</b>	<b>8,781</b>	<b>9,655</b>	<b>8,382</b>	<b>8,905</b>
Land and buildings	442	373	1,683	1,086
Equipment	577	422	540	496
Interest	147	120	254	261
Other	218	213	172	180
<b>Total nonoperational</b>	<b>1,384</b>	<b>1,128</b>	<b>2,649</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 10,165</b>	<b>\$ 10,783</b>	<b>\$ 11,031</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

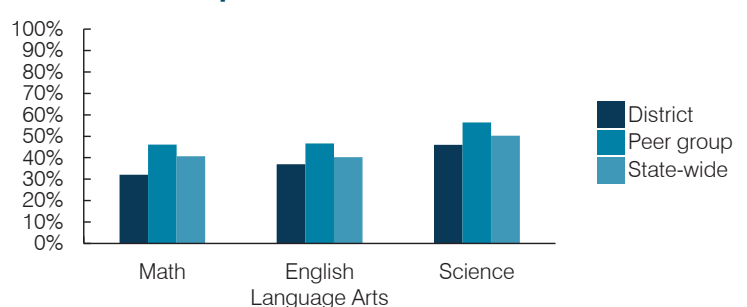


## Average teacher salary and other measures



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

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Florence Unified School District

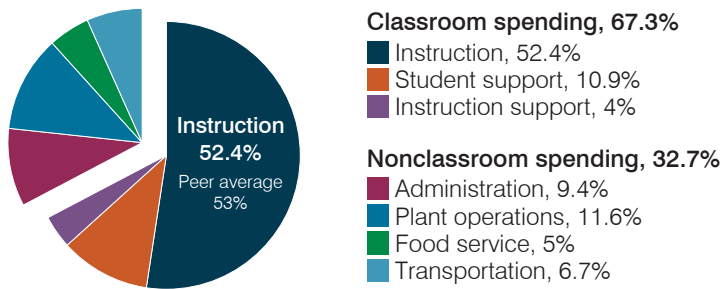
Pinal County  
 Peer groups: Operational 4 and T-8, Achievement 4<sup>1</sup>  
 Legislative district(s): 8 and 12  
 District location: Rural  
 Number of schools: 12  
 Graduation rate (2018): 84%

Students attending; Size: 8,934; Large  
 5-year change in students attending: 15% increase  
 Special education population: 15%  
 English learner population: 2%  
 Poverty rate (2018): 13%  
 Free/reduced meal eligibility: 57%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	52.4

## Spending by operational area



## Operational measures relative to peer averages

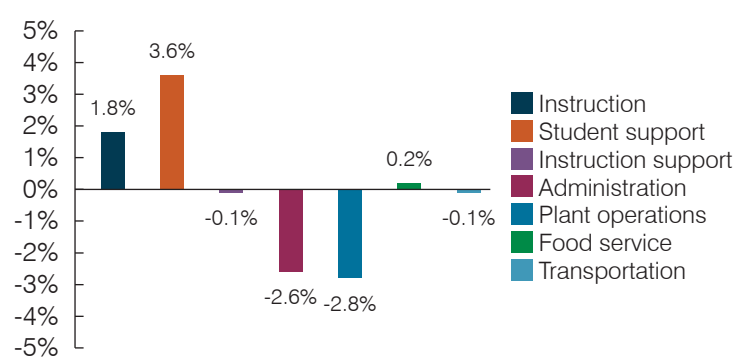
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$747	\$899	\$903
	Students per administrative position	78	68	66
Plant operations	Cost per square foot	\$5.23	\$5.82	\$6.49
	Square footage per student	177	180	158
Food service	Cost per meal	\$3.13	\$3.28	\$3.08
Transportation	Cost per mile	\$3.32	\$3.26	\$4.29
	Cost per rider	\$1,474	\$1,447	\$1,424



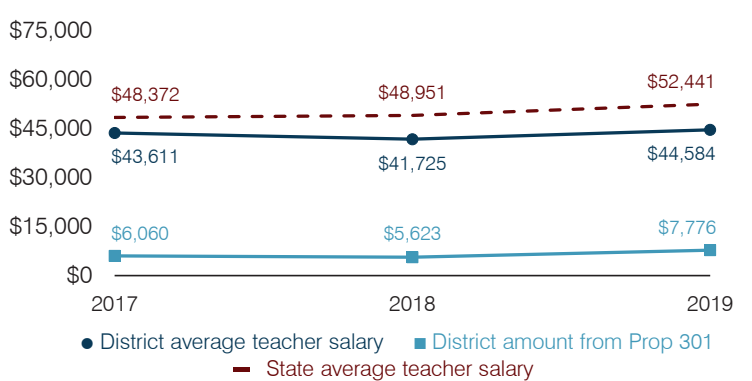
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,097	\$ 4,191	\$ 4,516	\$ 4,869
Student support	633	873	713	754
Instruction support	356	323	496	497
Administration	732	747	899	903
Plant operations	962	924	1,029	1,027
Food service	382	400	438	438
Transportation	505	537	444	417
<b>Total operational</b>	<b>7,667</b>	<b>7,995</b>	<b>8,535</b>	<b>8,905</b>
Land and buildings	155	955	565	1,086
Equipment	449	537	453	496
Interest	251	338	173	261
Other	189	171	70	180
<b>Total nonoperational</b>	<b>1,044</b>	<b>2,001</b>	<b>1,261</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 8,711</b>	<b>\$ 9,996</b>	<b>\$ 9,796</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

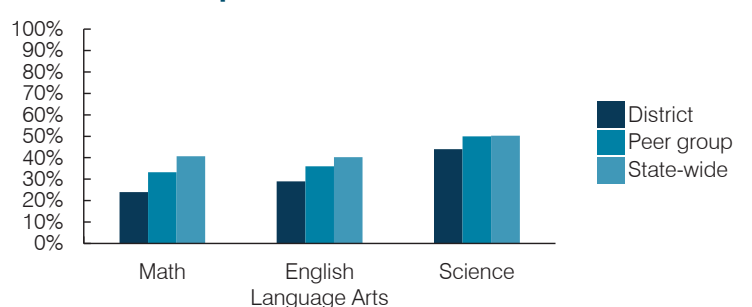


## Average teacher salary and other measures



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

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Flowing Wells Unified School District

Pima County

Peer groups: Operational 3 and T-1, Achievement 6<sup>1</sup>

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

District location: Suburb

Number of schools: 9

Graduation rate (2018): 89%

Students attending; Size: 5,330; Medium-large

5-year change in students attending: 2% decrease

Special education population: 16%

English learner population: 5%

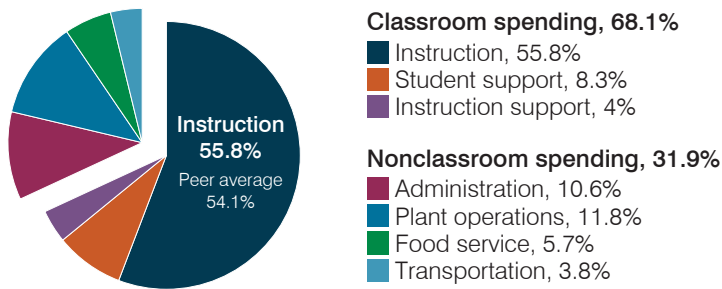
Poverty rate (2018): 30%

Free/reduced meal eligibility: 71%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	55.8

## Spending by operational area



## Operational measures relative to peer averages

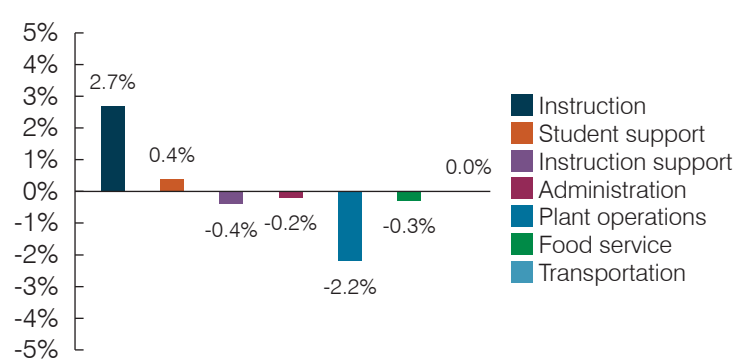
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$863	\$887	\$903
	Students per administrative position	71	68	66
Plant operations	Cost per square foot	\$6.44	\$5.90	\$6.49
	Square footage per student	148	159	158
Food service	Cost per meal	\$3.29	\$3.35	\$3.08
Transportation	Cost per mile	\$7.20	\$7.55	\$4.29
	Cost per rider	\$1,157	\$1,108	\$1,424



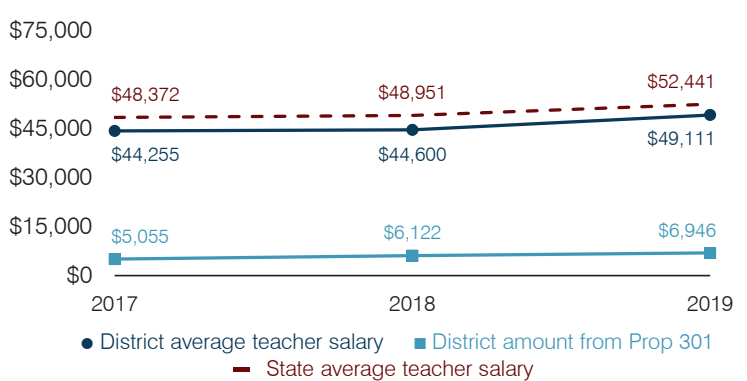
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,199	\$ 4,540	\$ 4,496	\$ 4,869
Student support	622	678	730	754
Instruction support	294	319	377	497
Administration	815	863	887	903
Plant operations	1,026	956	977	1,027
Food service	448	465	353	438
Transportation	299	311	428	417
<b>Total operational</b>	<b>7,703</b>	<b>8,132</b>	<b>8,248</b>	<b>8,905</b>
Land and buildings	137	364	1,367	1,086
Equipment	195	348	508	496
Interest	121	247	319	261
Other	6	23	194	180
<b>Total nonoperational</b>	<b>459</b>	<b>982</b>	<b>2,388</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 8,162</b>	<b>\$ 9,114</b>	<b>\$10,636</b>	<b>\$10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

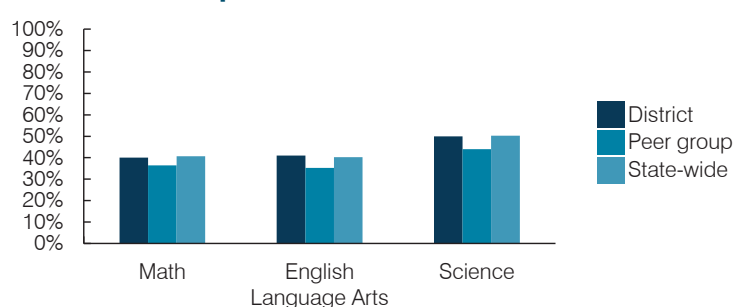


## Average teacher salary and other measures



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

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Fountain Hills Unified School District

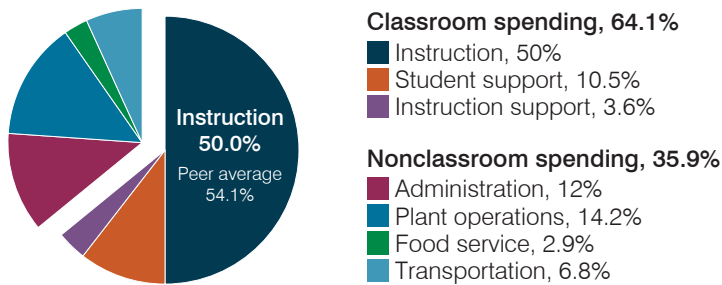
Maricopa County  
 Peer groups: Operational 3 and T-4, Achievement 1<sup>1</sup>  
 Legislative district(s): 23  
 District location: Suburb  
 Number of schools: 3  
 Graduation rate (2018): 94%

Students attending; Size: 1,338; Medium  
 5-year change in students attending: 22% decrease  
 Special education population: 9%  
 English learner population: 1%  
 Poverty rate (2018): 6%  
 Free/reduced meal eligibility: 26%

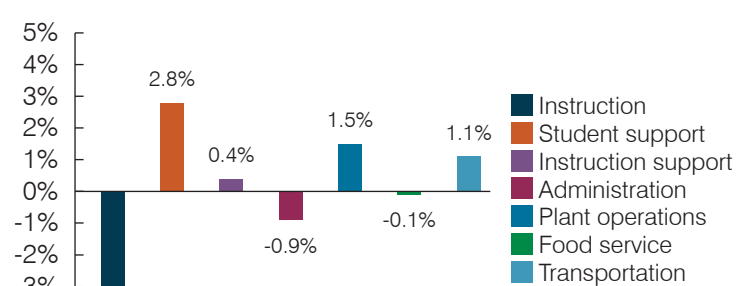
## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	50.0

## Spending by operational area



## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

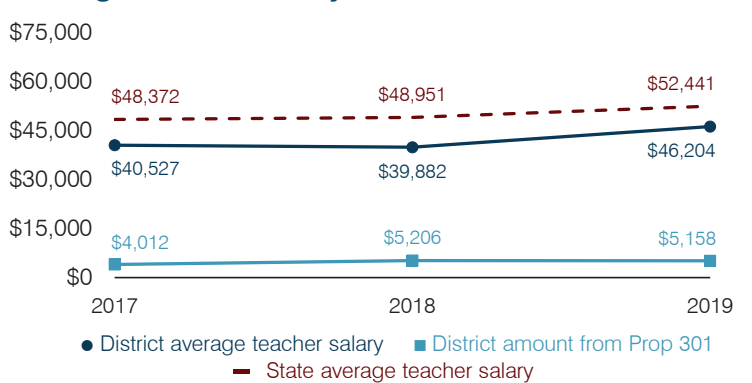


## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,078	\$887	\$903
	Students per administrative position	63	68	66
Plant operations	Cost per square foot	\$4.19	\$5.90	\$6.49
	Square footage per student	305	159	158
Food service	Cost per meal	\$3.37	\$3.35	\$3.08
Transportation	Cost per mile	\$2.89	\$4.02	\$4.29
	Cost per rider	\$1,345	\$1,407	\$1,424



## Average teacher salary and other measures

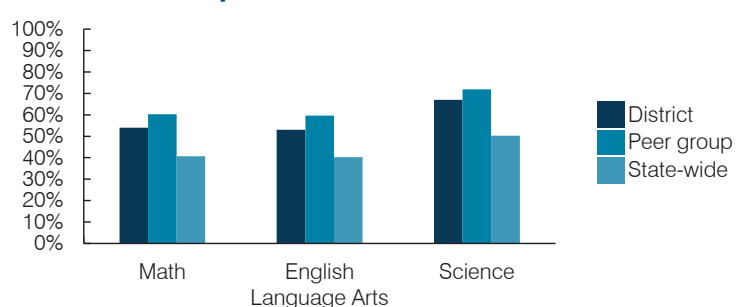


## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,306	\$ 4,492	\$ 4,496	\$ 4,869
Student support	815	939	730	754
Instruction support	224	319	377	497
Administration	1,308	1,078	887	903
Plant operations	1,109	1,278	977	1,027
Food service	232	258	353	438
Transportation	549	612	428	417
<b>Total operational</b>	<b>8,543</b>	<b>8,976</b>	<b>8,248</b>	<b>8,905</b>
Land and buildings	425	20	1,367	1,086
Equipment	439	228	508	496
Interest	325	277	319	261
Other	111	107	194	180
<b>Total nonoperational</b>	<b>1,300</b>	<b>632</b>	<b>2,388</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 9,843</b>	<b>\$ 9,608</b>	<b>\$10,636</b>	<b>\$10,928</b>

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

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Fowler Elementary School District

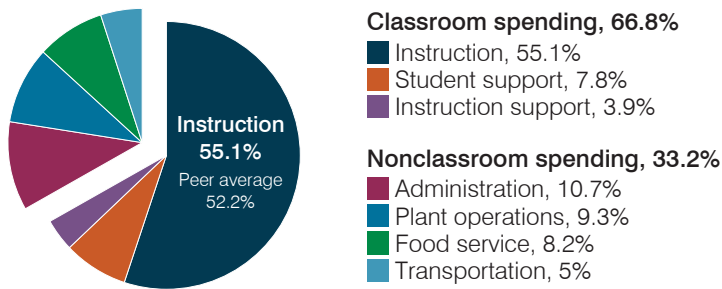
Maricopa County  
 Peer groups: Operational 8 and T-1, Achievement 14<sup>1</sup>  
 Legislative district(s): 19  
 District location: City  
 Number of schools: 7  
 Graduation rate (2018): N/A

Students attending; Size: 4,106; Medium-large  
 5-year change in students attending: 6% decrease  
 Special education population: 10%  
 English learner population: 17%  
 Poverty rate (2018): 30%  
 Free/reduced meal eligibility: 81%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	55.1

## Spending by operational area



## Operational measures relative to peer averages

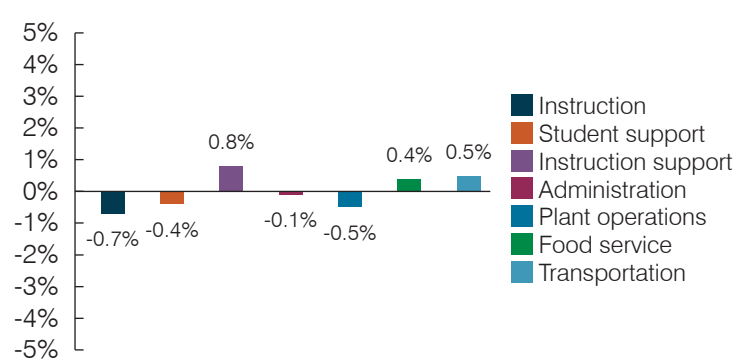
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$934	\$1,047	\$903
	Students per administrative position	68	65	66
Plant operations	Cost per square foot	\$6.01	\$6.60	\$6.49
	Square footage per student	136	145	158
Food service	Cost per meal	\$2.80	\$2.91	\$3.08
Transportation	Cost per mile	\$6.11	\$7.55	\$4.29
	Cost per rider	\$1,009	\$1,108	\$1,424



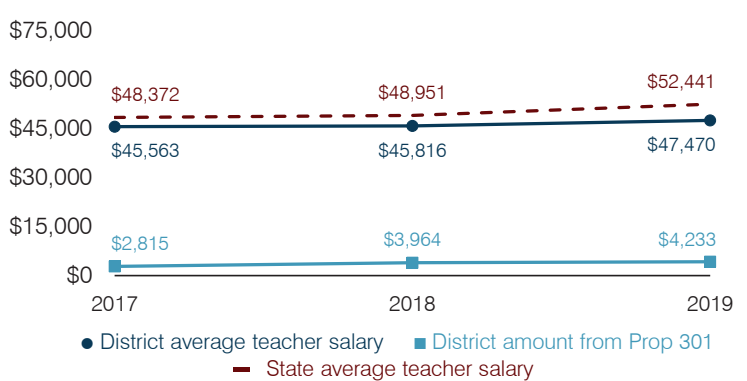
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,258	\$ 4,832	\$ 4,648	\$ 4,869
Student support	631	686	678	754
Instruction support	379	346	551	497
Administration	893	934	1,047	903
Plant operations	783	819	972	1,027
Food service	753	720	672	438
Transportation	345	436	345	417
<b>Total operational</b>	<b>8,042</b>	<b>8,773</b>	<b>8,913</b>	<b>8,905</b>
Land and buildings	204	230	1,393	1,086
Equipment	539	305	556	496
Interest	52	58	344	261
Other	276	324	203	180
<b>Total nonoperational</b>	<b>1,071</b>	<b>917</b>	<b>2,496</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 9,113</b>	<b>\$ 9,690</b>	<b>\$11,409</b>	<b>\$10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

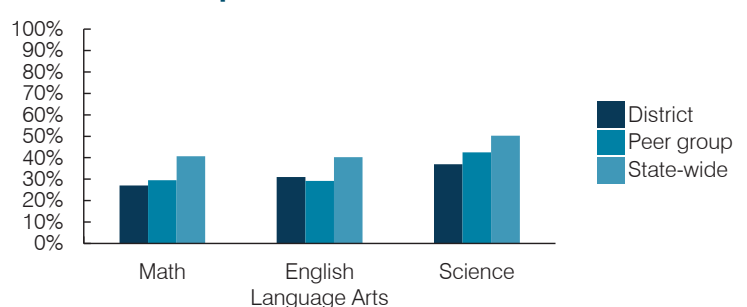


## Average teacher salary and other measures



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

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Fredonia-Moccasin Unified School District

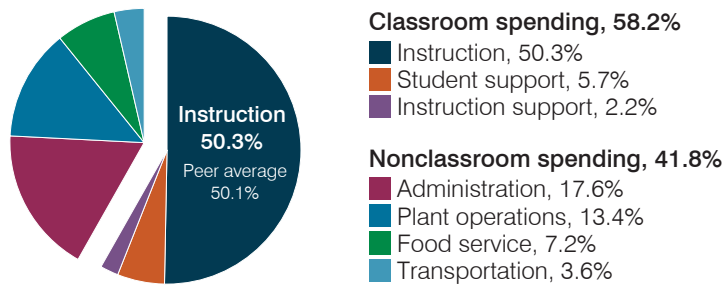
Coconino County  
 Peer groups: Operational 11 and T-11, Achievement 4<sup>1</sup>  
 Legislative district(s): 5 and 7  
 District location: Rural  
 Number of schools: 2  
 Graduation rate (2018): 69%

Students attending; Size: 198; Very small  
 5-year change in students attending: 13% decrease  
 Special education population: 15%  
 English learner population: 0%  
 Poverty rate (2018): 15%  
 Free/reduced meal eligibility: 71%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	50.3

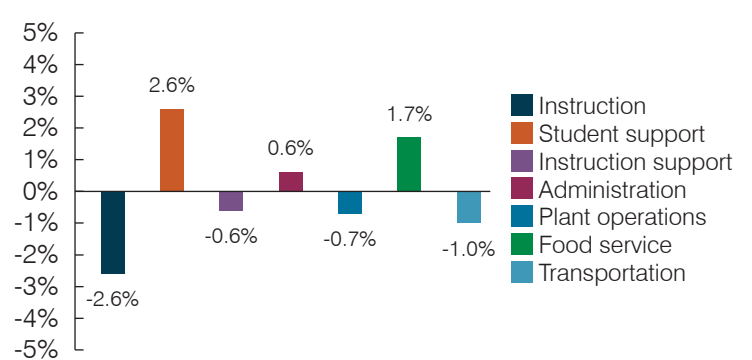
## Spending by operational area



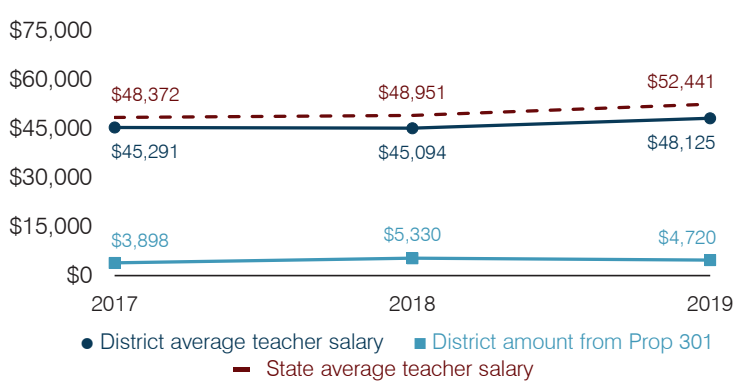
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,106	\$3,398	\$903
	Students per administrative position	38	32	66
Plant operations	Cost per square foot	\$3.10	\$7.70	\$6.49
	Square footage per student	516	382	158
Food service	Cost per meal	\$4.00	\$5.47	\$3.08
Transportation	Cost per mile	\$2.72	\$2.28	\$4.29
	Cost per rider	\$1,145	\$1,665	\$1,424

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



## Average teacher salary and other measures

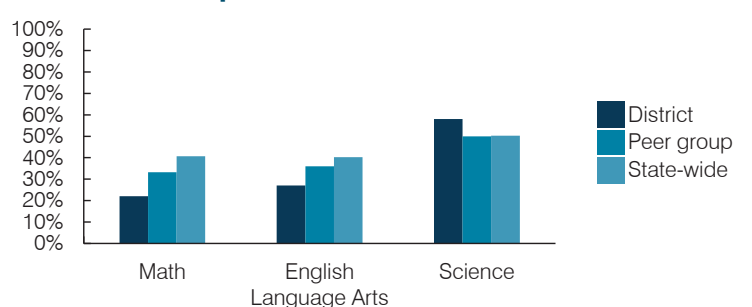


Measure	2017	2018	2019
Students per teacher	13.3	12.6	13.4
Average years of teacher experience	11.3	14.5	10.5
Percentage of teachers in first 3 years	20%	14%	42%

## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,989	\$ 6,009	\$ 9,084	\$ 4,869
Student support	568	684	756	754
Instruction support	235	265	438	497
Administration	1,855	2,106	3,398	903
Plant operations	1,671	1,598	2,665	1,027
Food service	858	866	917	438
Transportation	398	427	976	417
<b>Total operational</b>	<b>11,574</b>	<b>11,955</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	0	101	1,425	1,086
Equipment	153	318	1,013	496
Interest	0	0	28	261
Other	28	8	92	180
<b>Total nonoperational</b>	<b>181</b>	<b>427</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 11,755</b>	<b>\$ 12,382</b>	<b>\$ 20,792</b>	<b>\$ 10,928</b>

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.



# Ft. Thomas Unified School District

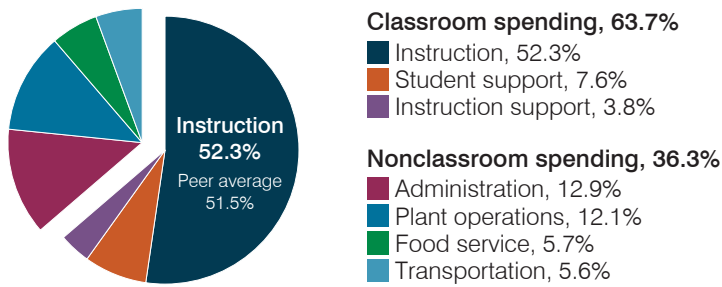
Graham County  
 Peer groups: Operational 5 and T-7, Achievement 6<sup>1</sup>  
 Legislative district(s): 7 and 14  
 District location: Rural  
 Number of schools: 4  
 Graduation rate (2018): 93%

Students attending; Size: 601; Medium  
 5-year change in students attending: 11% increase  
 Special education population: 18%  
 English learner population: 0%  
 Poverty rate (2018): 33%  
 Free/reduced meal eligibility: 95%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	52.3

## Spending by operational area



## Operational measures relative to peer averages

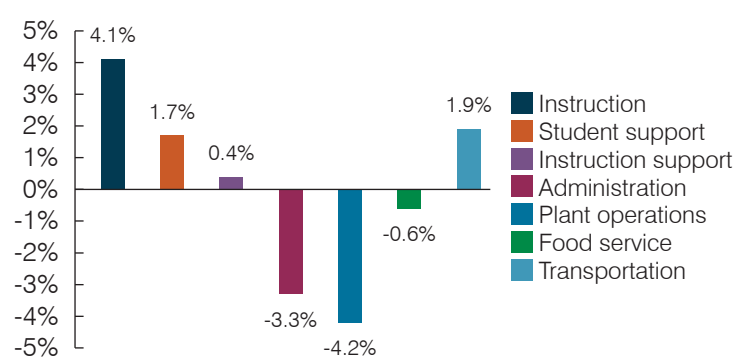
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,027	\$1,190	\$903
	Students per administrative position	43	60	66
Plant operations	Cost per square foot	\$5.57	\$5.67	\$6.49
	Square footage per student	344	257	158
Food service	Cost per meal	\$4.30	\$3.60	\$3.08
Transportation	Cost per mile	\$4.21	\$3.70	\$4.29
	Cost per rider	\$1,037	\$1,127	\$1,424



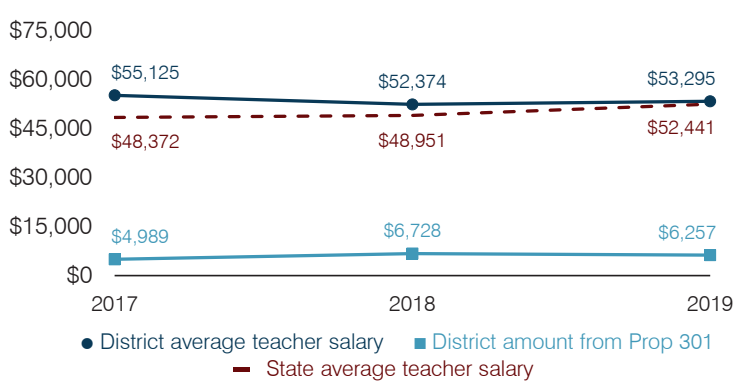
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 7,729	\$ 8,233	\$ 5,148	\$ 4,869
Student support	981	1,204	655	754
Instruction support	576	594	436	497
Administration	1,956	2,027	1,190	903
Plant operations	2,050	1,917	1,416	1,027
Food service	840	893	428	438
Transportation	794	888	546	417
<b>Total operational</b>	<b>14,926</b>	<b>15,756</b>	<b>9,819</b>	<b>8,905</b>
Land and buildings	157	1,214	1,012	1,086
Equipment	692	621	658	496
Interest	0	0	238	261
Other	0	0	84	180
<b>Total nonoperational</b>	<b>849</b>	<b>1,835</b>	<b>1,992</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 15,775</b>	<b>\$ 17,591</b>	<b>\$ 11,811</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

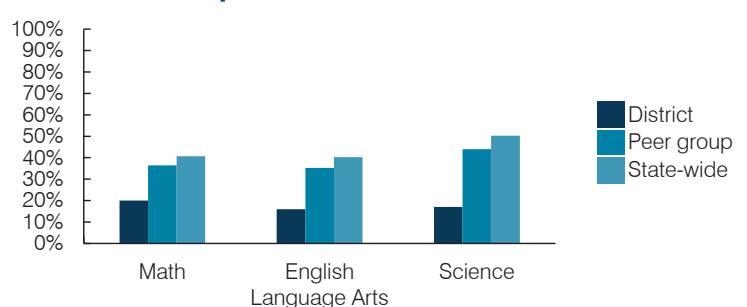


## Average teacher salary and other measures



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

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Gadsden Elementary School District

Yuma County

Peer groups: Operational 9 and T-6, Achievement 19<sup>1</sup>

Legislative district(s): 4

District location: Town

Number of schools: 8

Graduation rate (2018): N/A

Students attending; Size: 4,947; Medium-large

5-year change in students attending: 3% decrease

Special education population: 12%

English learner population: 44%

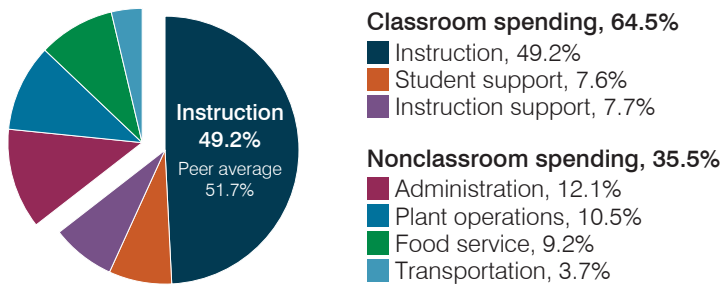
Poverty rate (2018): 31%

Free/reduced meal eligibility: 93%

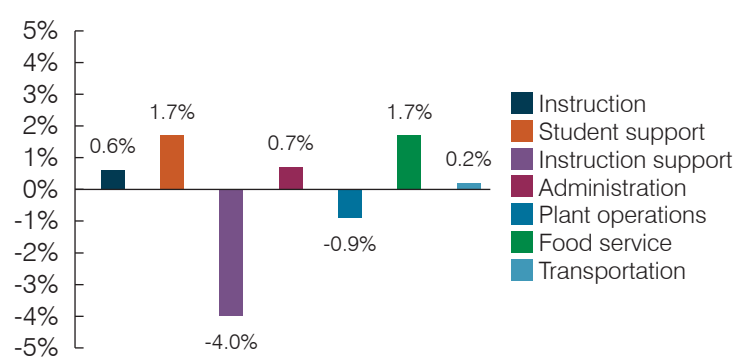
## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	49.2

## Spending by operational area



## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

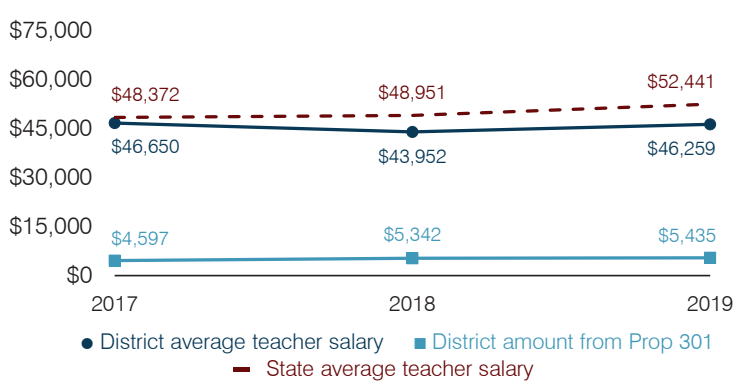


## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$975	\$1,141	\$903
	Students per administrative position	61	60	66
Plant operations	Cost per square foot	\$7.77	\$6.68	\$6.49
	Square footage per student	109	161	158
Food service	Cost per meal	\$3.23	\$3.16	\$3.08
Transportation	Cost per mile	\$4.10	\$4.23	\$4.29
	Cost per rider	\$816	\$768	\$1,424



## Average teacher salary and other measures

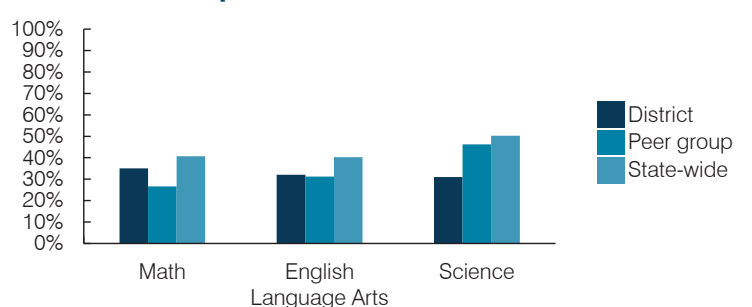


## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,719	\$ 3,975	\$ 4,638	\$ 4,869
Student support	609	611	567	754
Instruction support	569	624	481	497
Administration	891	975	1,141	903
Plant operations	864	848	1,054	1,027
Food service	674	741	599	438
Transportation	297	298	498	417
<b>Total operational</b>	<b>7,623</b>	<b>8,072</b>	<b>8,978</b>	<b>8,905</b>
Land and buildings	78	51	265	1,086
Equipment	154	347	486	496
Interest	69	67	72	261
Other	10	16	134	180
<b>Total nonoperational</b>	<b>311</b>	<b>481</b>	<b>957</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 7,934</b>	<b>\$ 8,553</b>	<b>\$ 9,935</b>	<b>\$ 10,928</b>

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

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Ganado Unified School District

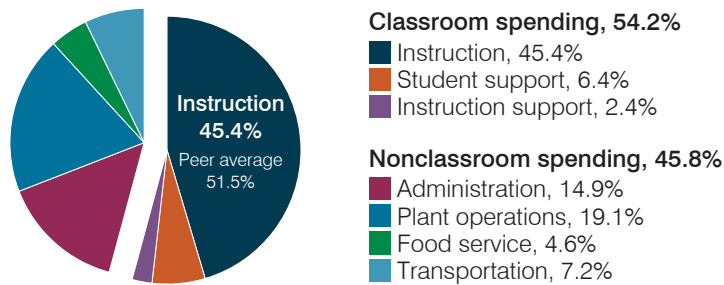
Apache County  
 Peer groups: Operational 5 and T-8, Achievement 7<sup>1</sup>  
 Legislative district(s): 7  
 District location: Rural  
 Number of schools: 4  
 Graduation rate (2018): 87%

Students attending; Size: 1,355; Medium  
 5-year change in students attending: 1% decrease  
 Special education population: 8%  
 English learner population: 7%  
 Poverty rate (2018): 51%  
 Free/reduced meal eligibility: 95%

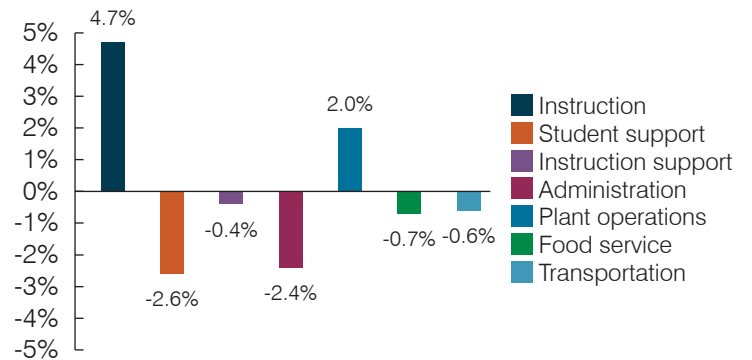
## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	45.4

## Spending by operational area



## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

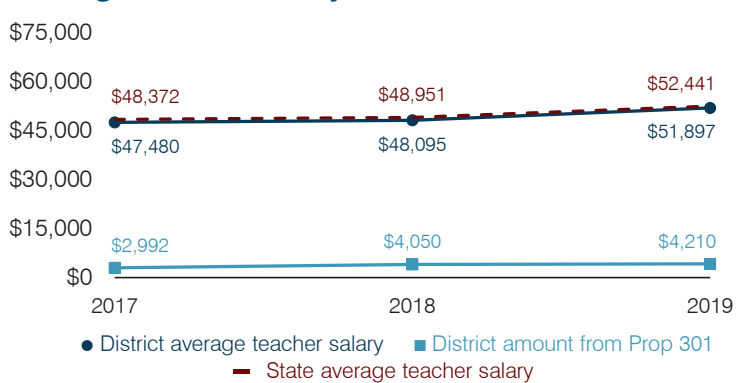


## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,180	\$1,190	\$903
	Students per administrative position	44	60	66
Plant operations	Cost per square foot	\$6.42	\$5.67	\$6.49
	Square footage per student	434	257	158
Food service	Cost per meal	\$3.35	\$3.60	\$3.08
Transportation	Cost per mile	\$2.50	\$3.26	\$4.29
	Cost per rider	\$1,107	\$1,447	\$1,424



## Average teacher salary and other measures

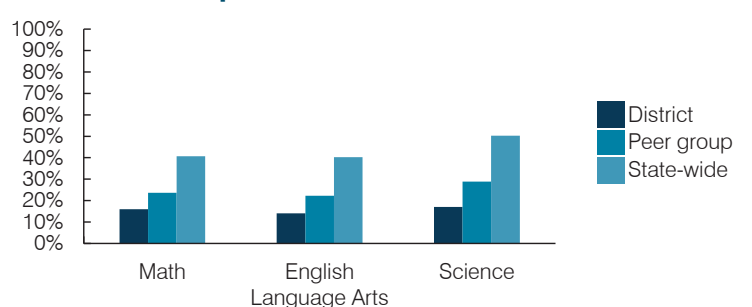


Measure	2017	2018	2019
Students per teacher	13.7	15.1	14.0
Average years of teacher experience	8.6	8.7	8.7
Percentage of teachers in first 3 years	23%	23%	19%

## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,582	\$ 6,644	\$ 5,148	\$ 4,869
Student support	977	939	655	754
Instruction support	232	352	436	497
Administration	2,478	2,180	1,190	903
Plant operations	2,247	2,786	1,416	1,027
Food service	667	675	428	438
Transportation	1,027	1,055	546	417
<b>Total operational</b>	<b>13,210</b>	<b>14,631</b>	<b>9,819</b>	<b>8,905</b>
Land and buildings	212	141	1,012	1,086
Equipment	567	863	658	496
Interest	0	0	238	261
Other	34	30	84	180
<b>Total nonoperational</b>	<b>813</b>	<b>1,034</b>	<b>1,992</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 14,023</b>	<b>\$ 15,665</b>	<b>\$ 11,811</b>	<b>\$ 10,928</b>

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Gila Bend Unified School District

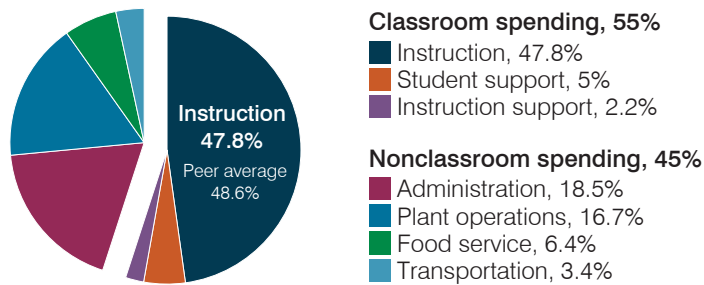
Maricopa County  
 Peer groups: Operational 6 and T-7, Achievement 6<sup>1</sup>  
 Legislative district(s): 4  
 District location: Rural  
 Number of schools: 2  
 Graduation rate (2018): 81%

Students attending; Size: 425; Small  
 5-year change in students attending: 14% increase  
 Special education population: 10%  
 English learner population: 20%  
 Poverty rate (2018): 28%  
 Free/reduced meal eligibility: 75%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	47.8

## Spending by operational area



## Operational measures relative to peer averages

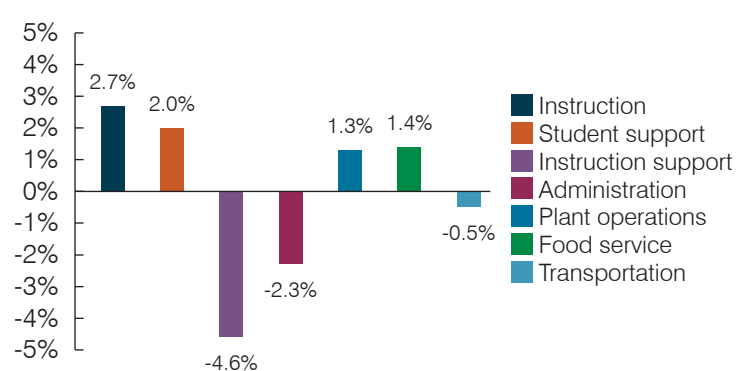
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,939	\$1,750	\$903
	Students per administrative position	55	45	66
Plant operations	Cost per square foot	\$6.72	\$5.35	\$6.49
	Square footage per student	261	315	158
Food service	Cost per meal	\$3.24	\$3.77	\$3.08
Transportation	Cost per mile	\$3.23	\$3.70	\$4.29
	Cost per rider	\$888	\$1,127	\$1,424



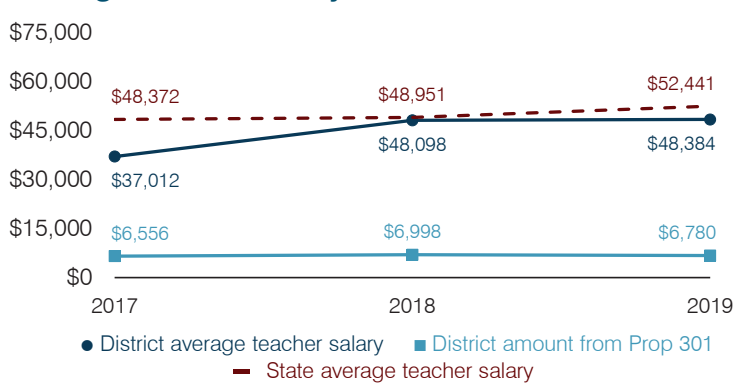
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,656	\$ 5,009	\$ 5,732	\$ 4,869
Student support	619	529	763	754
Instruction support	281	234	364	497
Administration	2,312	1,939	1,750	903
Plant operations	2,219	1,752	1,697	1,027
Food service	654	672	545	438
Transportation	390	351	616	417
<b>Total operational</b>	<b>12,131</b>	<b>10,486</b>	<b>11,467</b>	<b>8,905</b>
Land and buildings	144	2,576	757	1,086
Equipment	710	278	692	496
Interest	352	237	152	261
Other	2	4	64	180
<b>Total nonoperational</b>	<b>1,208</b>	<b>3,095</b>	<b>1,665</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 13,339</b>	<b>\$ 13,581</b>	<b>\$ 13,132</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

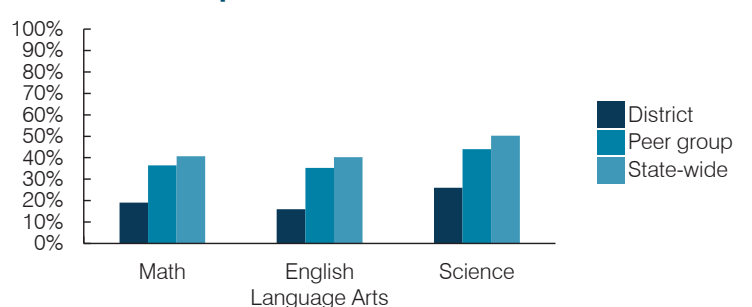


## Average teacher salary and other measures



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

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Gilbert Unified School District

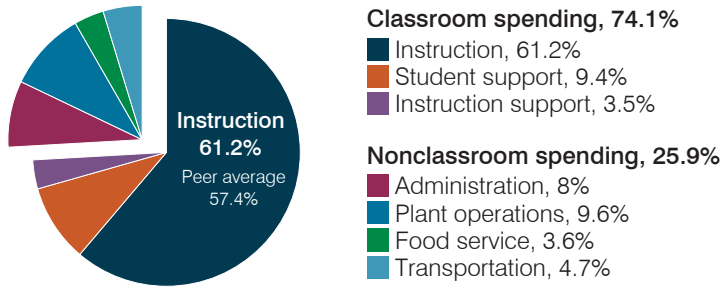
Maricopa County  
 Peer groups: Operational 1 and T-4, Achievement 1<sup>1</sup>  
 Legislative district(s): 12, 16, 17, 25, and 26  
 District location: Suburb  
 Number of schools: 39  
 Graduation rate (2018): 91%

Students attending; Size: 33,100; Very large  
 5-year change in students attending: 8% decrease  
 Special education population: 12%  
 English learner population: 2%  
 Poverty rate (2018): 7%  
 Free/reduced meal eligibility: 25%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	61.2

## Spending by operational area



## Operational measures relative to peer averages

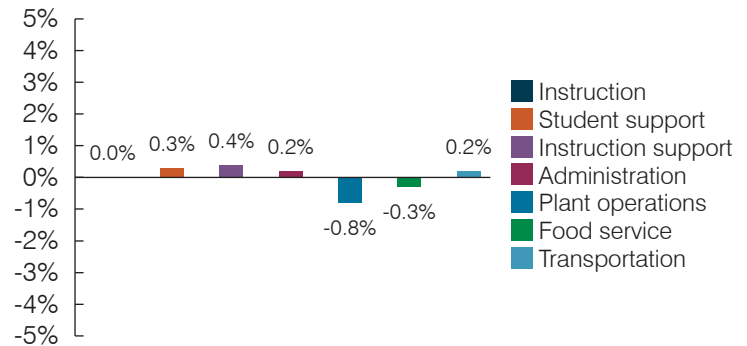
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$654	\$746	\$903
	Students per administrative position	88	78	66
Plant operations	Cost per square foot	\$5.36	\$6.37	\$6.49
	Square footage per student	146	150	158
Food service	Cost per meal	\$2.89	\$2.92	\$3.08
Transportation	Cost per mile	\$4.36	\$4.02	\$4.29
	Cost per rider	\$1,419	\$1,407	\$1,424



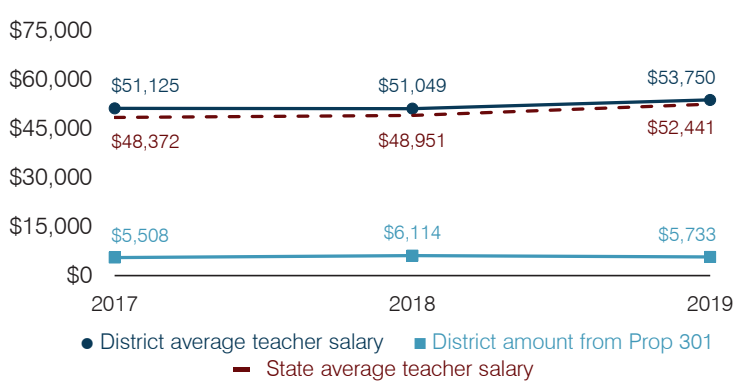
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,616	\$ 4,979	\$ 4,901	\$ 4,869
Student support	731	763	773	754
Instruction support	247	287	427	497
Administration	583	654	746	903
Plant operations	746	781	949	1,027
Food service	273	290	341	438
Transportation	354	381	381	417
<b>Total operational</b>	<b>7,550</b>	<b>8,135</b>	<b>8,518</b>	<b>8,905</b>
Land and buildings	301	380	658	1,086
Equipment	250	389	376	496
Interest	114	190	288	261
Other	262	308	217	180
<b>Total nonoperational</b>	<b>927</b>	<b>1,267</b>	<b>1,539</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 8,477</b>	<b>\$ 9,402</b>	<b>\$10,057</b>	<b>\$10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

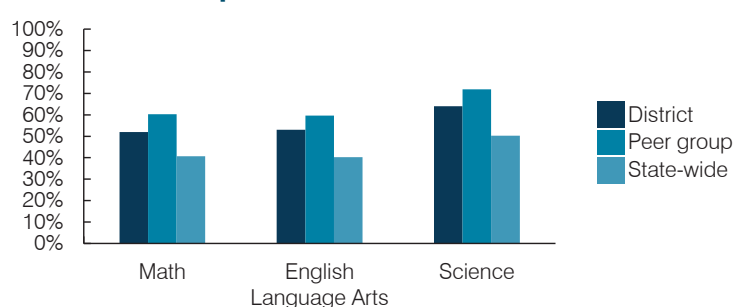


## Average teacher salary and other measures



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

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Glendale Elementary School District

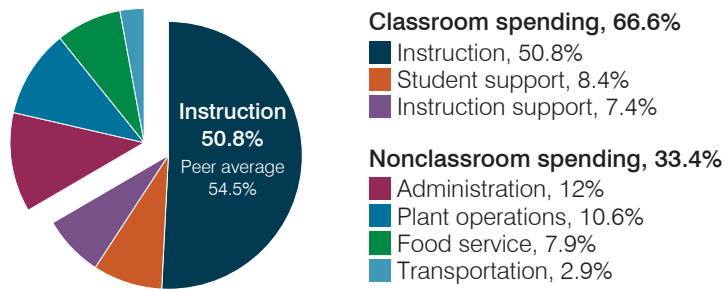
Maricopa County  
 Peer groups: Operational 7 and T-1, Achievement 14<sup>1</sup>  
 Legislative district(s): 20, 29, and 30  
 District location: City  
 Number of schools: 17  
 Graduation rate (2018): N/A

Students attending; Size: 11,437; Large  
 5-year change in students attending: 12% decrease  
 Special education population: 13%  
 English learner population: 15%  
 Poverty rate (2018): 30%  
 Free/reduced meal eligibility: 92%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	50.8

## Spending by operational area



## Operational measures relative to peer averages

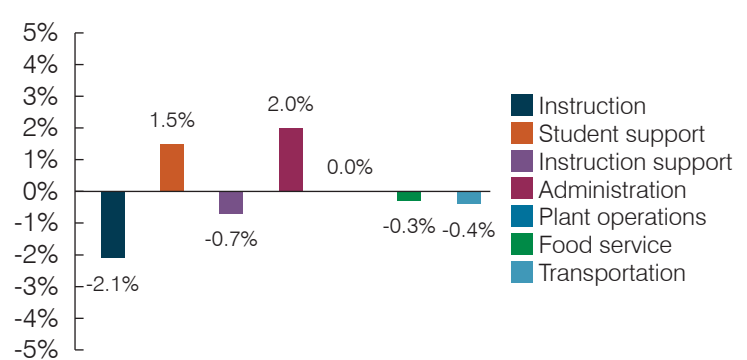
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,006	\$887	\$903
	Students per administrative position	70	73	66
Plant operations	Cost per square foot	\$7.24	\$6.31	\$6.49
	Square footage per student	123	142	158
Food service	Cost per meal	\$2.95	\$2.97	\$3.08
Transportation	Cost per mile	\$7.45	\$7.55	\$4.29
	Cost per rider	\$1,303	\$1,108	\$1,424



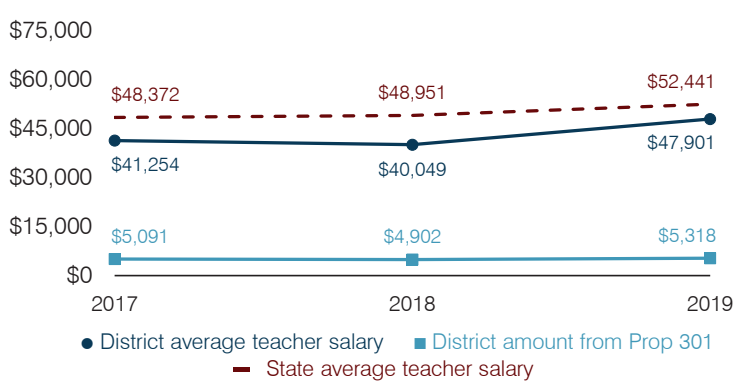
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,686	\$ 4,278	\$ 4,824	\$ 4,869
Student support	608	708	760	754
Instruction support	546	620	554	497
Administration	912	1,006	887	903
Plant operations	809	890	892	1,027
Food service	695	667	608	438
Transportation	218	247	342	417
<b>Total operational</b>	<b>7,474</b>	<b>8,416</b>	<b>8,867</b>	<b>8,905</b>
Land and buildings	136	278	1,189	1,086
Equipment	349	450	508	496
Interest	96	106	230	261
Other	65	78	177	180
<b>Total nonoperational</b>	<b>646</b>	<b>912</b>	<b>2,104</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 8,120</b>	<b>\$ 9,328</b>	<b>\$10,971</b>	<b>\$10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

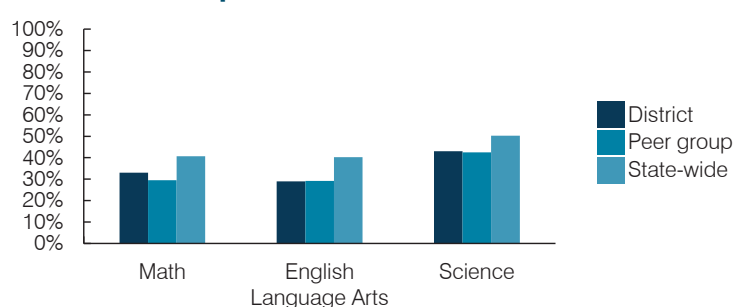


## Average teacher salary and other measures



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

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Glendale Union High School District

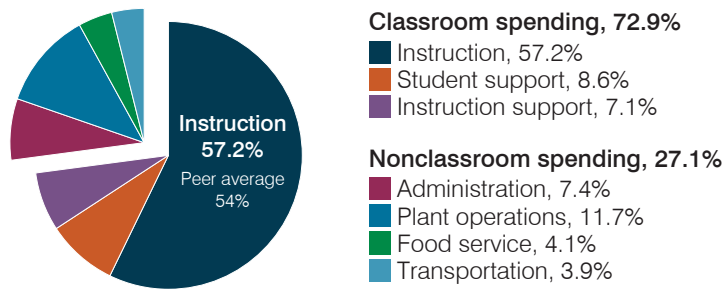
Maricopa County  
 Peer groups: Operational 2 and T-5, Achievement 9<sup>1</sup>  
 Legislative district(s): 20, 24, 28, 29, and 30  
 District location: City  
 Number of schools: 10  
 Graduation rate (2018): 90%

Students attending; Size: 15,688; Large  
 5-year change in students attending: 4% increase  
 Special education population: 12%  
 English learner population: 4%  
 Poverty rate (2018): 22%  
 Free/reduced meal eligibility: 59%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	57.2

## Spending by operational area



## Operational measures relative to peer averages

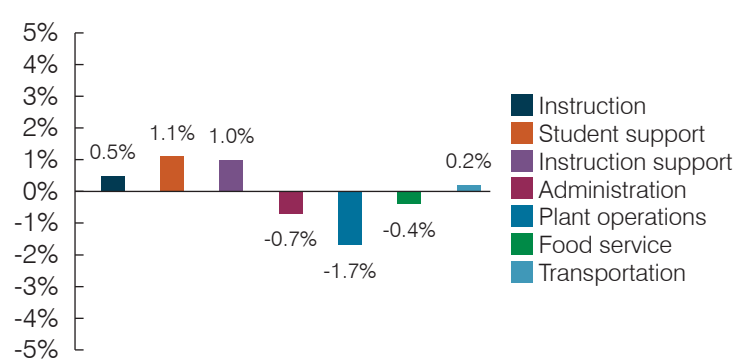
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$663	\$842	\$903
	Students per administrative position	71	66	66
Plant operations	Cost per square foot	\$6.84	\$6.59	\$6.49
	Square footage per student	154	150	158
Food service	Cost per meal	\$3.56	\$3.25	\$3.08
Transportation	Cost per mile	\$7.77	\$4.10	\$4.29
	Cost per rider	\$3,037	\$1,775	\$1,424



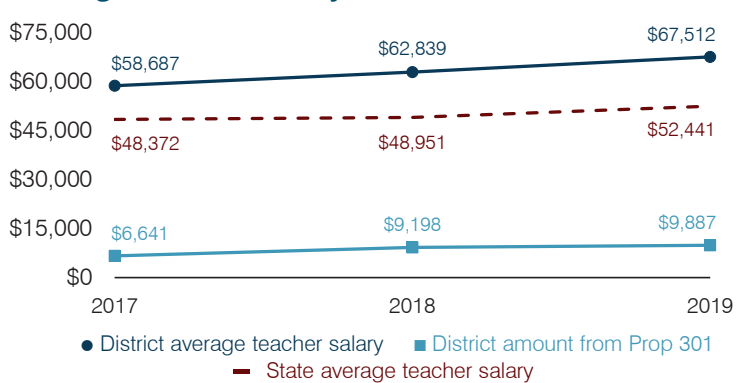
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,927	\$ 5,131	\$ 4,521	\$ 4,869
Student support	685	769	688	754
Instruction support	606	636	540	497
Administration	637	663	842	903
Plant operations	1,025	1,056	976	1,027
Food service	355	373	358	438
Transportation	289	347	457	417
<b>Total operational</b>	<b>8,524</b>	<b>8,975</b>	<b>8,382</b>	<b>8,905</b>
Land and buildings	843	396	1,683	1,086
Equipment	693	458	540	496
Interest	276	282	254	261
Other	49	51	172	180
<b>Total nonoperational</b>	<b>1,861</b>	<b>1,187</b>	<b>2,649</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 10,385</b>	<b>\$ 10,162</b>	<b>\$ 11,031</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

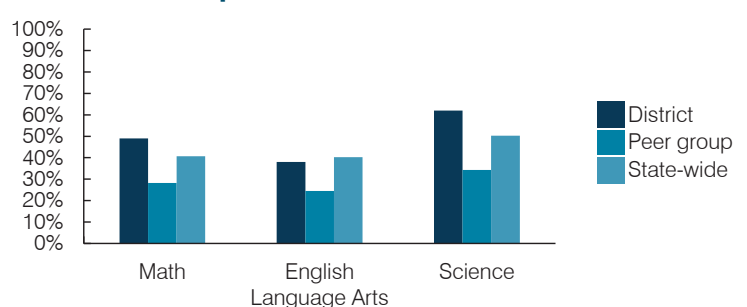


## Average teacher salary and other measures



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

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Globe Unified School District

Gila County

Peer groups: Operational 5 and T-8, Achievement 5<sup>1</sup>

Legislative district(s): 8

District location: Town

Number of schools: 3

Graduation rate (2018): 86%

Students attending; Size: 1,598; Medium

5-year change in students attending: 8% decrease

Special education population: 11%

English learner population: 2%

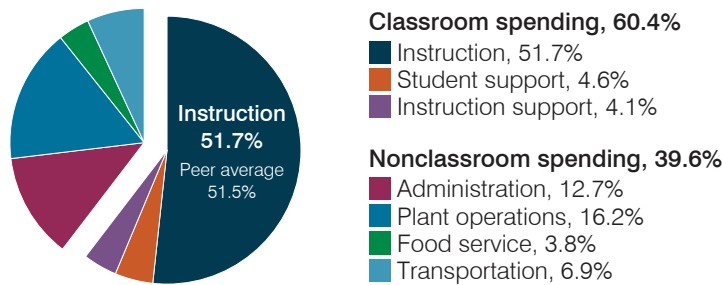
Poverty rate (2018): 26%

Free/reduced meal eligibility: 55%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	51.7

## Spending by operational area



## Operational measures relative to peer averages

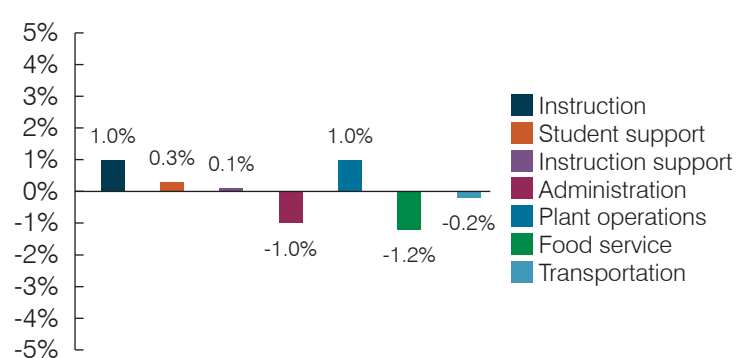
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,068	\$1,190	\$903
	Students per administrative position	57	60	66
Plant operations	Cost per square foot	\$6.45	\$5.67	\$6.49
	Square footage per student	211	257	158
Food service	Cost per meal	\$3.80	\$3.60	\$3.08
Transportation	Cost per mile	\$3.14	\$3.26	\$4.29
	Cost per rider	\$1,867	\$1,447	\$1,424



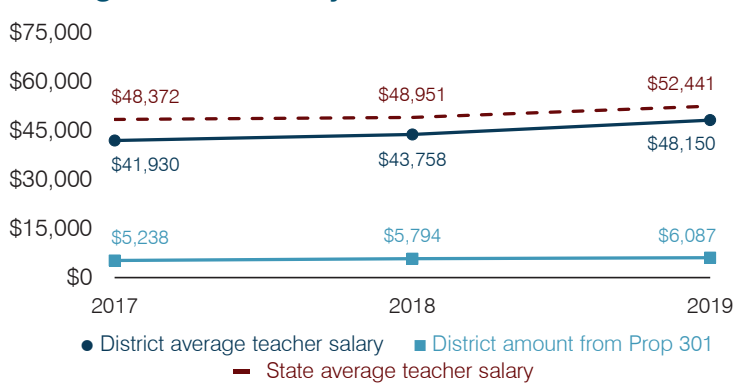
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,967	\$ 4,330	\$ 5,148	\$ 4,869
Student support	335	383	655	754
Instruction support	363	342	436	497
Administration	1,083	1,068	1,190	903
Plant operations	1,459	1,361	1,416	1,027
Food service	323	318	428	438
Transportation	591	578	546	417
<b>Total operational</b>	<b>8,121</b>	<b>8,380</b>	<b>9,819</b>	<b>8,905</b>
Land and buildings	298	377	1,012	1,086
Equipment	537	296	658	496
Interest	0	0	238	261
Other	68	109	84	180
<b>Total nonoperational</b>	<b>903</b>	<b>782</b>	<b>1,992</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 9,024</b>	<b>\$ 9,162</b>	<b>\$11,811</b>	<b>\$10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

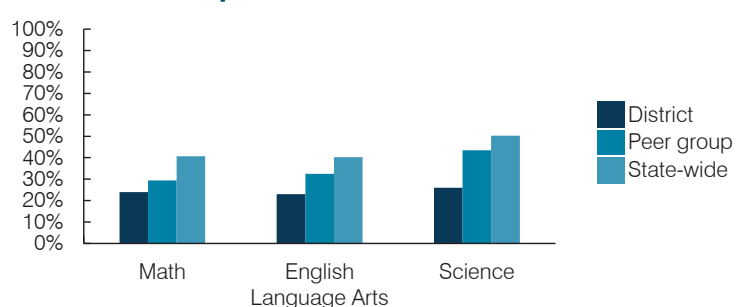


## Average teacher salary and other measures



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

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.



# Grand Canyon Unified School District

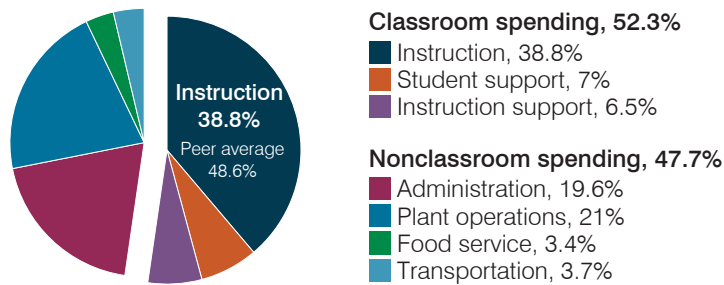
Coconino County  
 Peer groups: Operational 6 and T-9, Achievement 4<sup>1</sup>  
 Legislative district(s): 6  
 District location: Rural  
 Number of schools: 2  
 Graduation rate (2018): 100%

Students attending; Size: 271; Small  
 5-year change in students attending: 10% decrease  
 Special education population: 21%  
 English learner population: 7%  
 Poverty rate (2018): 12%  
 Free/reduced meal eligibility: 54%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	38.8

## Spending by operational area



## Operational measures relative to peer averages

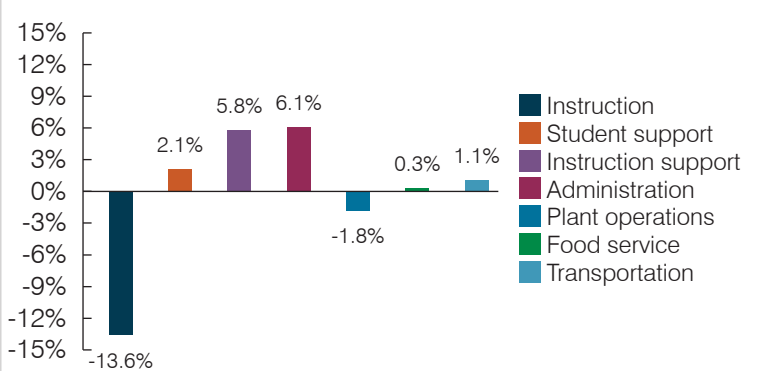
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,920	\$1,750	\$903
	Students per administrative position	37	45	66
Plant operations	Cost per square foot	\$14.80	\$5.35	\$6.49
	Square footage per student	283	315	158
Food service	Cost per meal	\$6.45	\$3.77	\$3.08
Transportation	Cost per mile	\$3.01	\$2.74	\$4.29
	Cost per rider	\$1,971	\$1,641	\$1,424



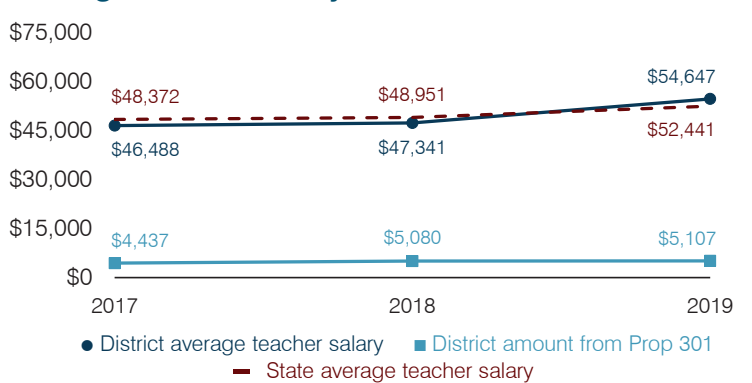
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 6,946	\$ 7,747	\$ 5,732	\$ 4,869
Student support	775	1,403	763	754
Instruction support	1,078	1,288	364	497
Administration	4,681	3,920	1,750	903
Plant operations	3,339	4,192	1,697	1,027
Food service	653	686	545	438
Transportation	632	734	616	417
<b>Total operational</b>	<b>18,104</b>	<b>19,970</b>	<b>11,467</b>	<b>8,905</b>
Land and buildings	40	0	757	1,086
Equipment	773	1,081	692	496
Interest	67	51	152	261
Other	0	0	64	180
<b>Total nonoperational</b>	<b>880</b>	<b>1,132</b>	<b>1,665</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 18,984</b>	<b>\$ 21,102</b>	<b>\$ 13,132</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

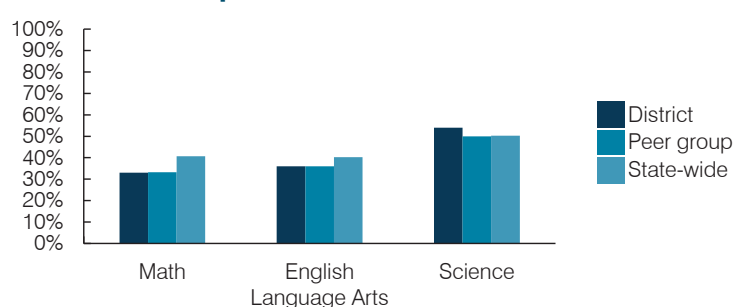


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	11.0	11.0	10.8
Average years of teacher experience	13.3	10.1	9.6
Percentage of teachers in first 3 years	13%	31%	17%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Hackberry Elementary School District

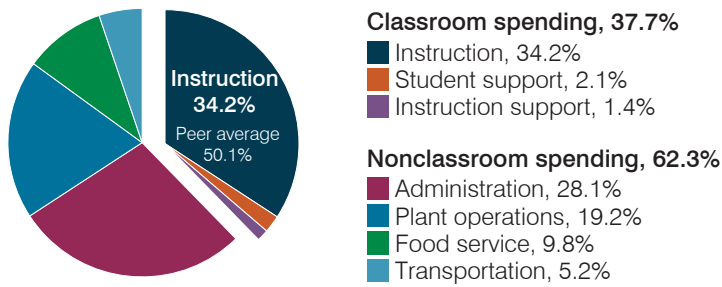
Mohave County  
 Peer groups: Operational 11 and T-11, Achievement 17<sup>1</sup>  
 Legislative district(s): 5  
 District location: Rural  
 Number of schools: 1  
 Graduation rate (2018): N/A

Students attending; Size: 25; Very small  
 5-year change in students attending: 28% decrease  
 Special education population: 10%  
 English learner population: 0%  
 Poverty rate (2018): 18%  
 Free/reduced meal eligibility: 74%

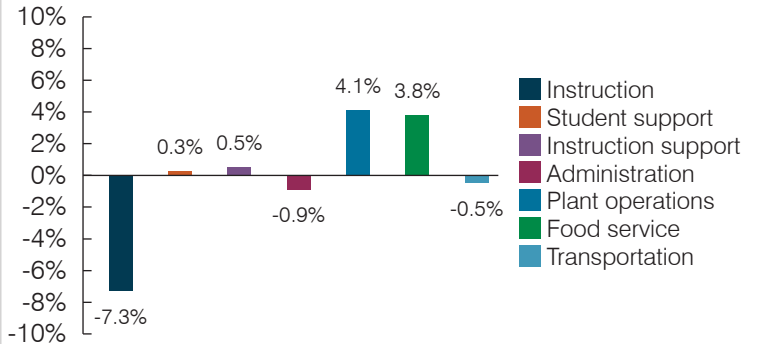
## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	34.2

## Spending by operational area



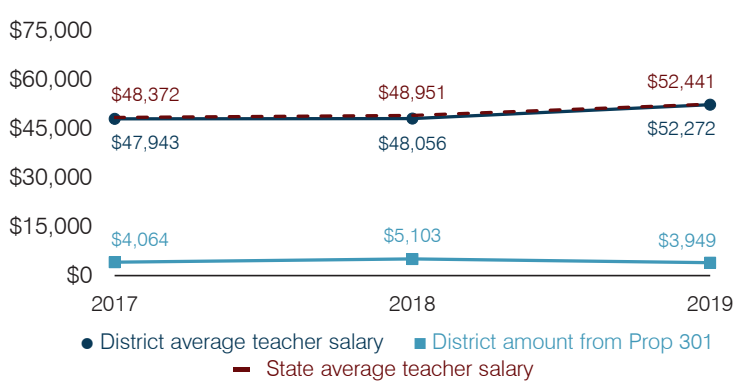
## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$9,134	\$3,398	\$903
	Students per administrative position	8	32	66
Plant operations	Cost per square foot	\$9.05	\$7.70	\$6.49
	Square footage per student	690	382	158
Food service	Cost per meal	\$19.03	\$5.47	\$3.08
Transportation	Cost per mile	\$5.07	\$2.28	\$4.29
	Cost per rider	\$4,641	\$1,665	\$1,424

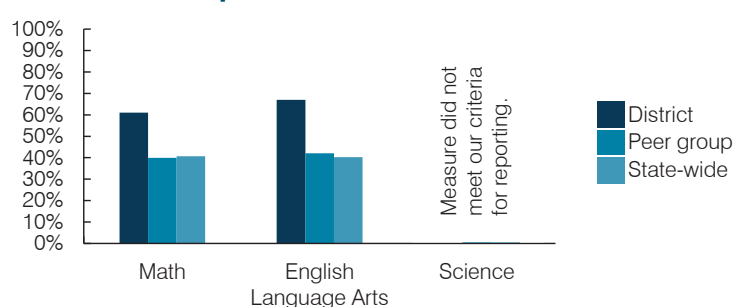
## Average teacher salary and other measures



## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 11,485	\$ 11,100	\$ 9,084	\$ 4,869
Student support	297	692	756	754
Instruction support	140	443	438	497
Administration	7,811	9,134	3,398	903
Plant operations	3,739	6,244	2,665	1,027
Food service	1,952	3,191	917	438
Transportation	1,600	1,682	976	417
<b>Total operational</b>	<b>27,024</b>	<b>32,486</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	0	0	1,425	1,086
Equipment	1,425	620	1,013	496
Interest	0	0	28	261
Other	0	0	92	180
<b>Total nonoperational</b>	<b>1,425</b>	<b>620</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 28,449</b>	<b>\$ 33,106</b>	<b>\$ 20,792</b>	<b>\$ 10,928</b>

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Hayden-Winkelman Unified School District

Gila County

Peer groups: Operational 6 and T-9, Achievement 6<sup>1</sup>

Legislative district(s): 8

District location: Rural

Number of schools: 2

Graduation rate (2018): 86%

Students attending; Size: 271; Small

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

Special education population: 15%

English learner population: 0%

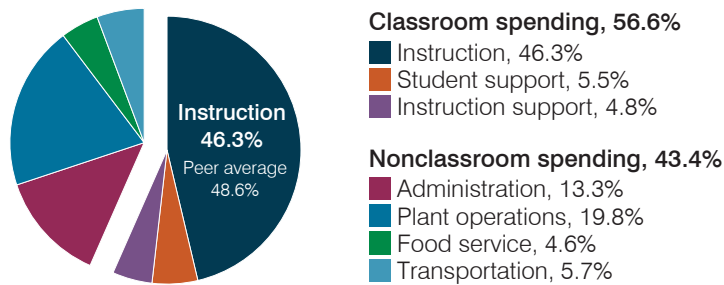
Poverty rate (2018): 31%

Free/reduced meal eligibility: 83%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	46.3

## Spending by operational area



## Operational measures relative to peer averages

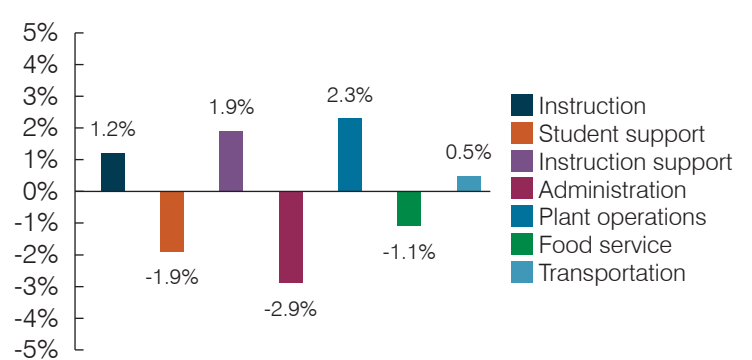
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,866	\$1,750	\$903
	Students per administrative position	39	45	66
Plant operations	Cost per square foot	\$4.48	\$5.35	\$6.49
	Square footage per student	619	315	158
Food service	Cost per meal	\$3.67	\$3.77	\$3.08
Transportation	Cost per mile	\$1.46	\$2.74	\$4.29
	Cost per rider	\$1,404	\$1,641	\$1,424



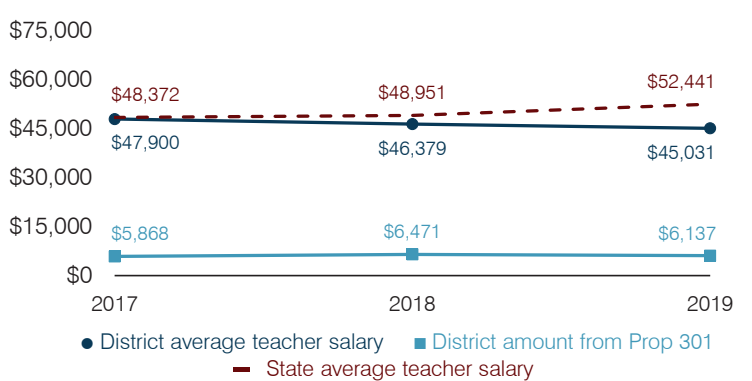
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 6,988	\$ 6,501	\$ 5,732	\$ 4,869
Student support	950	775	763	754
Instruction support	665	671	364	497
Administration	1,932	1,866	1,750	903
Plant operations	2,893	2,775	1,697	1,027
Food service	695	643	545	438
Transportation	910	798	616	417
<b>Total operational</b>	<b>15,033</b>	<b>14,029</b>	<b>11,467</b>	<b>8,905</b>
Land and buildings	121	79	757	1,086
Equipment	472	1,267	692	496
Interest	12	7	152	261
Other	36	13	64	180
<b>Total nonoperational</b>	<b>641</b>	<b>1,366</b>	<b>1,665</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 15,674</b>	<b>\$ 15,395</b>	<b>\$ 13,132</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

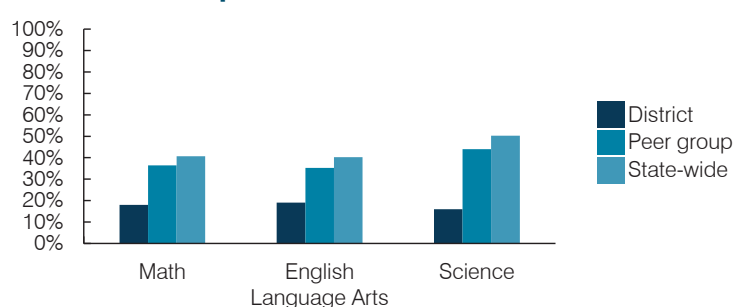


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	13.2	12.3	14.3
Average years of teacher experience	20.0	20.0	20.3
Percentage of teachers in first 3 years	11%	15%	18%

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Heber-Overgaard Unified School District

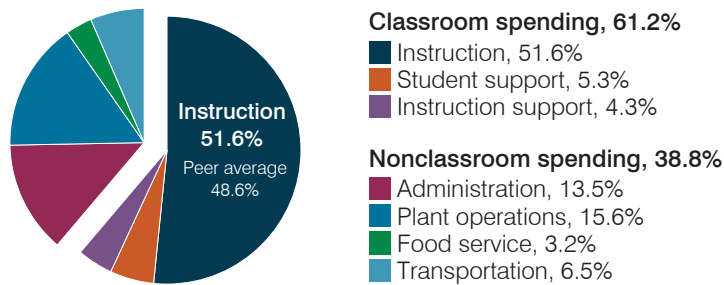
Navajo County  
 Peer groups: Operational 6 and T-9, Achievement 6<sup>1</sup>  
 Legislative district(s): 6  
 District location: Rural  
 Number of schools: 4  
 Graduation rate (2018): 88%

Students attending; Size: 474; Small  
 5-year change in students attending: 4% increase  
 Special education population: 13%  
 English learner population: 0%  
 Poverty rate (2018): 31%  
 Free/reduced meal eligibility: 49%

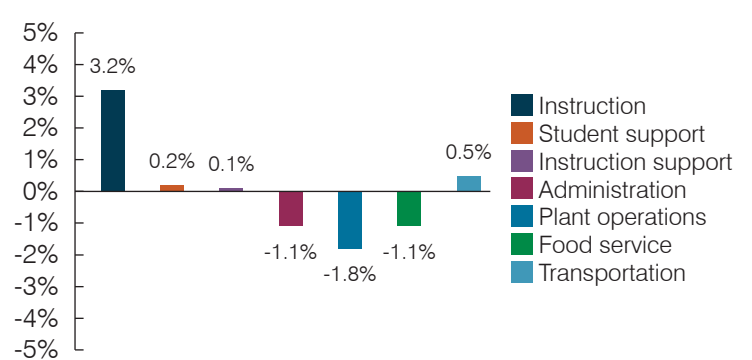
## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	51.6

## Spending by operational area



## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

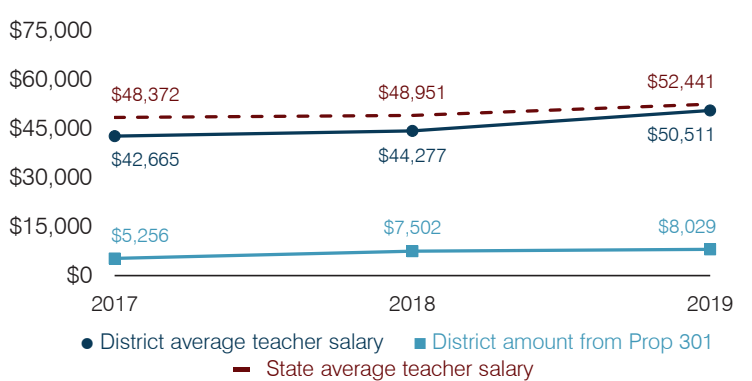


## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,458	\$1,750	\$903
	Students per administrative position	48	45	66
Plant operations	Cost per square foot	\$4.99	\$5.35	\$6.49
	Square footage per student	338	315	158
Food service	Cost per meal	\$4.13	\$3.77	\$3.08
Transportation	Cost per mile	\$2.24	\$2.74	\$4.29
	Cost per rider	\$1,785	\$1,641	\$1,424



## Average teacher salary and other measures

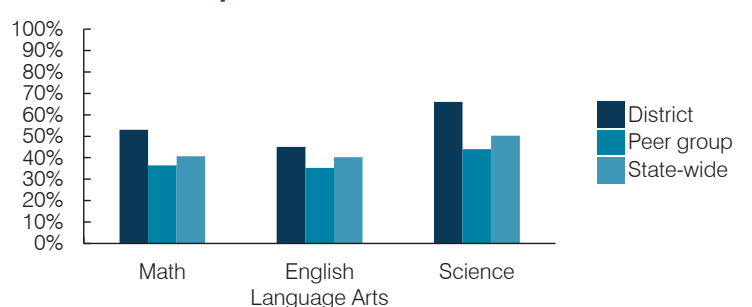


## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,967	\$ 5,580	\$ 5,732	\$ 4,869
Student support	513	568	763	754
Instruction support	461	471	364	497
Administration	1,319	1,458	1,750	903
Plant operations	1,653	1,685	1,697	1,027
Food service	337	342	545	438
Transportation	550	705	616	417
<b>Total operational</b>	<b>9,800</b>	<b>10,809</b>	<b>11,467</b>	<b>8,905</b>
Land and buildings	56	182	757	1,086
Equipment	601	446	692	496
Interest	712	667	152	261
Other	31	34	64	180
<b>Total nonoperational</b>	<b>1,400</b>	<b>1,329</b>	<b>1,665</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 11,200</b>	<b>\$ 12,138</b>	<b>\$ 13,132</b>	<b>\$ 10,928</b>

Measure	2017	2018	2019
Students per teacher	14.8	16.0	15.4
Average years of teacher experience	14.8	14.9	14.5
Percentage of teachers in first 3 years	10%	13%	17%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Higley Unified School District

Maricopa County

Peer groups: Operational 2 and T-3, Achievement 1<sup>1</sup>

Legislative district(s): 12

District location: Suburb

Number of schools: 13

Graduation rate (2018): 95%

Students attending; Size: 12,126; Large

5-year change in students attending: 14% increase

Special education population: 13%

English learner population: 1%

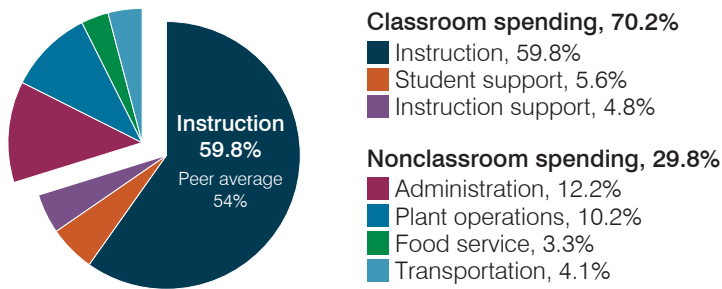
Poverty rate (2018): 6%

Free/reduced meal eligibility: 18%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	59.8

## Spending by operational area



## Operational measures relative to peer averages

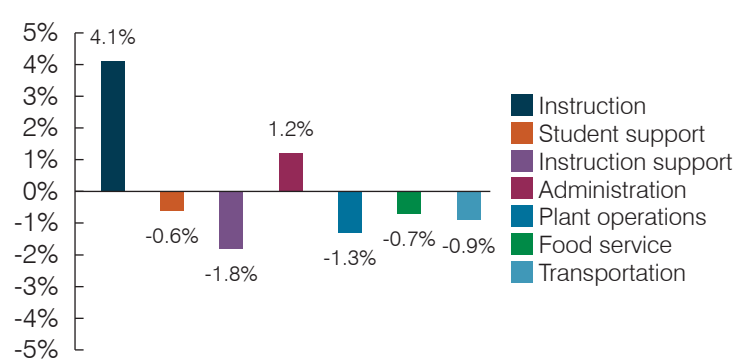
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$918	\$842	\$903
	Students per administrative position	87	66	66
Plant operations	Cost per square foot	\$5.23	\$6.59	\$6.49
	Square footage per student	147	150	158
Food service	Cost per meal	\$3.14	\$3.25	\$3.08
Transportation	Cost per mile	\$5.30	\$4.60	\$4.29
	Cost per rider	\$1,207	\$1,224	\$1,424



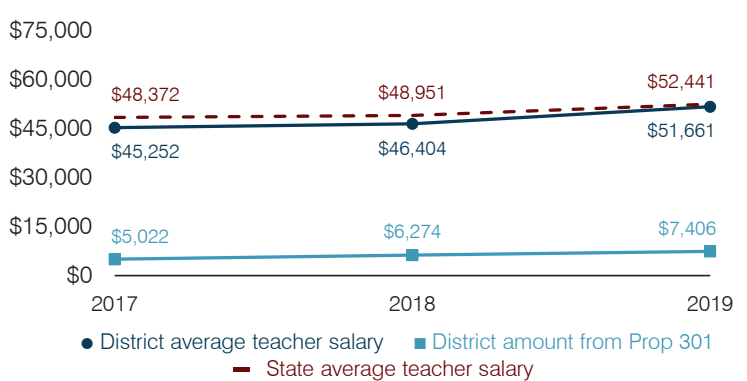
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,925	\$ 4,495	\$ 4,521	\$ 4,869
Student support	380	422	688	754
Instruction support	339	362	540	497
Administration	875	918	842	903
Plant operations	750	768	976	1,027
Food service	238	246	358	438
Transportation	283	306	457	417
<b>Total operational</b>	<b>6,790</b>	<b>7,517</b>	<b>8,382</b>	<b>8,905</b>
Land and buildings	817	540	1,683	1,086
Equipment	464	469	540	496
Interest	361	342	254	261
Other	392	472	172	180
<b>Total nonoperational</b>	<b>2,034</b>	<b>1,823</b>	<b>2,649</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 8,824</b>	<b>\$ 9,340</b>	<b>\$11,031</b>	<b>\$10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

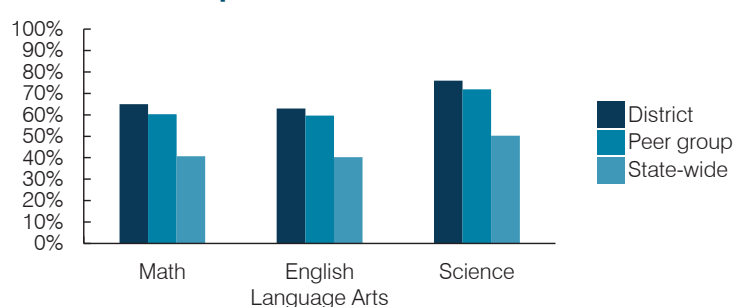


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	18.4	18.1	16.9
Average years of teacher experience	9.0	8.9	9.2
Percentage of teachers in first 3 years	26%	27%	24%

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Hillside Elementary School District

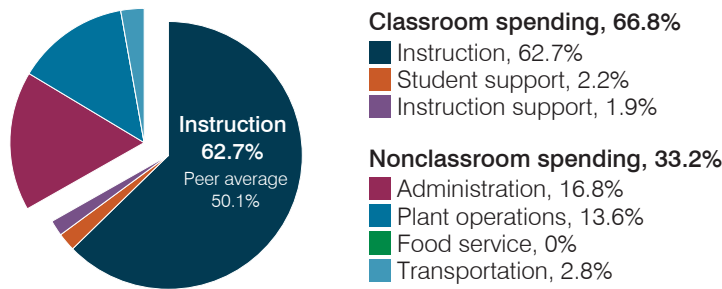
Yavapai County  
 Peer groups: Operational 11 and Achievement 16<sup>1</sup>  
 Legislative district(s): 1  
 District location: Rural  
 Number of schools: 1  
 Graduation rate (2018): N/A

Students attending; Size: 7; Very small  
 5-year change in students attending: 73% decrease  
 Special education population: N/A  
 English learner population: N/A  
 Poverty rate (2018): N/A  
 Free/reduced meal eligibility: N/A

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	62.7

## Spending by operational area



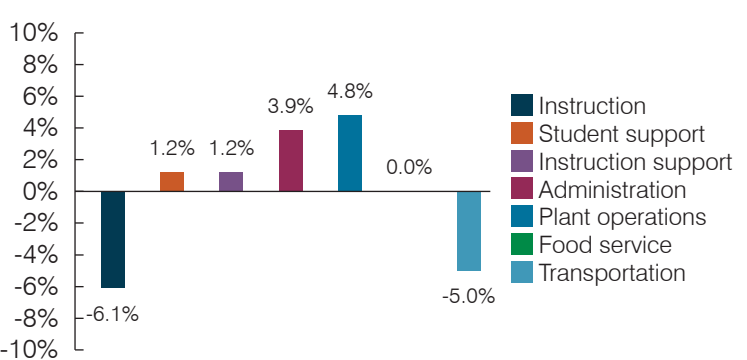
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$4,176	\$3,398	\$903
	Students per administrative position	24	32	66
Plant operations	Cost per square foot	\$3.42	\$7.70	\$6.49
	Square footage per student	988	382	158
Food service	Cost per meal	N/A	\$5.47	\$3.08
Transportation	Cost per mile	N/A	N/A	\$4.29
	Cost per rider	N/A	N/A	\$1,424

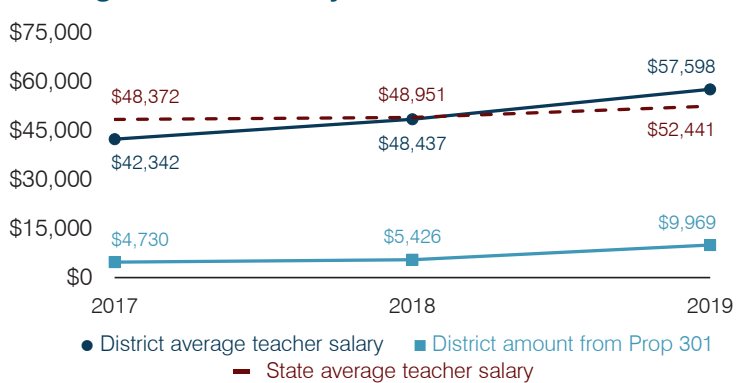
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 8,942	\$ 15,562	\$ 9,084	\$ 4,869
Student support	436	540	756	754
Instruction support	184	463	438	497
Administration	1,856	4,176	3,398	903
Plant operations	1,118	3,376	2,665	1,027
Food service	0	0	917	438
Transportation	1,045	697	976	417
<b>Total operational</b>	<b>13,581</b>	<b>24,814</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	0	0	1,425	1,086
Equipment	9	0	1,013	496
Interest	0	0	28	261
Other	0	0	92	180
<b>Total nonoperational</b>	<b>9</b>	<b>0</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 13,590</b>	<b>\$ 24,814</b>	<b>\$ 20,792</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	9.7	11.2	7.3
Average years of teacher experience	15.5	17.5	18.0
Percentage of teachers in first 3 years	0%	0%	0%

## Students who passed State assessments<sup>2</sup>

Measure did not meet our criteria for reporting.

<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Holbrook Unified School District

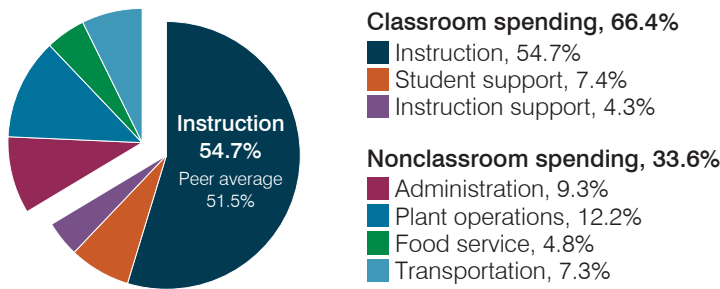
Navajo County  
 Peer groups: Operational 5 and T-10, Achievement 7<sup>1</sup>  
 Legislative district(s): 6 and 7  
 District location: Town  
 Number of schools: 5  
 Graduation rate (2018): 91%

Students attending; Size: 1,858; Medium  
 5-year change in students attending: 9% decrease  
 Special education population: 11%  
 English learner population: 1%  
 Poverty rate (2018): 39%  
 Free/reduced meal eligibility: 79%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	54.7

## Spending by operational area



## Operational measures relative to peer averages

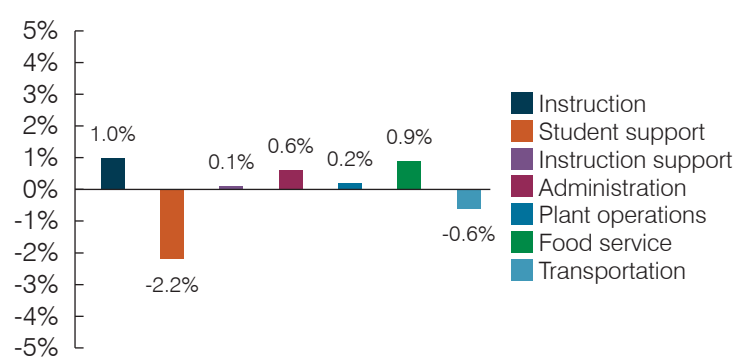
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,080	\$1,190	\$903
	Students per administrative position	59	60	66
Plant operations	Cost per square foot	\$6.50	\$5.67	\$6.49
	Square footage per student	219	257	158
Food service	Cost per meal	\$3.33	\$3.60	\$3.08
Transportation	Cost per mile	\$1.64	\$2.20	\$4.29
	Cost per rider	\$1,572	\$1,962	\$1,424



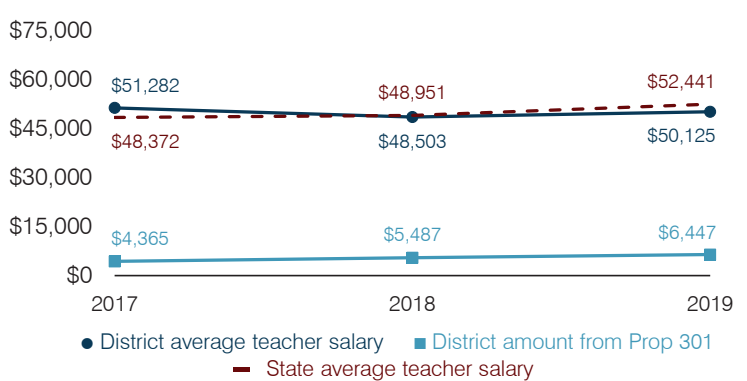
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 6,026	\$ 6,389	\$ 5,148	\$ 4,869
Student support	898	863	655	754
Instruction support	480	497	436	497
Administration	1,028	1,080	1,190	903
Plant operations	1,394	1,427	1,416	1,027
Food service	525	566	428	438
Transportation	802	848	546	417
<b>Total operational</b>	<b>11,153</b>	<b>11,670</b>	<b>9,819</b>	<b>8,905</b>
Land and buildings	249	369	1,012	1,086
Equipment	646	785	658	496
Interest	66	60	238	261
Other	32	87	84	180
<b>Total nonoperational</b>	<b>993</b>	<b>1,301</b>	<b>1,992</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 12,146</b>	<b>\$ 12,971</b>	<b>\$ 11,811</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

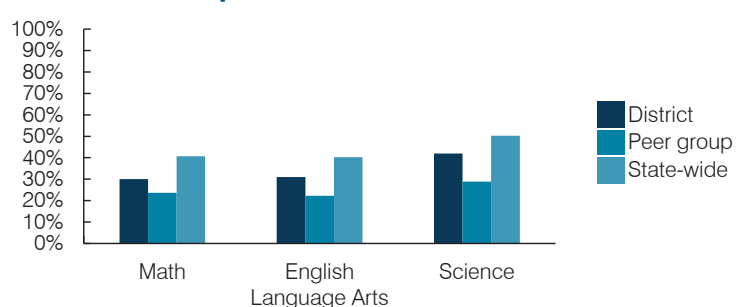


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	14.2	13.4	13.0
Average years of teacher experience	13.5	14.1	14.3
Percentage of teachers in first 3 years	14%	15%	13%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Humboldt Unified School District

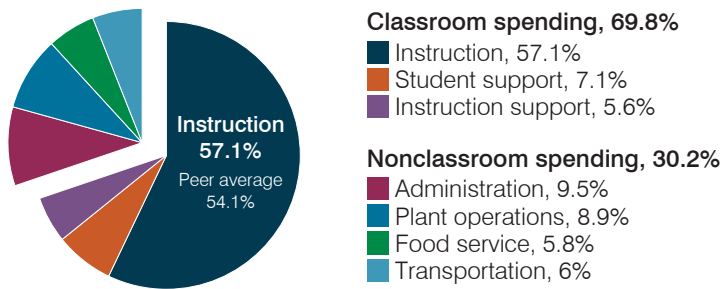
Yavapai County  
 Peer groups: Operational 3 and T-4, Achievement 3<sup>1</sup>  
 Legislative district(s): 1  
 District location: Suburb  
 Number of schools: 9  
 Graduation rate (2018): 88%

Students attending; Size: 5,313; Medium-large  
 5-year change in students attending: 4% decrease  
 Special education population: 12%  
 English learner population: 3%  
 Poverty rate (2018): 19%  
 Free/reduced meal eligibility: 53%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	57.1

## Spending by operational area



## Operational measures relative to peer averages

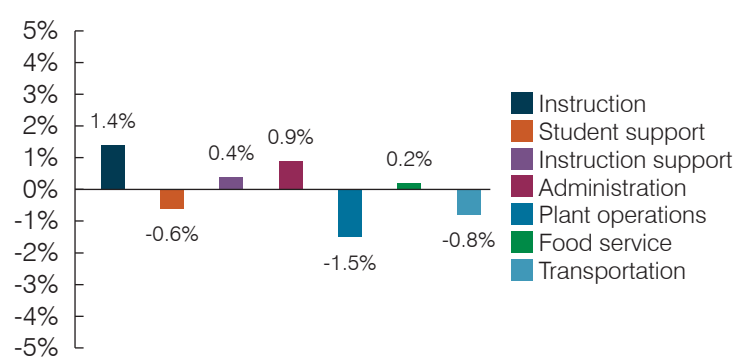
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$778	\$887	\$903
	Students per administrative position	78	68	66
Plant operations	Cost per square foot	\$4.70	\$5.90	\$6.49
	Square footage per student	155	159	158
Food service	Cost per meal	\$3.55	\$3.35	\$3.08
Transportation	Cost per mile	\$3.26	\$4.02	\$4.29
	Cost per rider	\$1,236	\$1,407	\$1,424



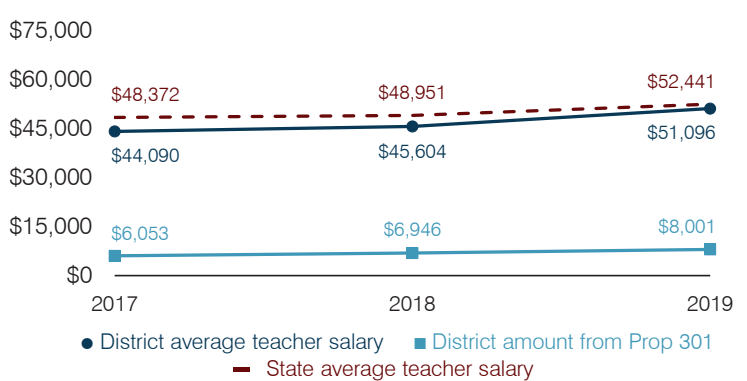
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,244	\$ 4,660	\$ 4,496	\$ 4,869
Student support	518	580	730	754
Instruction support	441	459	377	497
Administration	666	778	887	903
Plant operations	800	726	977	1,027
Food service	425	469	353	438
Transportation	476	491	428	417
<b>Total operational</b>	<b>7,570</b>	<b>8,163</b>	<b>8,248</b>	<b>8,905</b>
Land and buildings	475	99	1,367	1,086
Equipment	302	241	508	496
Interest	216	268	319	261
Other	91	55	194	180
<b>Total nonoperational</b>	<b>1,084</b>	<b>663</b>	<b>2,388</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 8,654</b>	<b>\$ 8,826</b>	<b>\$10,636</b>	<b>\$10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

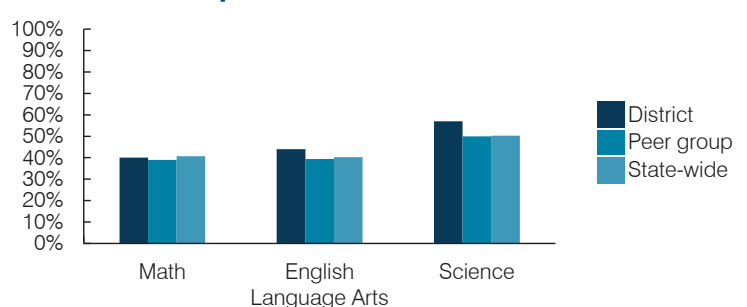


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	19.0	19.4	18.3
Average years of teacher experience	10.0	10.0	9.6
Percentage of teachers in first 3 years	18%	14%	17%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.



# Hyder Elementary School District

Yuma County

Peer groups: Operational 11 and T-11, Achievement 17<sup>1</sup>

Legislative district(s): 13

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 97; Very small

5-year change in students attending: 2% increase

Special education population: 11%

English learner population: 12%

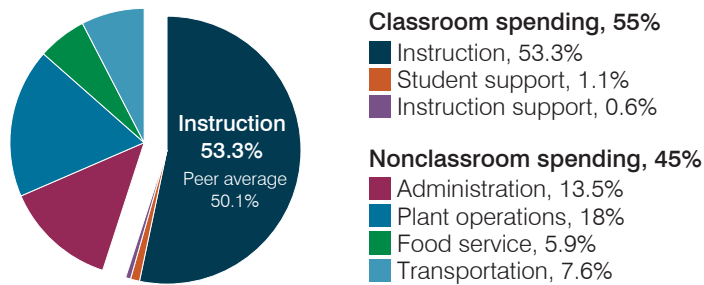
Poverty rate (2018): 22%

Free/reduced meal eligibility: 71%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	53.3

## Spending by operational area



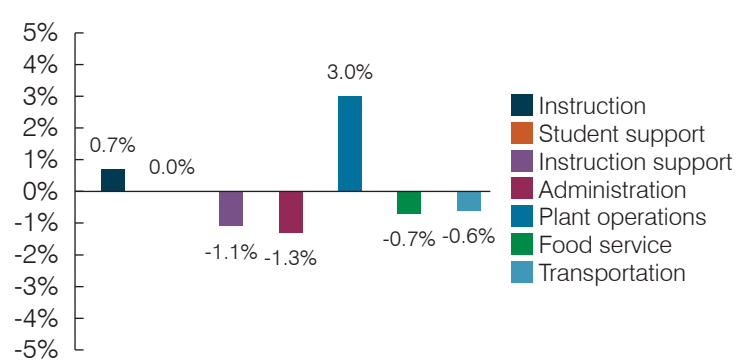
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,856	\$3,398	\$903
	Students per administrative position	29	32	66
Plant operations	Cost per square foot	\$7.85	\$7.70	\$6.49
	Square footage per student	486	382	158
Food service	Cost per meal	\$5.93	\$5.47	\$3.08
Transportation	Cost per mile	\$1.63	\$2.28	\$4.29
	Cost per rider	\$1,515	\$1,665	\$1,424

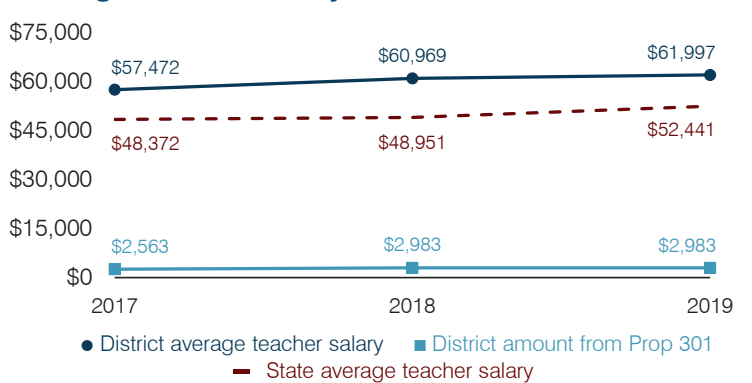
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 11,749	\$ 11,294	\$ 9,084	\$ 4,869
Student support	327	232	756	754
Instruction support	213	123	438	497
Administration	2,900	2,856	3,398	903
Plant operations	4,050	3,817	2,665	1,027
Food service	1,359	1,249	917	438
Transportation	1,949	1,603	976	417
<b>Total operational</b>	<b>22,547</b>	<b>21,174</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	276	78	1,425	1,086
Equipment	1,830	1,072	1,013	496
Interest	14	66	28	261
Other	105	92	92	180
<b>Total nonoperational</b>	<b>2,225</b>	<b>1,308</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 24,772</b>	<b>\$ 22,482</b>	<b>\$ 20,792</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

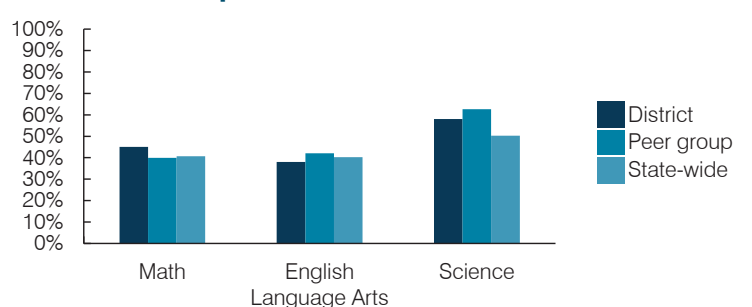


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	10.3	10.7	11.5
Average years of teacher experience	27.8	29.1	29.8
Percentage of teachers in first 3 years	0%	0%	0%

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Isaac Elementary School District

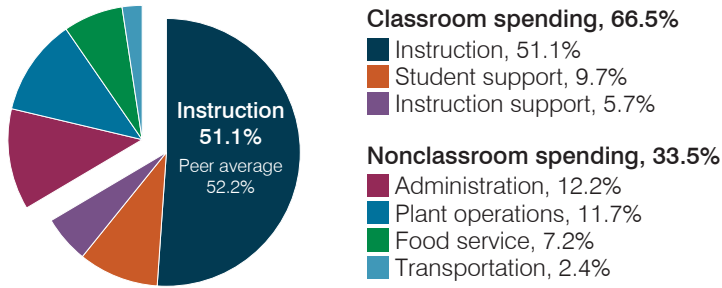
Maricopa County  
 Peer groups: Operational 8 and T-2, Achievement 15<sup>1</sup>  
 Legislative district(s): 19, 29, and 30  
 District location: City  
 Number of schools: 10  
 Graduation rate (2018): N/A

Students attending; Size: 6,002; Medium-large  
 5-year change in students attending: 11% decrease  
 Special education population: 12%  
 English learner population: 33%  
 Poverty rate (2018): 38%  
 Free/reduced meal eligibility: 94%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	51.1

## Spending by operational area



## Operational measures relative to peer averages

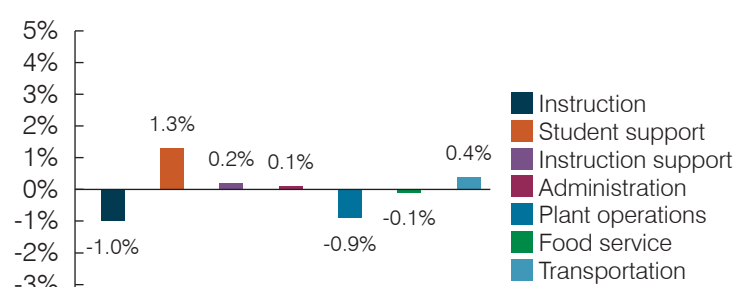
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,201	\$1,047	\$903
	Students per administrative position	69	65	66
Plant operations	Cost per square foot	\$8.76	\$6.60	\$6.49
	Square footage per student	131	145	158
Food service	Cost per meal	\$2.91	\$2.91	\$3.08
Transportation	Cost per mile	\$8.93	\$6.82	\$4.29
	Cost per rider	\$1,798	\$1,386	\$1,424



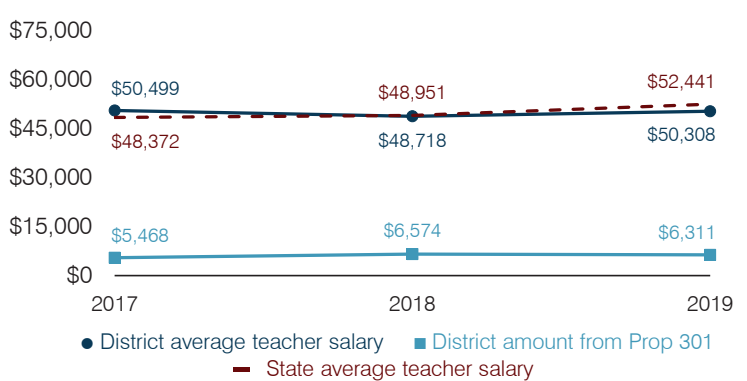
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,992	\$ 5,031	\$ 4,648	\$ 4,869
Student support	886	953	678	754
Instruction support	581	555	551	497
Administration	1,129	1,201	1,047	903
Plant operations	1,094	1,148	972	1,027
Food service	763	713	672	438
Transportation	218	239	345	417
<b>Total operational</b>	<b>9,663</b>	<b>9,840</b>	<b>8,913</b>	<b>8,905</b>
Land and buildings	48	82	1,393	1,086
Equipment	251	408	556	496
Interest	54	69	344	261
Other	180	150	203	180
<b>Total nonoperational</b>	<b>533</b>	<b>709</b>	<b>2,496</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 10,196</b>	<b>\$ 10,549</b>	<b>\$ 11,409</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

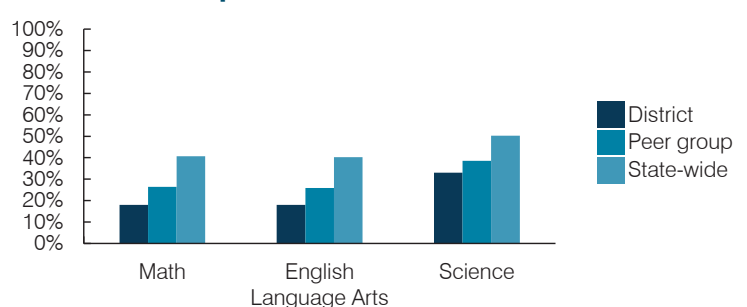


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	16.9	16.1	16.9
Average years of teacher experience	9.5	9.7	10.0
Percentage of teachers in first 3 years	21%	26%	25%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# J.O. Combs Unified School District

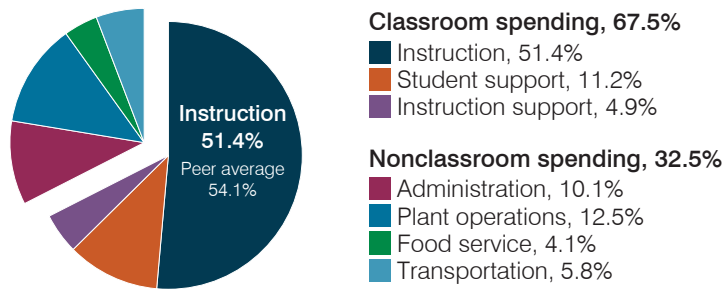
Pinal County  
 Peer groups: Operational 3 and T-4, Achievement 2<sup>1</sup>  
 Legislative district(s): 8 and 16  
 District location: Suburb  
 Number of schools: 7  
 Graduation rate (2018): 91%

Students attending; Size: 4,301; Medium-large  
 5-year change in students attending: Less than 1%  
 Special education population: 15%  
 English learner population: 2%  
 Poverty rate (2018): 9%  
 Free/reduced meal eligibility: 40%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	51.4

## Spending by operational area



## Operational measures relative to peer averages

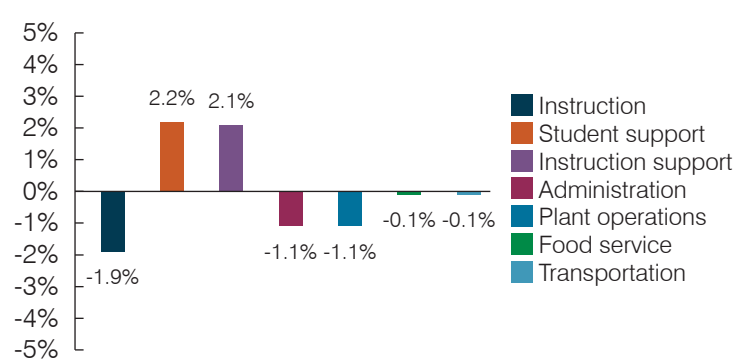
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$772	\$887	\$903
	Students per administrative position	74	68	66
Plant operations	Cost per square foot	\$6.27	\$5.90	\$6.49
	Square footage per student	152	159	158
Food service	Cost per meal	\$3.00	\$3.35	\$3.08
Transportation	Cost per mile	\$4.23	\$4.02	\$4.29
	Cost per rider	\$1,087	\$1,407	\$1,424



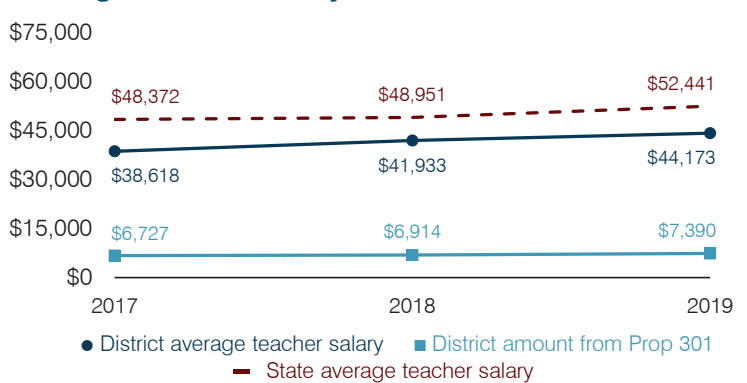
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,584	\$ 3,903	\$ 4,496	\$ 4,869
Student support	809	853	730	754
Instruction support	319	369	377	497
Administration	730	772	887	903
Plant operations	945	952	977	1,027
Food service	307	310	353	438
Transportation	419	439	428	417
<b>Total operational</b>	<b>7,113</b>	<b>7,598</b>	<b>8,248</b>	<b>8,905</b>
Land and buildings	1,409	3,057	1,367	1,086
Equipment	567	661	508	496
Interest	125	273	319	261
Other	151	170	194	180
<b>Total nonoperational</b>	<b>2,252</b>	<b>4,161</b>	<b>2,388</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 9,365</b>	<b>\$ 11,759</b>	<b>\$10,636</b>	<b>\$10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

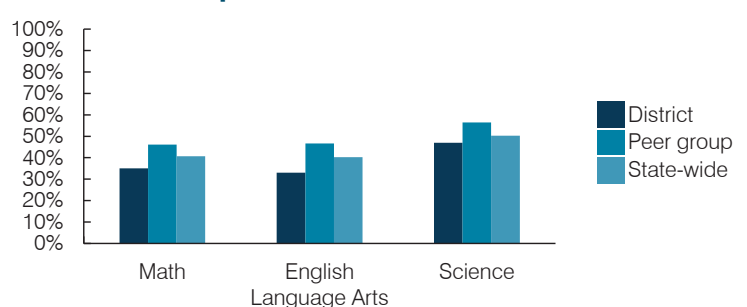


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	20.9	20.7	19.1
Average years of teacher experience	7.6	8.5	10.5
Percentage of teachers in first 3 years	38%	35%	22%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Joseph City Unified School District

Navajo County

Peer groups: Operational 6 and T-10, Achievement 6<sup>1</sup>

Legislative district(s): 6 and 7

District location: Rural

Number of schools: 2

Graduation rate (2018): 97%

Students attending; Size: 427; Small

5-year change in students attending: 11% increase

Special education population: 15%

English learner population: 0%

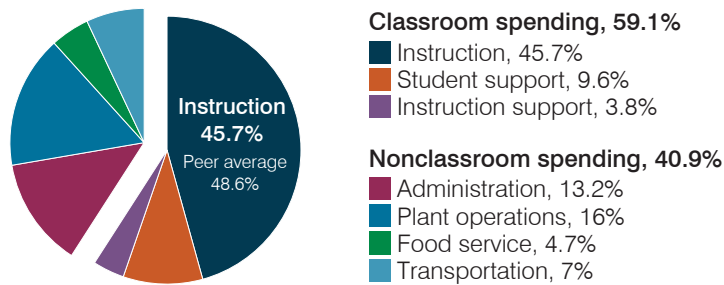
Poverty rate (2018): 31%

Free/reduced meal eligibility: 42%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	45.7

## Spending by operational area



## Operational measures relative to peer averages

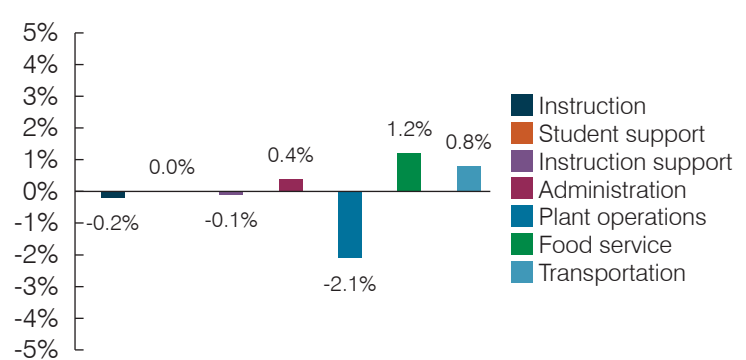
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,651	\$1,750	\$903
	Students per administrative position	34	45	66
Plant operations	Cost per square foot	\$4.05	\$5.35	\$6.49
	Square footage per student	494	315	158
Food service	Cost per meal	\$4.35	\$3.77	\$3.08
Transportation	Cost per mile	\$1.98	\$2.20	\$4.29
	Cost per rider	\$2,450	\$1,962	\$1,424



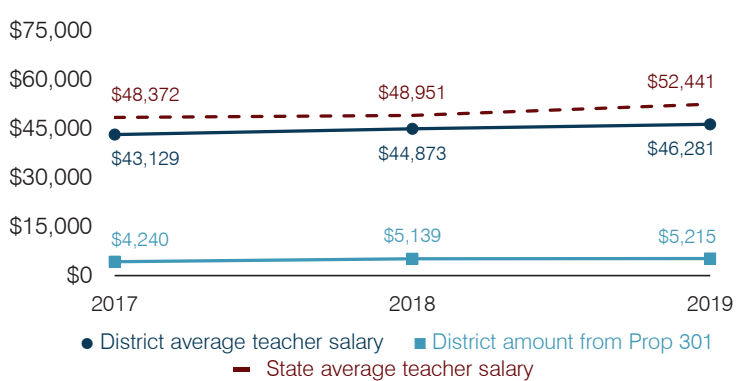
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,633	\$ 5,704	\$ 5,732	\$ 4,869
Student support	1,278	1,202	763	754
Instruction support	424	464	364	497
Administration	1,542	1,651	1,750	903
Plant operations	2,217	2,000	1,697	1,027
Food service	658	586	545	438
Transportation	874	877	616	417
<b>Total operational</b>	<b>12,626</b>	<b>12,484</b>	<b>11,467</b>	<b>8,905</b>
Land and buildings	580	476	757	1,086
Equipment	322	493	692	496
Interest	256	166	152	261
Other	229	72	64	180
<b>Total nonoperational</b>	<b>1,387</b>	<b>1,207</b>	<b>1,665</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 14,013</b>	<b>\$ 13,691</b>	<b>\$ 13,132</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

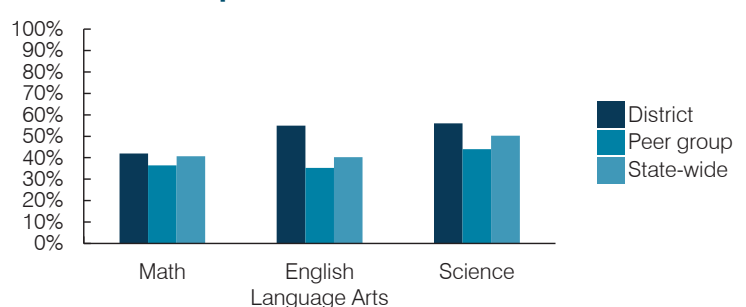


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	14.4	15.3	15.5
Average years of teacher experience	13.1	13.6	13.2
Percentage of teachers in first 3 years	19%	15%	18%

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Kayenta Unified School District

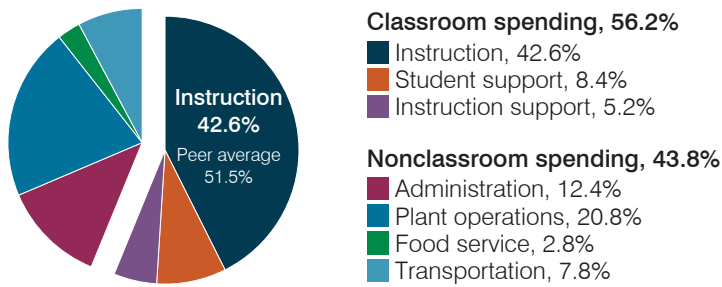
Navajo County  
 Peer groups: Operational 5 and T-9, Achievement 7<sup>1</sup>  
 Legislative district(s): 7  
 District location: Town  
 Number of schools: 3  
 Graduation rate (2018): 80%

Students attending; Size: 1,658; Medium  
 5-year change in students attending: 7% decrease  
 Special education population: 12%  
 English learner population: 8%  
 Poverty rate (2018): 54%  
 Free/reduced meal eligibility: 90%

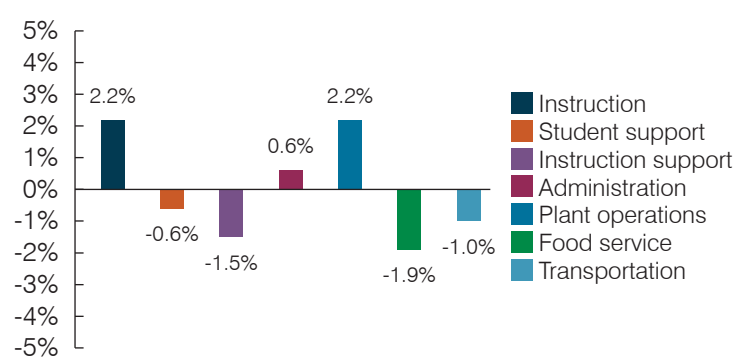
## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	42.6

## Spending by operational area



## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

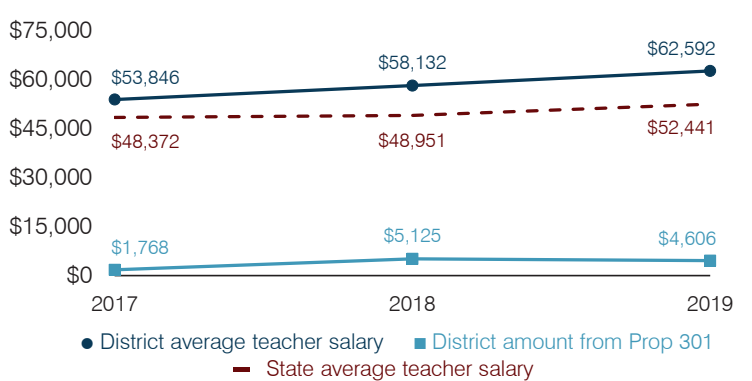


## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,222	\$1,190	\$903
	Students per administrative position	32	60	66
Plant operations	Cost per square foot	\$11.09	\$5.67	\$6.49
	Square footage per student	337	257	158
Food service	Cost per meal	\$2.94	\$3.60	\$3.08
Transportation	Cost per mile	\$3.42	\$2.74	\$4.29
	Cost per rider	\$2,539	\$1,641	\$1,424



## Average teacher salary and other measures

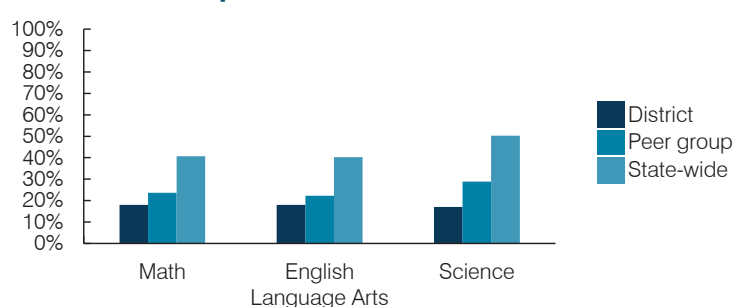


Measure	2017	2018	2019
Students per teacher	15.1	14.0	13.8
Average years of teacher experience	16.1	15.6	16.7
Percentage of teachers in first 3 years	5%	8%	7%

## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 6,882	\$ 7,652	\$ 5,148	\$ 4,869
Student support	1,441	1,506	655	754
Instruction support	779	925	436	497
Administration	1,846	2,222	1,190	903
Plant operations	4,221	3,736	1,416	1,027
Food service	507	503	428	438
Transportation	1,287	1,402	546	417
<b>Total operational</b>	<b>16,963</b>	<b>17,946</b>	<b>9,819</b>	<b>8,905</b>
Land and buildings	2,769	2,142	1,012	1,086
Equipment	1,745	1,634	658	496
Interest	0	0	238	261
Other	305	317	84	180
<b>Total nonoperational</b>	<b>4,819</b>	<b>4,093</b>	<b>1,992</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 21,782</b>	<b>\$ 22,039</b>	<b>\$ 11,811</b>	<b>\$ 10,928</b>

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Kingman Unified School District

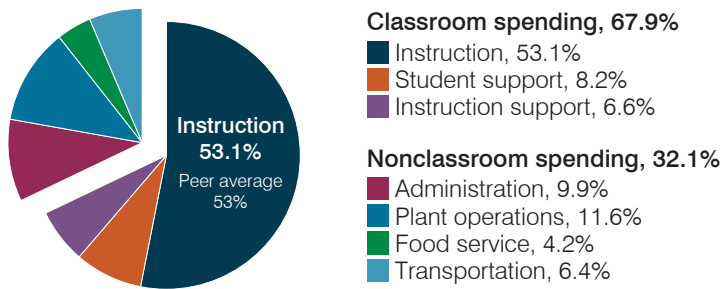
Mohave County  
 Peer groups: Operational 4 and T-8, Achievement 5<sup>1</sup>  
 Legislative district(s): 5  
 District location: Town  
 Number of schools: 11  
 Graduation rate (2018): 80%

Students attending; Size: 6,649; Medium-large  
 5-year change in students attending: 2% increase  
 Special education population: 16%  
 English learner population: 2%  
 Poverty rate (2018): 25%  
 Free/reduced meal eligibility: 64%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	53.1

## Spending by operational area



## Operational measures relative to peer averages

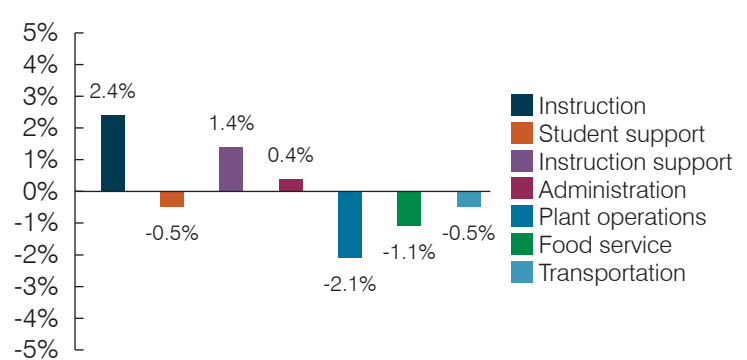
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$765	\$899	\$903
	Students per administrative position	66	68	66
Plant operations	Cost per square foot	\$4.24	\$5.82	\$6.49
	Square footage per student	211	180	158
Food service	Cost per meal	\$3.36	\$3.28	\$3.08
Transportation	Cost per mile	\$2.31	\$3.26	\$4.29
	Cost per rider	\$1,378	\$1,447	\$1,424



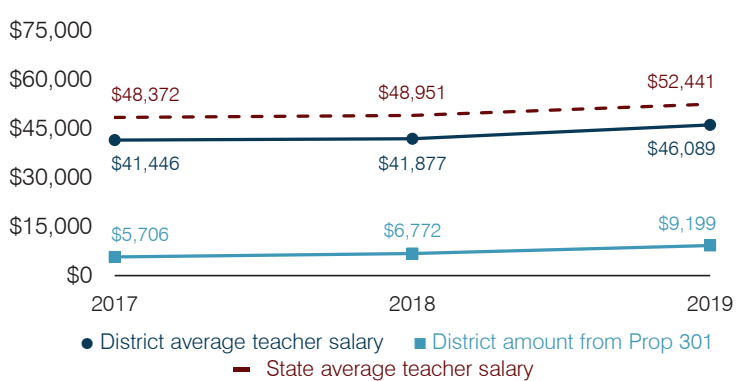
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,776	\$ 4,095	\$ 4,516	\$ 4,869
Student support	589	636	713	754
Instruction support	484	509	496	497
Administration	694	765	899	903
Plant operations	859	891	1,029	1,027
Food service	333	322	438	438
Transportation	508	496	444	417
<b>Total operational</b>	<b>7,243</b>	<b>7,714</b>	<b>8,535</b>	<b>8,905</b>
Land and buildings	48	53	565	1,086
Equipment	328	463	453	496
Interest	315	291	173	261
Other	60	59	70	180
<b>Total nonoperational</b>	<b>751</b>	<b>866</b>	<b>1,261</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 7,994</b>	<b>\$ 8,580</b>	<b>\$ 9,796</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

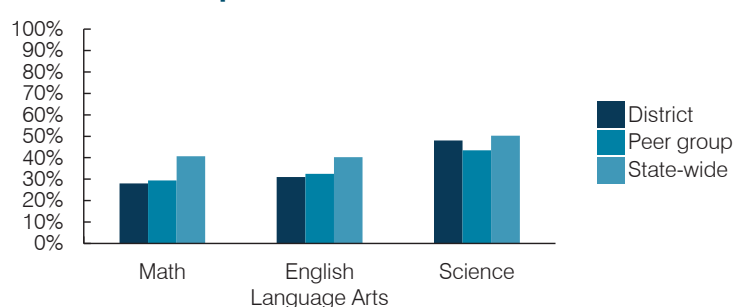


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	20.6	20.6	19.7
Average years of teacher experience	11.5	11.4	11.5
Percentage of teachers in first 3 years	27%	28%	27%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Kirkland Elementary School District

Yavapai County

Peer groups: Operational 11 and T-11, Achievement 20<sup>1</sup>

Legislative district(s): 1

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 71; Very small

5-year change in students attending: 10% increase

Special education population: 26%

English learner population: 4%

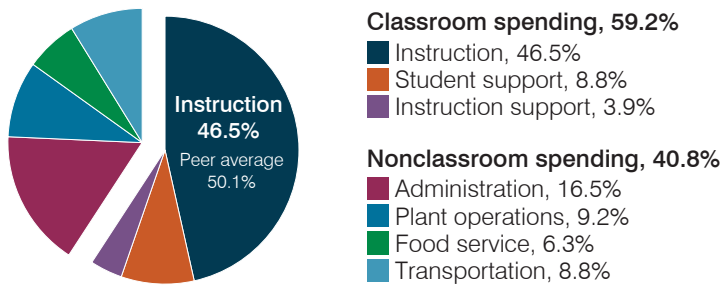
Poverty rate (2018): 35%

Free/reduced meal eligibility: 77%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	46.5

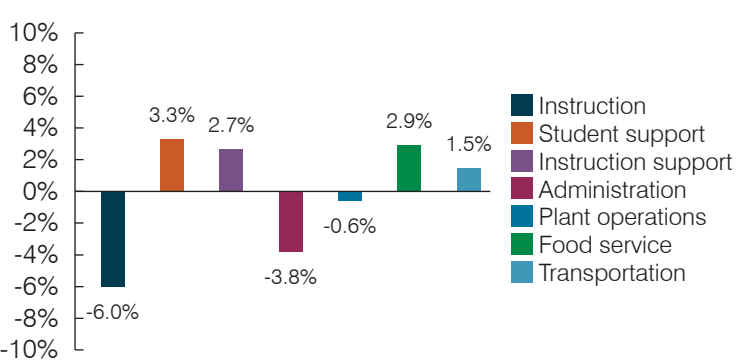
## Spending by operational area



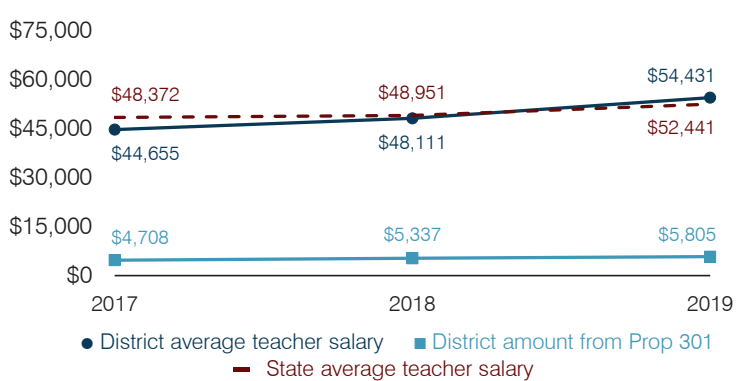
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,565	\$3,398	\$903
	Students per administrative position	41	32	66
Plant operations	Cost per square foot	\$9.71	\$7.70	\$6.49
	Square footage per student	147	382	158
Food service	Cost per meal	\$4.88	\$5.47	\$3.08
Transportation	Cost per mile	\$1.95	\$2.28	\$4.29
	Cost per rider	\$2,645	\$1,665	\$1,424

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



## Average teacher salary and other measures

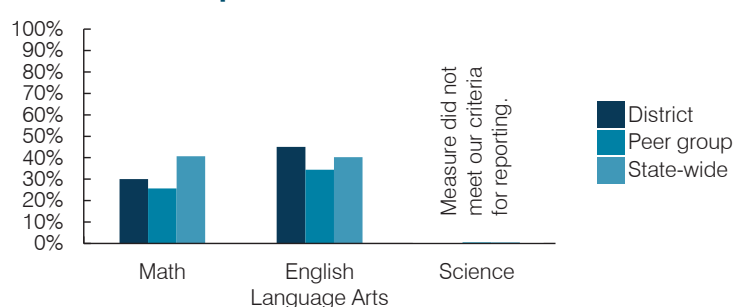


## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 8,782	\$ 7,239	\$ 9,084	\$ 4,869
Student support	1,166	1,370	756	754
Instruction support	369	607	438	497
Administration	2,449	2,565	3,398	903
Plant operations	1,186	1,424	2,665	1,027
Food service	954	975	917	438
Transportation	1,350	1,373	976	417
<b>Total operational</b>	<b>16,256</b>	<b>15,553</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	335	1,715	1,425	1,086
Equipment	413	2,235	1,013	496
Interest	16	80	28	261
Other	0	24	92	180
<b>Total nonoperational</b>	<b>764</b>	<b>4,054</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 17,020</b>	<b>\$ 19,607</b>	<b>\$ 20,792</b>	<b>\$ 10,928</b>

Measure	2017	2018	2019
Students per teacher	13.1	11.3	14.3
Average years of teacher experience	10.2	11.2	11.3
Percentage of teachers in first 3 years	17%	0%	17%

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Kyrene Elementary School District

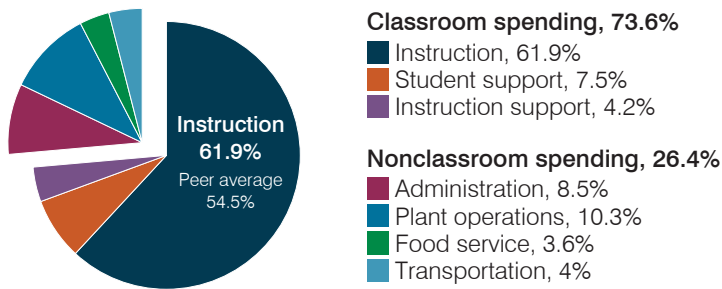
Maricopa County  
 Peer groups: Operational 7 and T-3, Achievement 12<sup>1</sup>  
 Legislative district(s): 18 and 27  
 District location: City  
 Number of schools: 25  
 Graduation rate (2018): N/A

Students attending; Size: 16,094; Large  
 5-year change in students attending: 2% decrease  
 Special education population: 9%  
 English learner population: 2%  
 Poverty rate (2018): 8%  
 Free/reduced meal eligibility: 29%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	61.9

## Spending by operational area



## Operational measures relative to peer averages

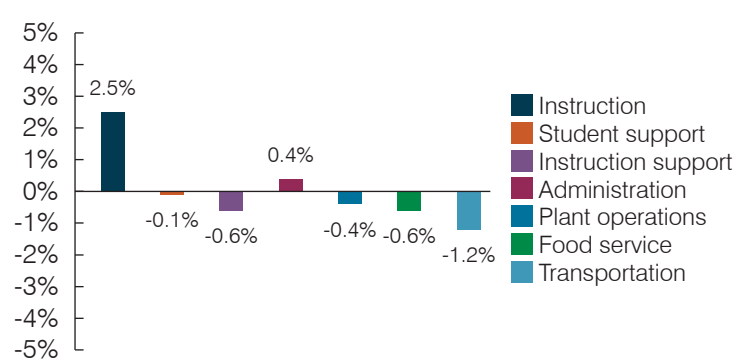
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$705	\$887	\$903
	Students per administrative position	70	73	66
Plant operations	Cost per square foot	\$5.38	\$6.31	\$6.49
	Square footage per student	159	142	158
Food service	Cost per meal	\$3.02	\$2.97	\$3.08
Transportation	Cost per mile	\$4.02	\$4.60	\$4.29
	Cost per rider	\$1,181	\$1,224	\$1,424



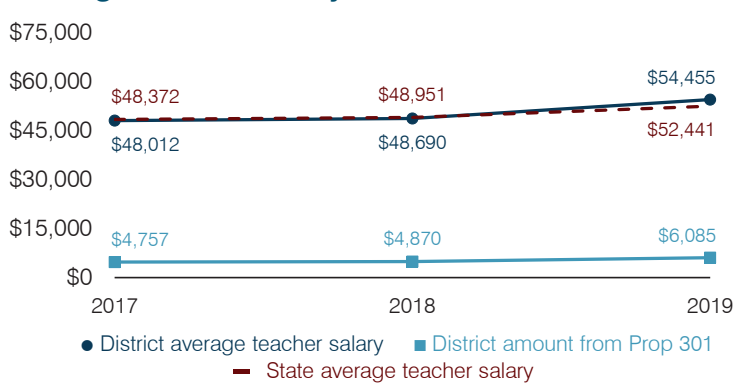
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,685	\$ 5,144	\$ 4,824	\$ 4,869
Student support	458	625	760	754
Instruction support	281	348	554	497
Administration	674	705	887	903
Plant operations	817	855	892	1,027
Food service	266	299	608	438
Transportation	344	338	342	417
<b>Total operational</b>	<b>7,525</b>	<b>8,314</b>	<b>8,867</b>	<b>8,905</b>
Land and buildings	997	1,033	1,189	1,086
Equipment	310	757	508	496
Interest	514	503	230	261
Other	750	770	177	180
<b>Total nonoperational</b>	<b>2,571</b>	<b>3,063</b>	<b>2,104</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 10,096</b>	<b>\$ 11,377</b>	<b>\$10,971</b>	<b>\$10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

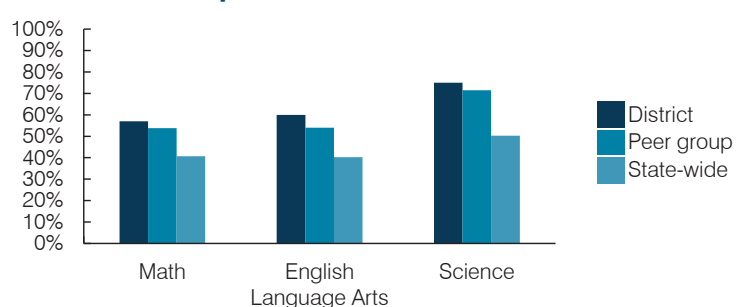


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	17.5	16.4	17.0
Average years of teacher experience	12.0	12.3	12.2
Percentage of teachers in first 3 years	15%	14%	15%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.



# Lake Havasu Unified School District

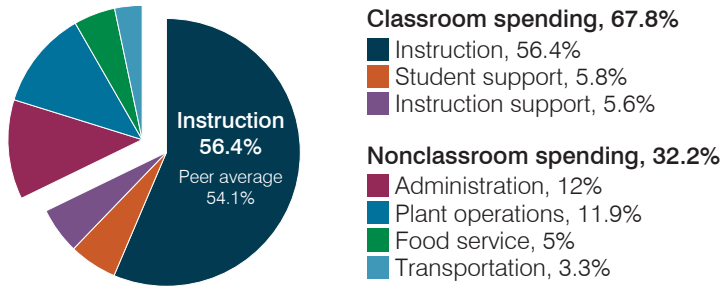
Mohave County  
 Peer groups: Operational 3 and T-5, Achievement 3<sup>1</sup>  
 Legislative district(s): 5  
 District location: City  
 Number of schools: 8  
 Graduation rate (2018): 91%

Students attending; Size: 5,171; Medium-large  
 5-year change in students attending: 4% decrease  
 Special education population: 12%  
 English learner population: 1%  
 Poverty rate (2018): 19%  
 Free/reduced meal eligibility: 46%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	56.4

## Spending by operational area



## Operational measures relative to peer averages

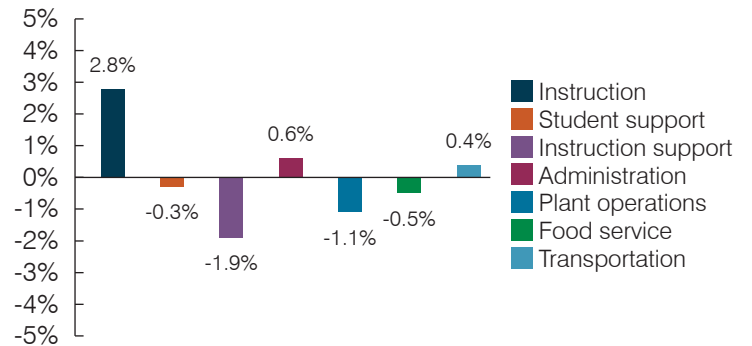
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$932	\$887	\$903
	Students per administrative position	65	68	66
Plant operations	Cost per square foot	\$6.12	\$5.90	\$6.49
	Square footage per student	151	159	158
Food service	Cost per meal	\$3.40	\$3.35	\$3.08
Transportation	Cost per mile	\$4.70	\$4.10	\$4.29
	Cost per rider	\$1,912	\$1,775	\$1,424



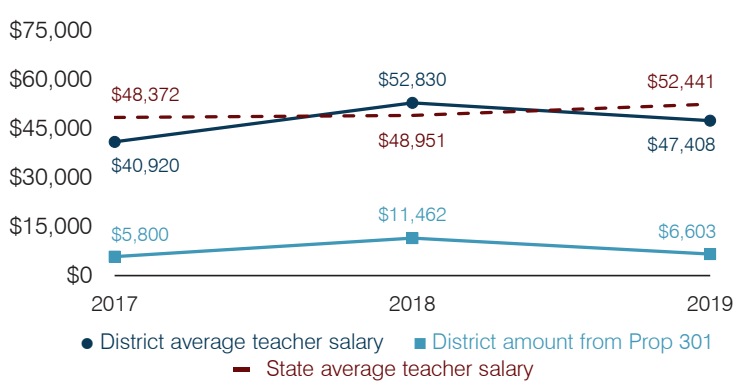
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,217	\$ 4,379	\$ 4,496	\$ 4,869
Student support	456	452	730	754
Instruction support	410	432	377	497
Administration	889	932	887	903
Plant operations	888	925	977	1,027
Food service	362	387	353	438
Transportation	239	258	428	417
<b>Total operational</b>	<b>7,461</b>	<b>7,765</b>	<b>8,248</b>	<b>8,905</b>
Land and buildings	1,505	712	1,367	1,086
Equipment	615	338	508	496
Interest	151	126	319	261
Other	9	14	194	180
<b>Total nonoperational</b>	<b>2,280</b>	<b>1,190</b>	<b>2,388</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 9,741</b>	<b>\$ 8,955</b>	<b>\$10,636</b>	<b>\$10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

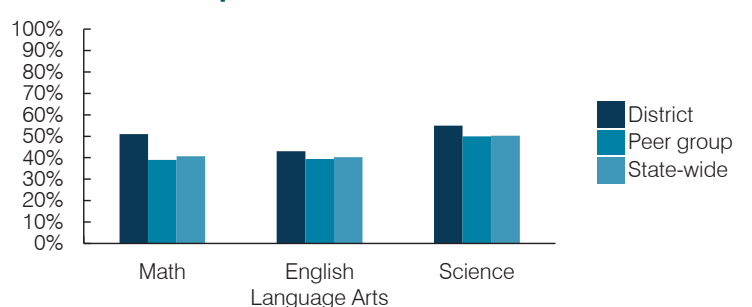


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	20.9	21.0	19.8
Average years of teacher experience	9.5	11.9	12.4
Percentage of teachers in first 3 years	20%	22%	23%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Laveen Elementary School District

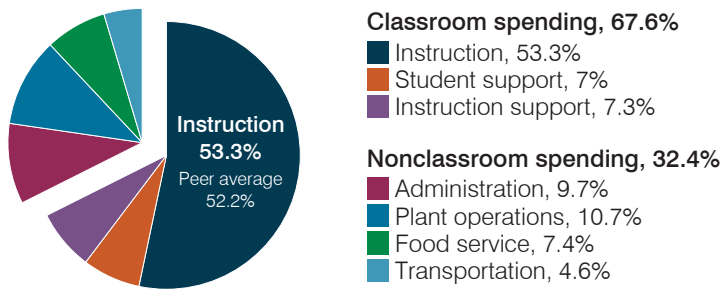
Maricopa County  
 Peer groups: Operational 8 and T-1, Achievement 13<sup>1</sup>  
 Legislative district(s): 19 and 27  
 District location: City  
 Number of schools: 8  
 Graduation rate (2018): N/A

Students attending; Size: 6,838; Medium-large  
 5-year change in students attending: 18% increase  
 Special education population: 13%  
 English learner population: 7%  
 Poverty rate (2018): 19%  
 Free/reduced meal eligibility: 69%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	53.3

## Spending by operational area



## Operational measures relative to peer averages

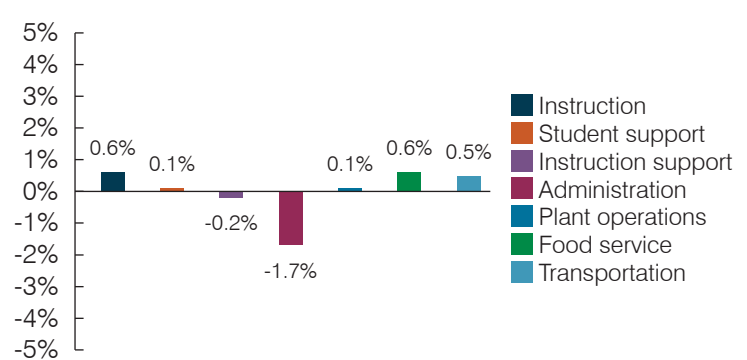
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$769	\$1,047	\$903
	Students per administrative position	64	65	66
Plant operations	Cost per square foot	\$7.69	\$6.60	\$6.49
	Square footage per student	111	145	158
Food service	Cost per meal	\$3.17	\$2.91	\$3.08
Transportation	Cost per mile	\$8.65	\$7.55	\$4.29
	Cost per rider	\$1,703	\$1,108	\$1,424



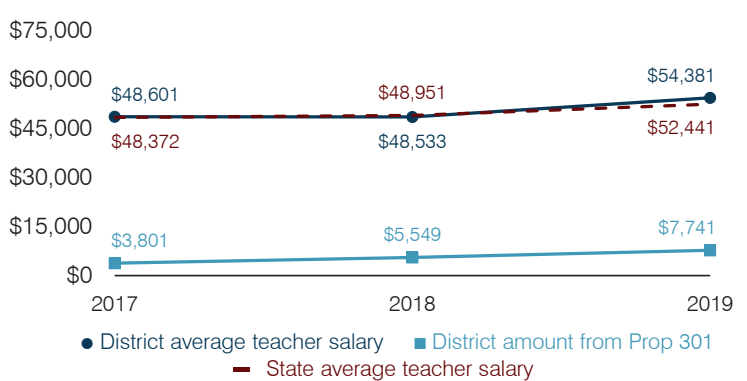
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,789	\$ 4,244	\$ 4,648	\$ 4,869
Student support	527	555	678	754
Instruction support	536	582	551	497
Administration	747	769	1,047	903
Plant operations	826	852	972	1,027
Food service	549	592	672	438
Transportation	355	365	345	417
<b>Total operational</b>	<b>7,329</b>	<b>7,959</b>	<b>8,913</b>	<b>8,905</b>
Land and buildings	270	331	1,393	1,086
Equipment	471	419	556	496
Interest	101	87	344	261
Other	203	258	203	180
<b>Total nonoperational</b>	<b>1,045</b>	<b>1,095</b>	<b>2,496</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 8,374</b>	<b>\$ 9,054</b>	<b>\$11,409</b>	<b>\$10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

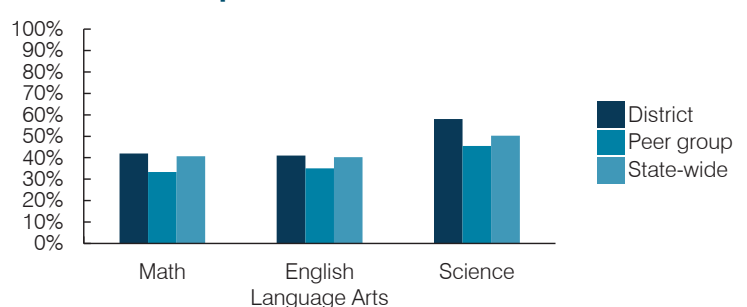


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	19.2	19.8	20.4
Average years of teacher experience	7.3	6.2	5.7
Percentage of teachers in first 3 years	21%	35%	40%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Liberty Elementary School District

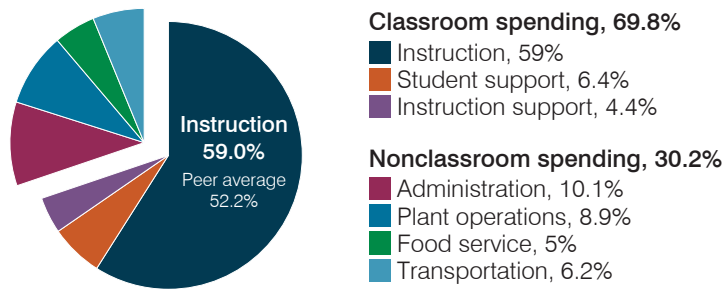
Maricopa County  
 Peer groups: Operational 8 and T-4, Achievement 12<sup>1</sup>  
 Legislative district(s): 4 and 13  
 District location: Suburb  
 Number of schools: 6  
 Graduation rate (2018): N/A

Students attending; Size: 3,434; Medium-large  
 5-year change in students attending: 10% increase  
 Special education population: 14%  
 English learner population: 6%  
 Poverty rate (2018): 11%  
 Free/reduced meal eligibility: 44%

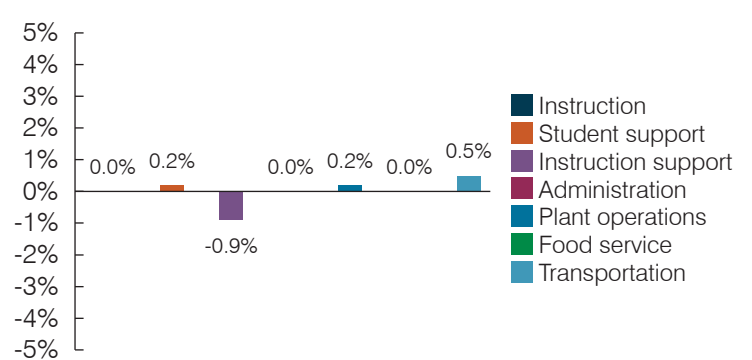
## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	59.0

## Spending by operational area



## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

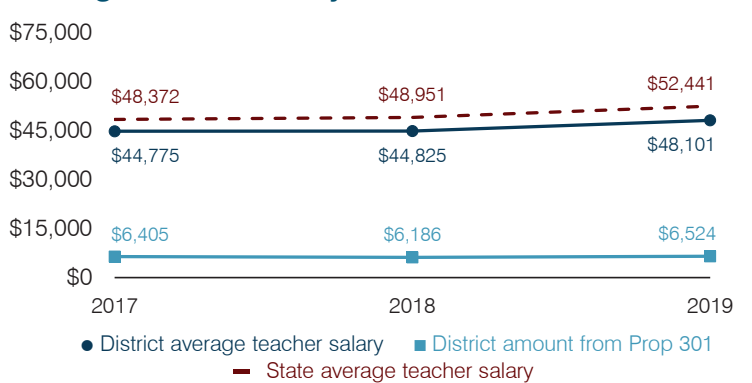


## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$809	\$1,047	\$903
	Students per administrative position	72	65	66
Plant operations	Cost per square foot	\$5.38	\$6.60	\$6.49
	Square footage per student	133	145	158
Food service	Cost per meal	\$3.25	\$2.91	\$3.08
Transportation	Cost per mile	\$4.01	\$4.02	\$4.29
	Cost per rider	\$1,380	\$1,407	\$1,424



## Average teacher salary and other measures

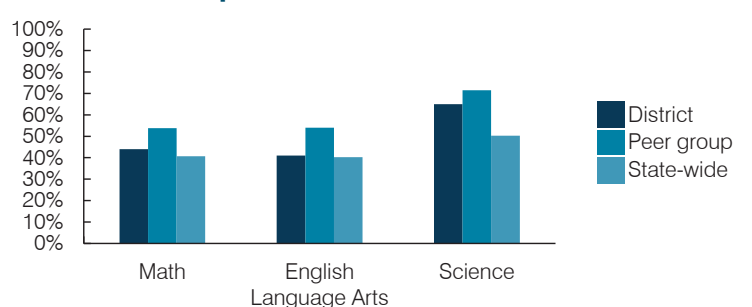


## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,210	\$ 4,700	\$ 4,648	\$ 4,869
Student support	479	507	678	754
Instruction support	291	353	551	497
Administration	824	809	1,047	903
Plant operations	717	713	972	1,027
Food service	407	395	672	438
Transportation	481	491	345	417
<b>Total operational</b>	<b>7,409</b>	<b>7,968</b>	<b>8,913</b>	<b>8,905</b>
Land and buildings	753	642	1,393	1,086
Equipment	472	200	556	496
Interest	191	171	344	261
Other	94	95	203	180
<b>Total nonoperational</b>	<b>1,510</b>	<b>1,108</b>	<b>2,496</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 8,919</b>	<b>\$ 9,076</b>	<b>\$11,409</b>	<b>\$10,928</b>

Measure	2017	2018	2019
Students per teacher	18.6	17.4	16.7
Average years of teacher experience	11.1	11.2	11.4
Percentage of teachers in first 3 years	15%	16%	19%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Litchfield Elementary School District

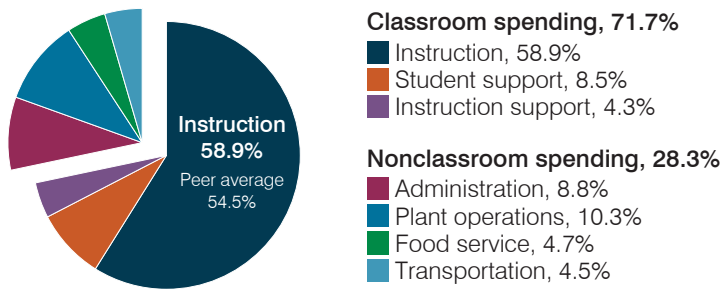
Maricopa County  
 Peer groups: Operational 7 and T-2, Achievement 12<sup>1</sup>  
 Legislative district(s): 13, 19, and 29  
 District location: Suburb  
 Number of schools: 14  
 Graduation rate (2018): N/A

Students attending; Size: 10,689; Large  
 5-year change in students attending: 5% increase  
 Special education population: 10%  
 English learner population: 3%  
 Poverty rate (2018): 9%  
 Free/reduced meal eligibility: 31%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	58.9

## Spending by operational area



## Operational measures relative to peer averages

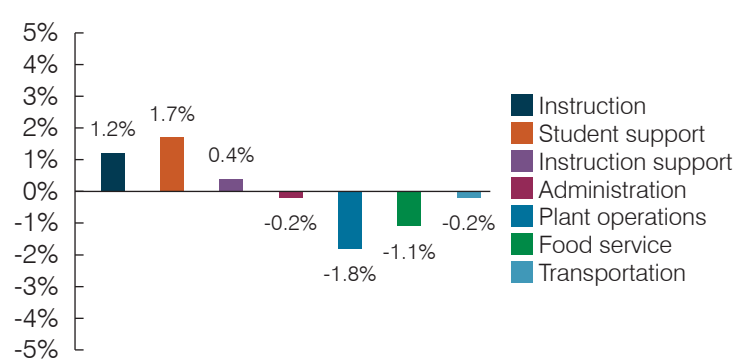
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$662	\$887	\$903
	Students per administrative position	95	73	66
Plant operations	Cost per square foot	\$6.69	\$6.31	\$6.49
	Square footage per student	117	142	158
Food service	Cost per meal	\$2.95	\$2.97	\$3.08
Transportation	Cost per mile	\$3.89	\$6.82	\$4.29
	Cost per rider	\$989	\$1,386	\$1,424



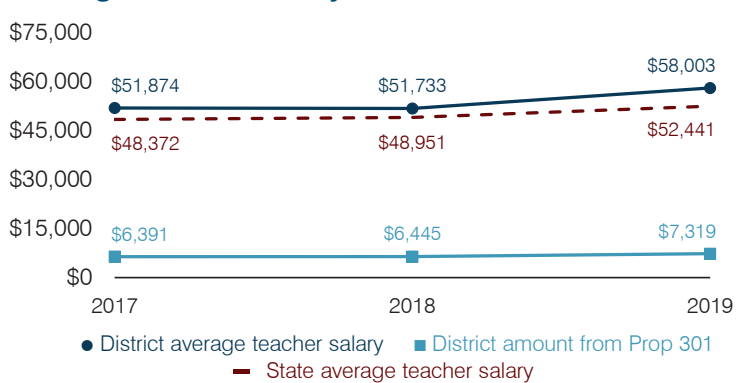
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,911	\$ 4,458	\$ 4,824	\$ 4,869
Student support	562	646	760	754
Instruction support	293	328	554	497
Administration	653	662	887	903
Plant operations	761	780	892	1,027
Food service	351	353	608	438
Transportation	303	342	342	417
<b>Total operational</b>	<b>6,834</b>	<b>7,569</b>	<b>8,867</b>	<b>8,905</b>
Land and buildings	233	1,670	1,189	1,086
Equipment	191	421	508	496
Interest	136	188	230	261
Other	315	363	177	180
<b>Total nonoperational</b>	<b>875</b>	<b>2,642</b>	<b>2,104</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 7,709</b>	<b>\$ 10,211</b>	<b>\$ 10,971</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

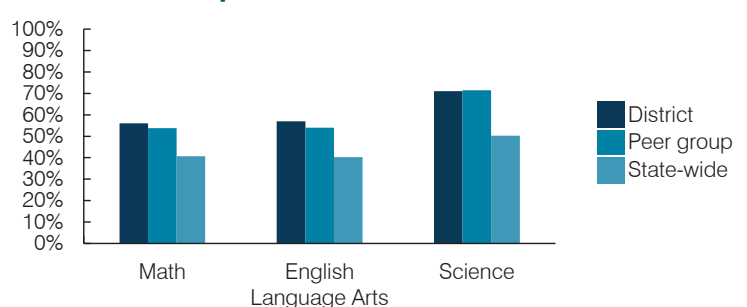


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	21.5	21.4	21.0
Average years of teacher experience	9.7	9.8	9.9
Percentage of teachers in first 3 years	13%	16%	16%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Littlefield Unified School District

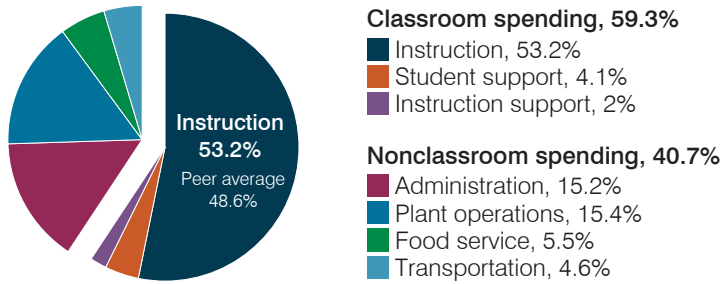
Mohave County  
 Peer groups: Operational 6 and T-7, Achievement 5<sup>1</sup>  
 Legislative district(s): 5  
 District location: Rural  
 Number of schools: 2  
 Graduation rate (2018): NR

Students attending; Size: 358; Small  
 5-year change in students attending: 9% decrease  
 Special education population: 12%  
 English learner population: 14%  
 Poverty rate (2018): 23%  
 Free/reduced meal eligibility: 66%

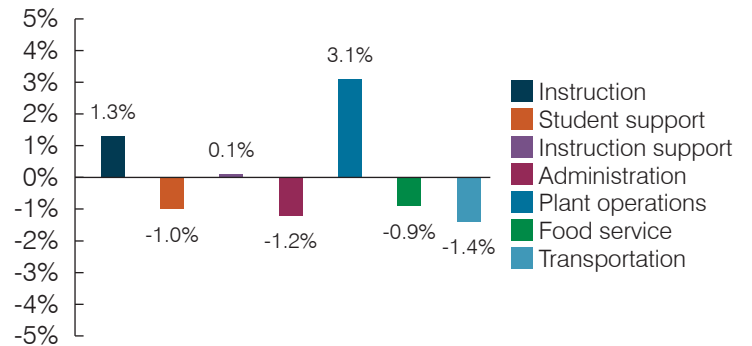
## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	53.2

## Spending by operational area



## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

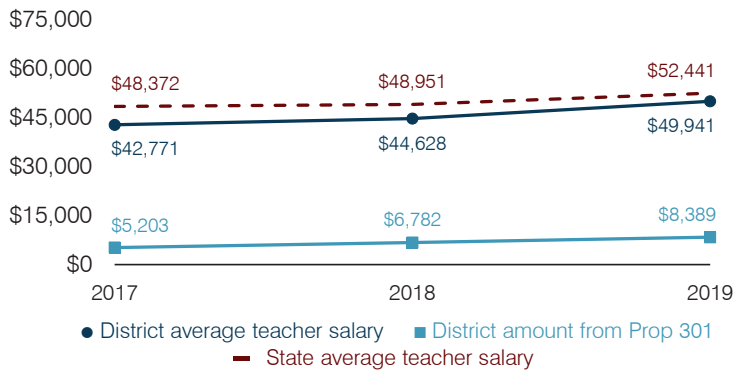


## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,490	\$1,750	\$903
	Students per administrative position	53	45	66
Plant operations	Cost per square foot	\$6.70	\$5.35	\$6.49
	Square footage per student	226	315	158
Food service	Cost per meal	\$3.38	\$3.77	\$3.08
Transportation	Cost per mile	\$2.48	\$3.70	\$4.29
	Cost per rider	\$695	\$1,127	\$1,424



## Average teacher salary and other measures

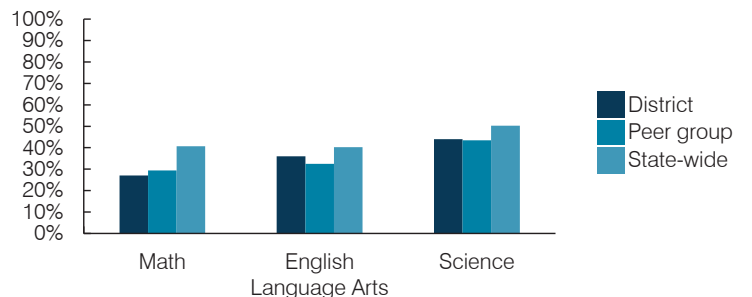


## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,053	\$ 5,222	\$ 5,732	\$ 4,869
Student support	265	408	763	754
Instruction support	212	193	364	497
Administration	1,573	1,490	1,750	903
Plant operations	1,412	1,511	1,697	1,027
Food service	535	538	545	438
Transportation	429	449	616	417
<b>Total operational</b>	<b>9,479</b>	<b>9,811</b>	<b>11,467</b>	<b>8,905</b>
Land and buildings	108	51	757	1,086
Equipment	590	361	692	496
Interest	151	129	152	261
Other	336	259	64	180
<b>Total nonoperational</b>	<b>1,185</b>	<b>800</b>	<b>1,665</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 10,664</b>	<b>\$ 10,611</b>	<b>\$ 13,132</b>	<b>\$ 10,928</b>

Measure	2017	2018	2019
Students per teacher	13.2	14.8	14.9
Average years of teacher experience	15.6	18.6	9.3
Percentage of teachers in first 3 years	21%	14%	22%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Littleton Elementary School District

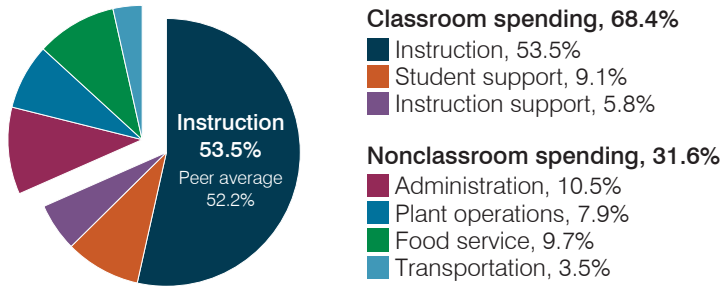
Maricopa County  
 Peer groups: Operational 8 and T-1, Achievement 13<sup>1</sup>  
 Legislative district(s): 19  
 District location: Suburb  
 Number of schools: 7  
 Graduation rate (2018): N/A

Students attending; Size: 5,685; Medium-large  
 5-year change in students attending: 9% increase  
 Special education population: 12%  
 English learner population: 12%  
 Poverty rate (2018): 17%  
 Free/reduced meal eligibility: 78%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	53.5

## Spending by operational area



## Operational measures relative to peer averages

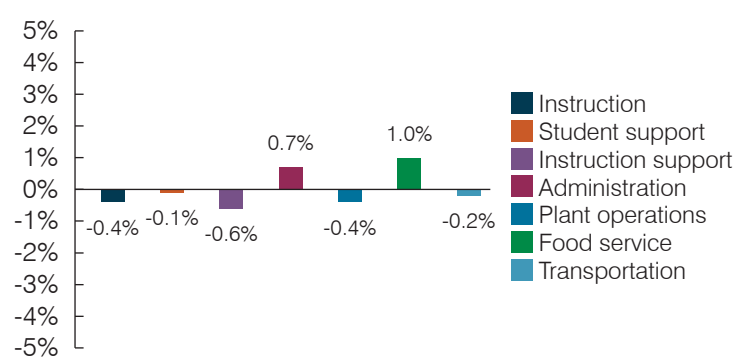
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$864	\$1,047	\$903
	Students per administrative position	72	65	66
Plant operations	Cost per square foot	\$5.14	\$6.60	\$6.49
	Square footage per student	126	145	158
Food service	Cost per meal	\$3.24	\$2.91	\$3.08
Transportation	Cost per mile	\$6.12	\$7.55	\$4.29
	Cost per rider	\$836	\$1,108	\$1,424



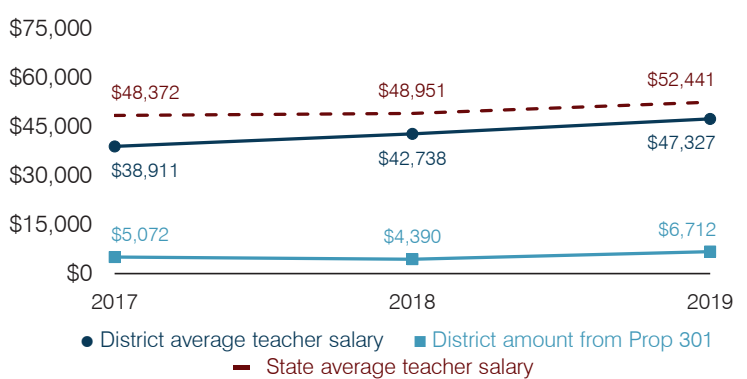
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,958	\$ 4,398	\$ 4,648	\$ 4,869
Student support	690	746	678	754
Instruction support	479	478	551	497
Administration	799	864	1,047	903
Plant operations	618	649	972	1,027
Food service	745	803	672	438
Transportation	253	289	345	417
<b>Total operational</b>	<b>7,542</b>	<b>8,227</b>	<b>8,913</b>	<b>8,905</b>
Land and buildings	571	417	1,393	1,086
Equipment	256	266	556	496
Interest	166	178	344	261
Other	23	28	203	180
<b>Total nonoperational</b>	<b>1,016</b>	<b>889</b>	<b>2,496</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 8,558</b>	<b>\$ 9,116</b>	<b>\$11,409</b>	<b>\$10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

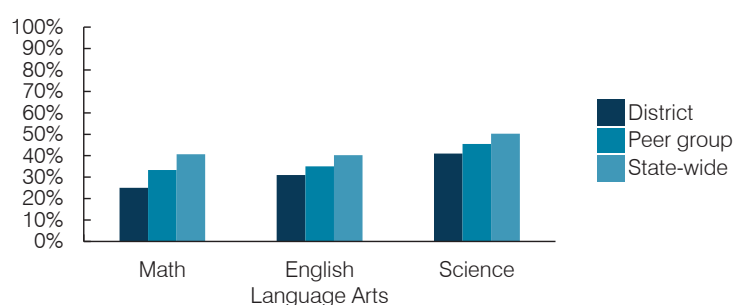


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	16.9	17.7	17.0
Average years of teacher experience	5.3	6.0	5.3
Percentage of teachers in first 3 years	51%	44%	51%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Madison Elementary School District

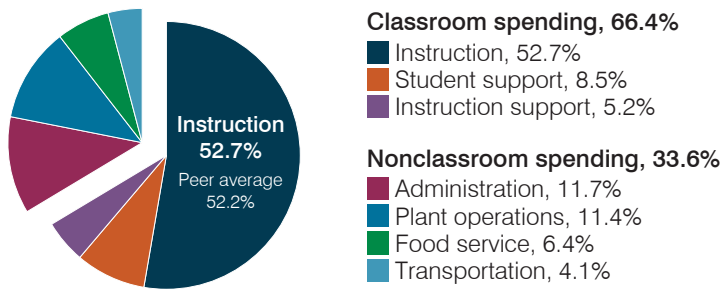
Maricopa County  
 Peer groups: Operational 8 and T-1, Achievement 12<sup>1</sup>  
 Legislative district(s): 24 and 28  
 District location: City  
 Number of schools: 8  
 Graduation rate (2018): N/A

Students attending; Size: 5,690; Medium-large  
 5-year change in students attending: 1% increase  
 Special education population: 8%  
 English learner population: 4%  
 Poverty rate (2018): 13%  
 Free/reduced meal eligibility: 34%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	52.7

## Spending by operational area



## Operational measures relative to peer averages

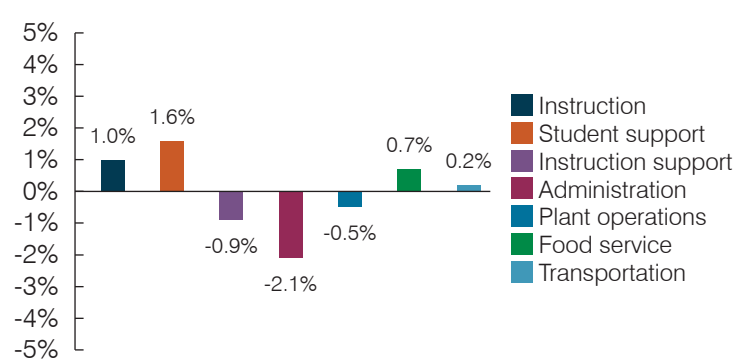
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$962	\$1,047	\$903
	Students per administrative position	67	65	66
Plant operations	Cost per square foot	\$5.76	\$6.60	\$6.49
	Square footage per student	162	145	158
Food service	Cost per meal	\$3.02	\$2.91	\$3.08
Transportation	Cost per mile	\$11.95	\$7.55	\$4.29
	Cost per rider	\$1,394	\$1,108	\$1,424



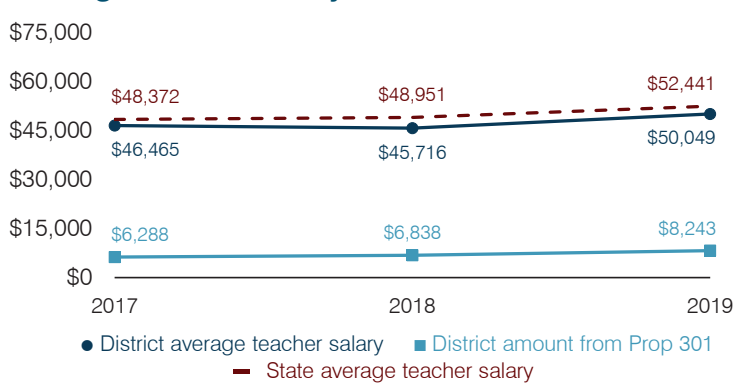
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,962	\$ 4,341	\$ 4,648	\$ 4,869
Student support	592	699	678	754
Instruction support	387	430	551	497
Administration	917	962	1,047	903
Plant operations	810	933	972	1,027
Food service	468	527	672	438
Transportation	311	338	345	417
<b>Total operational</b>	<b>7,447</b>	<b>8,230</b>	<b>8,913</b>	<b>8,905</b>
Land and buildings	5,592	2,042	1,393	1,086
Equipment	381	558	556	496
Interest	720	651	344	261
Other	990	1,123	203	180
<b>Total nonoperational</b>	<b>7,683</b>	<b>4,374</b>	<b>2,496</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 15,130</b>	<b>\$ 12,604</b>	<b>\$ 11,409</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

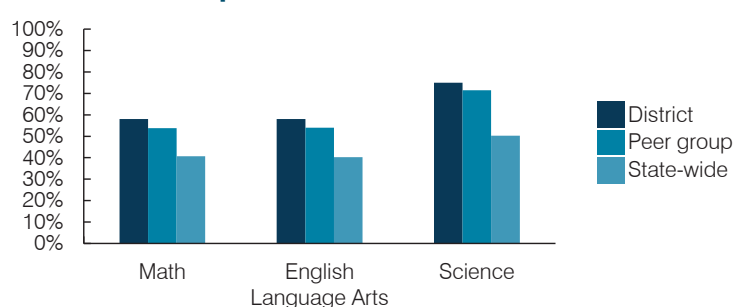


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	20.4	19.7	20.1
Average years of teacher experience	8.4	7.8	8.5
Percentage of teachers in first 3 years	18%	21%	15%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Maine Consolidated School District

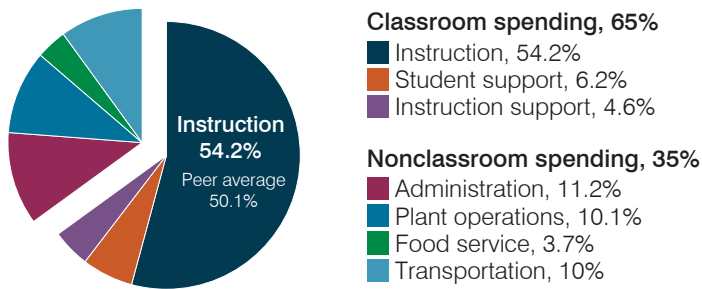
Coconino County  
 Peer groups: Operational 11 and T-11, Achievement 16<sup>1</sup>  
 Legislative district(s): 6  
 District location: Rural  
 Number of schools: 1  
 Graduation rate (2018): N/A

Students attending; Size: 107; Very small  
 5-year change in students attending: 13% increase  
 Special education population: 14%  
 English learner population: 0%  
 Poverty rate (2018): 8%  
 Free/reduced meal eligibility: 55%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	54.2

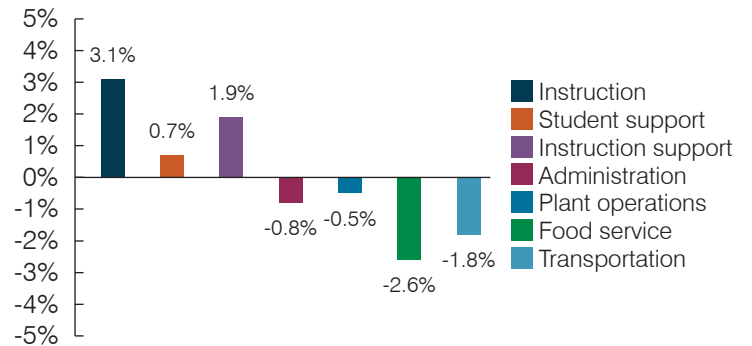
## Spending by operational area



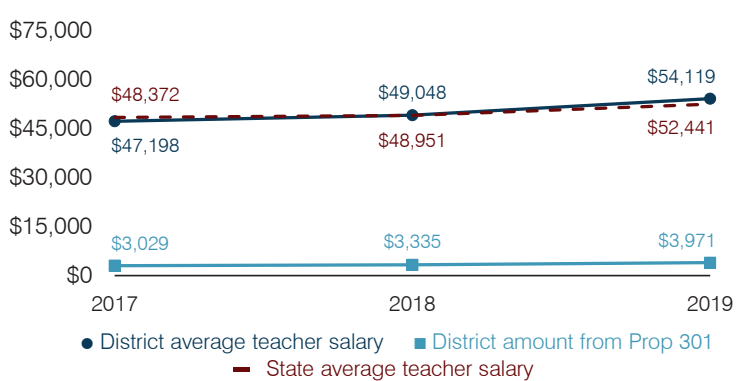
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,219	\$3,398	\$903
	Students per administrative position	54	32	66
Plant operations	Cost per square foot	\$7.28	\$7.70	\$6.49
	Square footage per student	276	382	158
Food service	Cost per meal	\$6.98	\$5.47	\$3.08
Transportation	Cost per mile	\$4.19	\$2.28	\$4.29
	Cost per rider	\$1,978	\$1,665	\$1,424

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



## Average teacher salary and other measures

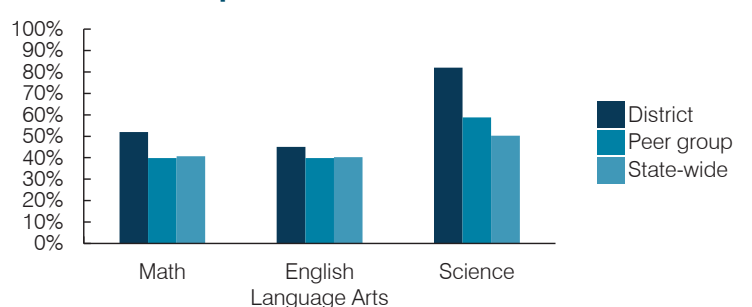


## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 9,532	\$ 10,763	\$ 9,084	\$ 4,869
Student support	1,075	1,230	756	754
Instruction support	649	925	438	497
Administration	2,030	2,219	3,398	903
Plant operations	1,842	2,009	2,665	1,027
Food service	775	731	917	438
Transportation	1,993	1,992	976	417
<b>Total operational</b>	<b>17,896</b>	<b>19,869</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	23	20	1,425	1,086
Equipment	455	1,525	1,013	496
Interest	23	25	28	261
Other	351	338	92	180
<b>Total nonoperational</b>	<b>852</b>	<b>1,908</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 18,748</b>	<b>\$ 21,777</b>	<b>\$ 20,792</b>	<b>\$ 10,928</b>

Measure	2017	2018	2019
Students per teacher	7.7	8.0	7.7
Average years of teacher experience	12.3	14.2	16.1
Percentage of teachers in first 3 years	14%	0%	0%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.



# Mammoth-San Manuel Unified School District

Pinal County

Peer groups: Operational 6 and T-7, Achievement 5<sup>1</sup>

Legislative district(s): 8

District location: Rural

Number of schools: 2

Graduation rate (2018): 91%

Students attending; Size: 596; Small

5-year change in students attending: 32% decrease

Special education population: 21%

English learner population: 1%

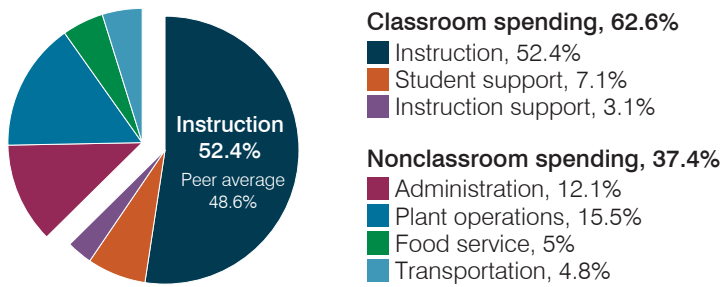
Poverty rate (2018): 25%

Free/reduced meal eligibility: 73%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	52.4

## Spending by operational area



## Operational measures relative to peer averages

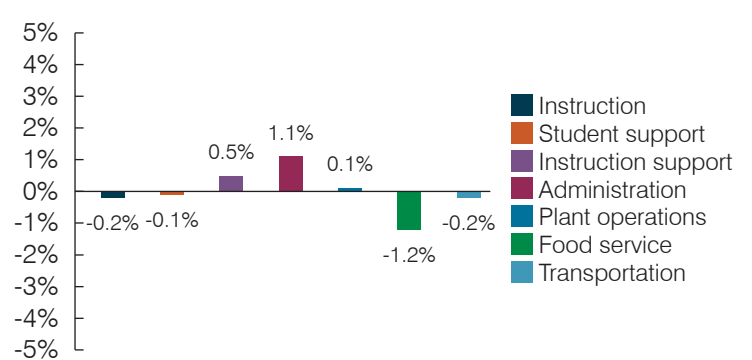
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,382	\$1,750	\$903
	Students per administrative position	40	45	66
Plant operations	Cost per square foot	\$5.64	\$5.35	\$6.49
	Square footage per student	312	315	158
Food service	Cost per meal	\$3.69	\$3.77	\$3.08
Transportation	Cost per mile	\$2.77	\$3.70	\$4.29
	Cost per rider	\$900	\$1,127	\$1,424



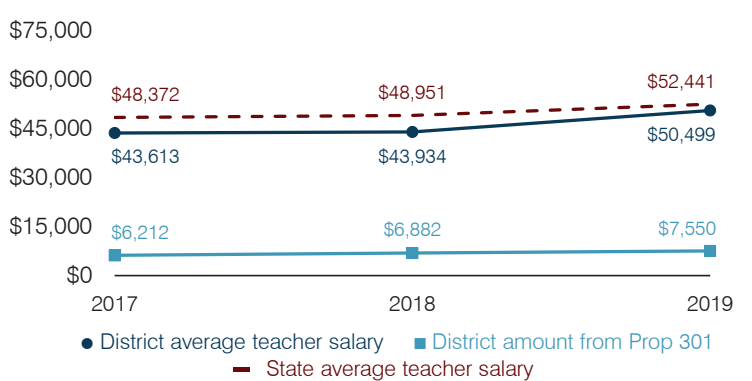
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,812	\$ 5,954	\$ 5,732	\$ 4,869
Student support	631	803	763	754
Instruction support	189	357	364	497
Administration	1,122	1,382	1,750	903
Plant operations	1,511	1,759	1,697	1,027
Food service	480	564	545	438
Transportation	493	545	616	417
<b>Total operational</b>	<b>9,238</b>	<b>11,364</b>	<b>11,467</b>	<b>8,905</b>
Land and buildings	1,025	124	757	1,086
Equipment	328	302	692	496
Interest	5	5	152	261
Other	43	87	64	180
<b>Total nonoperational</b>	<b>1,401</b>	<b>518</b>	<b>1,665</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 10,639</b>	<b>\$ 11,882</b>	<b>\$ 13,132</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

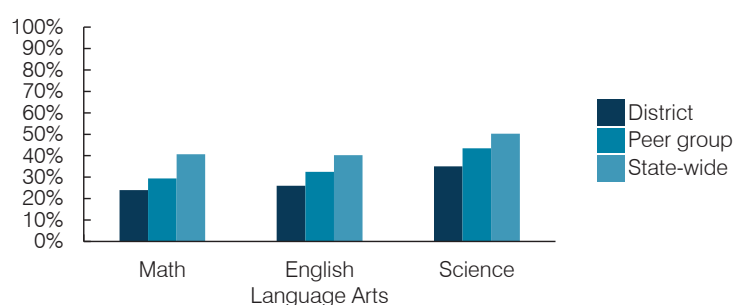


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	16.4	15.7	15.9
Average years of teacher experience	14.0	13.5	15.0
Percentage of teachers in first 3 years	7%	17%	16%

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Marana Unified School District

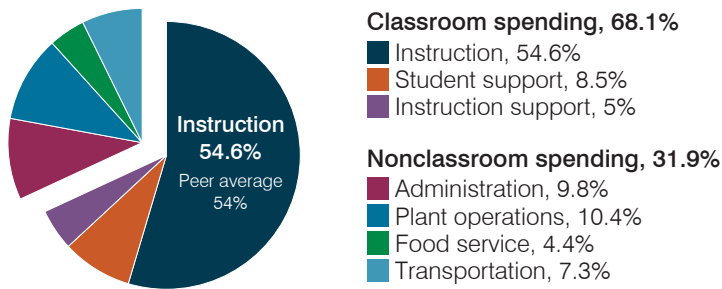
Pima County  
 Peer groups: Operational 2 and T-5, Achievement 2<sup>1</sup>  
 Legislative district(s): 9 and 11  
 District location: Suburb  
 Number of schools: 17  
 Graduation rate (2018): 84%

Students attending; Size: 11,766; Large  
 5-year change in students attending: Less than 1%  
 Special education population: 15%  
 English learner population: 2%  
 Poverty rate (2018): 12%  
 Free/reduced meal eligibility: 39%

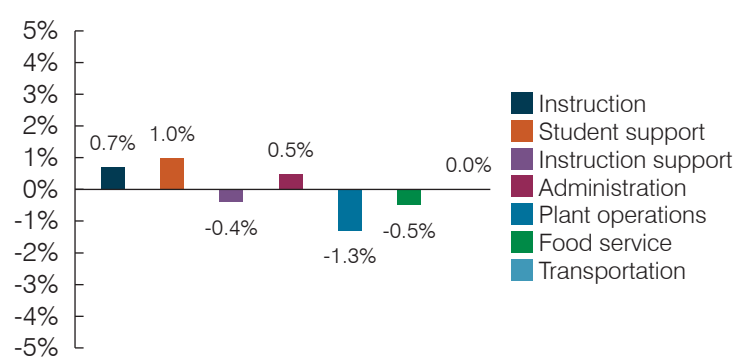
## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	54.6

## Spending by operational area



## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

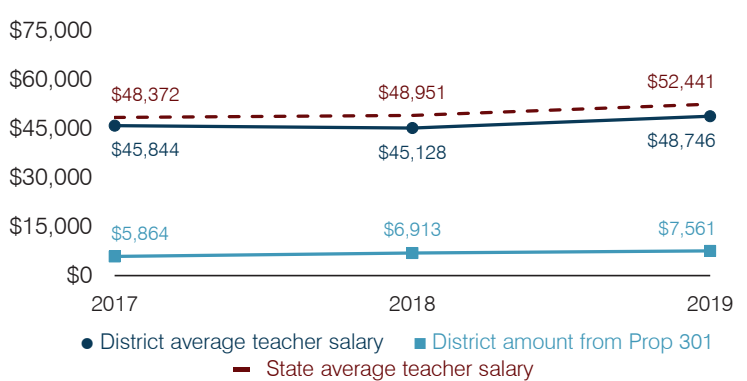


## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$850	\$842	\$903
	Students per administrative position	60	66	66
Plant operations	Cost per square foot	\$5.74	\$6.59	\$6.49
	Square footage per student	158	150	158
Food service	Cost per meal	\$3.46	\$3.25	\$3.08
Transportation	Cost per mile	\$3.71	\$4.10	\$4.29
	Cost per rider	\$1,558	\$1,775	\$1,424



## Average teacher salary and other measures

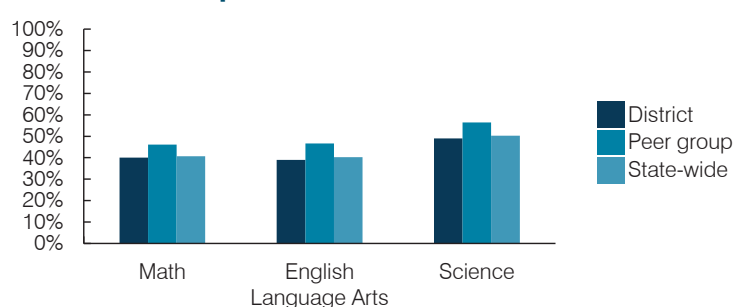


## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,263	\$ 4,747	\$ 4,521	\$ 4,869
Student support	679	738	688	754
Instruction support	420	430	540	497
Administration	877	850	842	903
Plant operations	869	904	976	1,027
Food service	351	380	358	438
Transportation	533	637	457	417
<b>Total operational</b>	<b>7,992</b>	<b>8,686</b>	<b>8,382</b>	<b>8,905</b>
Land and buildings	1,018	2,846	1,683	1,086
Equipment	605	515	540	496
Interest	473	547	254	261
Other	182	204	172	180
<b>Total nonoperational</b>	<b>2,278</b>	<b>4,112</b>	<b>2,649</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 10,270</b>	<b>\$ 12,798</b>	<b>\$ 11,031</b>	<b>\$ 10,928</b>

Measure	2017	2018	2019
Students per teacher	17.4	17.4	17.3
Average years of teacher experience	12.4	12.7	12.4
Percentage of teachers in first 3 years	15%	13%	16%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Maricopa Unified School District

Pinal County

Peer groups: Operational 4 and T-6, Achievement 4<sup>1</sup>

Legislative district(s): 11

District location: Town

Number of schools: 9

Graduation rate (2018): 75%

Students attending; Size: 6,851; Medium-large

5-year change in students attending: 23% increase

Special education population: 16%

English learner population: 3%

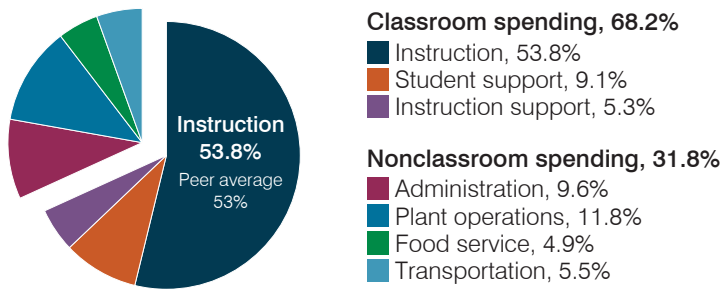
Poverty rate (2018): 13%

Free/reduced meal eligibility: 53%

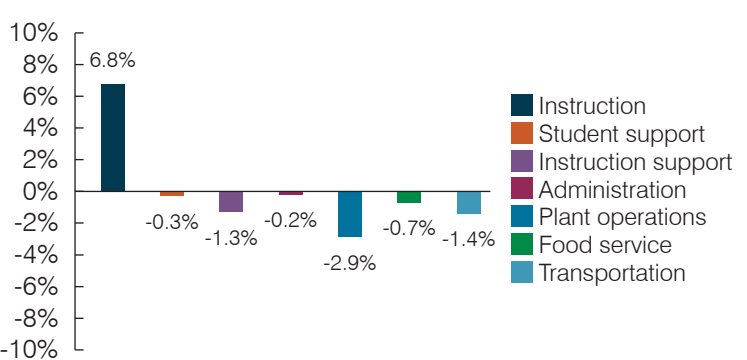
## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	53.8

## Spending by operational area



## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

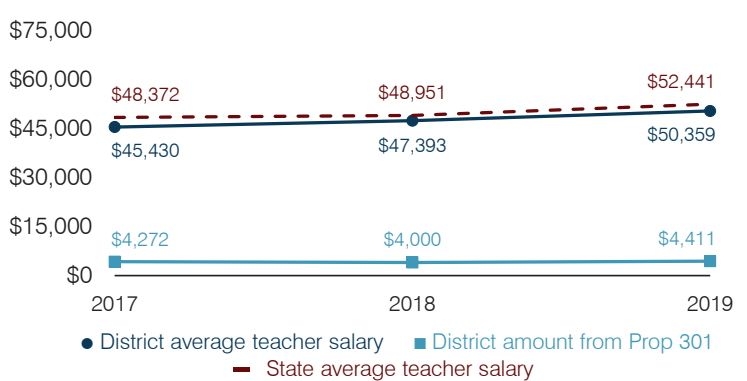


## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$776	\$899	\$903
	Students per administrative position	88	68	66
Plant operations	Cost per square foot	\$6.97	\$5.82	\$6.49
	Square footage per student	138	180	158
Food service	Cost per meal	\$2.79	\$3.28	\$3.08
Transportation	Cost per mile	\$3.98	\$4.23	\$4.29
	Cost per rider	\$1,042	\$768	\$1,424



## Average teacher salary and other measures

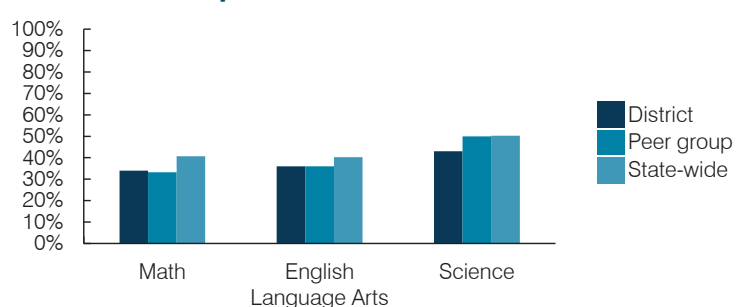


## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,165	\$ 4,369	\$ 4,516	\$ 4,869
Student support	694	738	713	754
Instruction support	426	436	496	497
Administration	699	776	899	903
Plant operations	984	960	1,029	1,027
Food service	385	398	438	438
Transportation	430	448	444	417
<b>Total operational</b>	<b>7,783</b>	<b>8,125</b>	<b>8,535</b>	<b>8,905</b>
Land and buildings	112	236	565	1,086
Equipment	438	373	453	496
Interest	188	167	173	261
Other	50	45	70	180
<b>Total nonoperational</b>	<b>788</b>	<b>821</b>	<b>1,261</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 8,571</b>	<b>\$ 8,946</b>	<b>\$ 9,796</b>	<b>\$ 10,928</b>

Measure	2017	2018	2019
Students per teacher	20.9	19.5	19.0
Average years of teacher experience	8.8	8.8	9.7
Percentage of teachers in first 3 years	18%	18%	12%

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Mayer Unified School District

Yavapai County

Peer groups: Operational 6 and T-10, Achievement 7<sup>1</sup>

Legislative district(s): 1

District location: Rural

Number of schools: 2

Graduation rate (2018): 73%

Students attending; Size: 487; Small

5-year change in students attending: 10% decrease

Special education population: 21%

English learner population: 1%

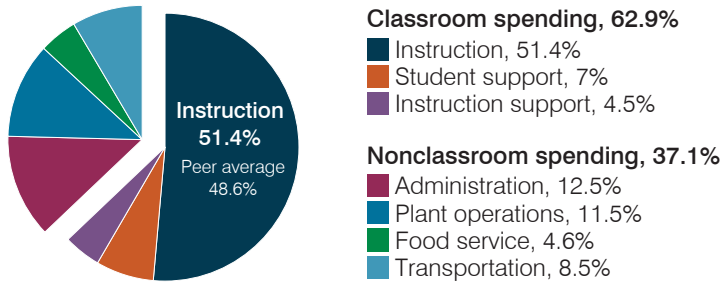
Poverty rate (2018): 35%

Free/reduced meal eligibility: 87%

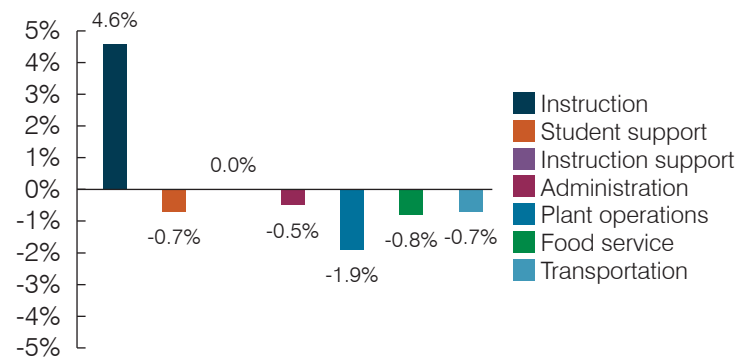
## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	51.4

## Spending by operational area



## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

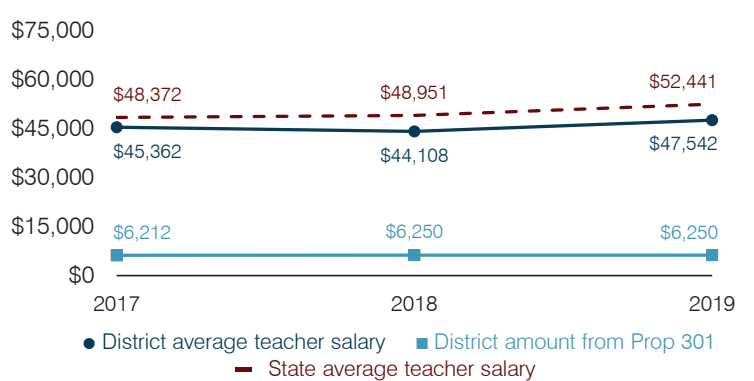


## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,493	\$1,750	\$903
	Students per administrative position	71	45	66
Plant operations	Cost per square foot	\$5.68	\$5.35	\$6.49
	Square footage per student	243	315	158
Food service	Cost per meal	\$3.49	\$3.77	\$3.08
Transportation	Cost per mile	\$2.51	\$2.20	\$4.29
	Cost per rider	\$1,551	\$1,962	\$1,424



## Average teacher salary and other measures

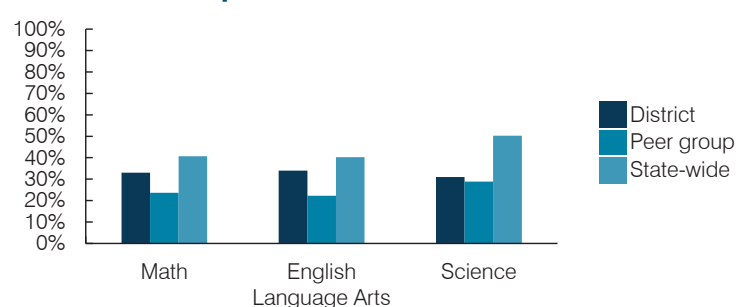


## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,982	\$ 6,152	\$ 5,732	\$ 4,869
Student support	875	836	763	754
Instruction support	364	540	364	497
Administration	1,672	1,493	1,750	903
Plant operations	1,443	1,378	1,697	1,027
Food service	558	553	545	438
Transportation	1,045	1,010	616	417
<b>Total operational</b>	<b>11,939</b>	<b>11,962</b>	<b>11,467</b>	<b>8,905</b>
Land and buildings	135	187	757	1,086
Equipment	299	613	692	496
Interest	182	159	152	261
Other	17	14	64	180
<b>Total nonoperational</b>	<b>633</b>	<b>973</b>	<b>1,665</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 12,572</b>	<b>\$ 12,935</b>	<b>\$ 13,132</b>	<b>\$ 10,928</b>

Measure	2017	2018	2019
Students per teacher	14.5	13.1	13.5
Average years of teacher experience	16.2	13.6	13.7
Percentage of teachers in first 3 years	9%	16%	15%

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# McNary Elementary School District

Apache County

Peer groups: Operational 11 and T-11, Achievement 20<sup>1</sup>

Legislative district(s): 7

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 116; Very small

5-year change in students attending: 2% decrease

Special education population: 14%

English learner population: 0%

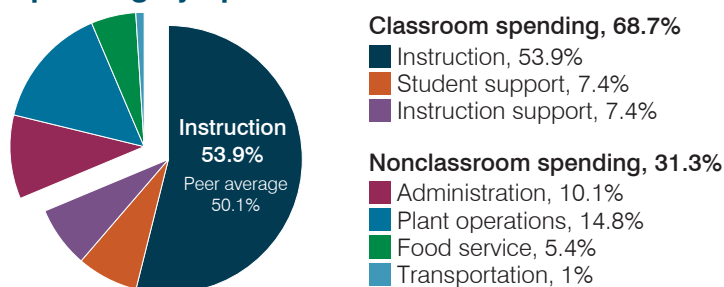
Poverty rate (2018): 42%

Free/reduced meal eligibility: N/A

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	53.9

## Spending by operational area



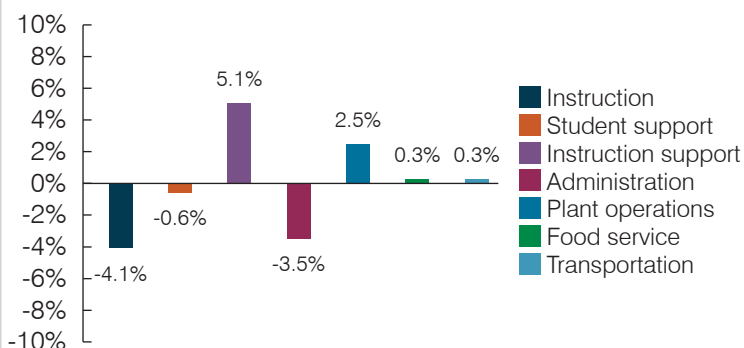
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,918	\$3,398	\$903
	Students per administrative position	29	32	66
Plant operations	Cost per square foot	\$8.21	\$7.70	\$6.49
	Square footage per student	341	382	158
Food service	Cost per meal	\$4.44	\$5.47	\$3.08
Transportation	Cost per mile	\$1.69	\$2.28	\$4.29
	Cost per rider	\$765	\$1,665	\$1,424

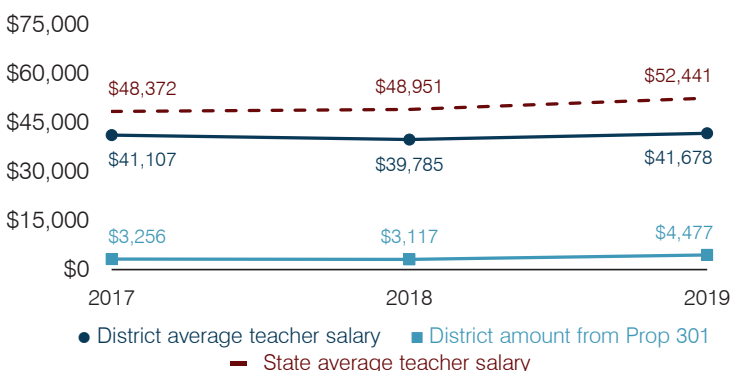
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 8,639	\$ 10,235	\$ 9,084	\$ 4,869
Student support	1,267	1,416	756	754
Instruction support	360	1,402	438	497
Administration	2,304	1,918	3,398	903
Plant operations	2,023	2,803	2,665	1,027
Food service	903	1,022	917	438
Transportation	62	197	976	417
<b>Total operational</b>	<b>15,558</b>	<b>18,993</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	0	0	1,425	1,086
Equipment	595	1,792	1,013	496
Interest	0	2	28	261
Other	0	0	92	180
<b>Total nonoperational</b>	<b>595</b>	<b>1,794</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 16,153</b>	<b>\$ 20,787</b>	<b>\$ 20,792</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

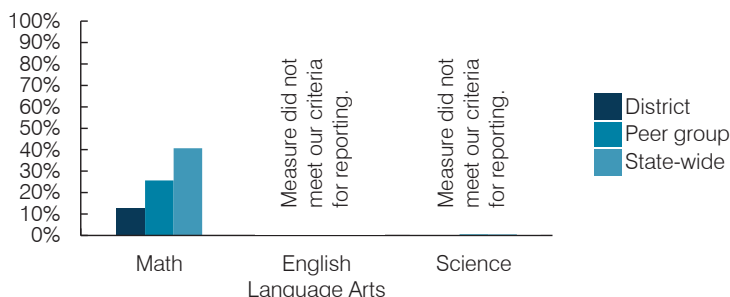


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	10.3	11.2	9.7
Average years of teacher experience	9.3	10.0	9.3
Percentage of teachers in first 3 years	17%	17%	25%

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# McNeal Elementary School District

Cochise County

Peer groups: Operational 11 and T-11, Achievement 17<sup>1</sup>

Legislative district(s): 14

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 44; Very small

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

Special education population: 23%

English learner population: 0%

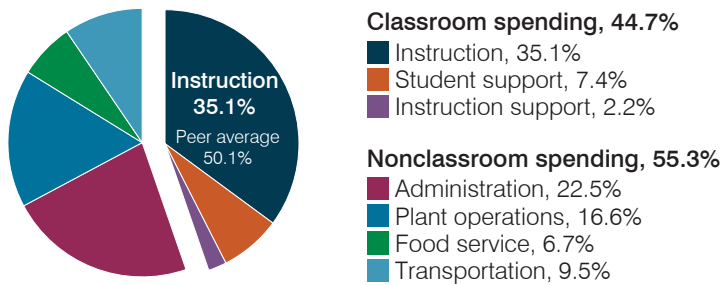
Poverty rate (2018): 18%

Free/reduced meal eligibility: 63%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	35.1

## Spending by operational area



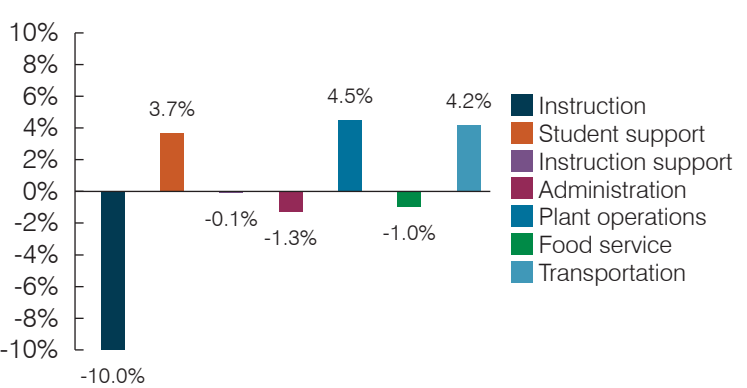
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,569	\$3,398	\$903
	Students per administrative position	21	32	66
Plant operations	Cost per square foot	\$12.13	\$7.70	\$6.49
	Square footage per student	218	382	158
Food service	Cost per meal	\$4.57	\$5.47	\$3.08
Transportation	Cost per mile	\$1.55	\$2.28	\$4.29
	Cost per rider	\$2,988	\$1,665	\$1,424

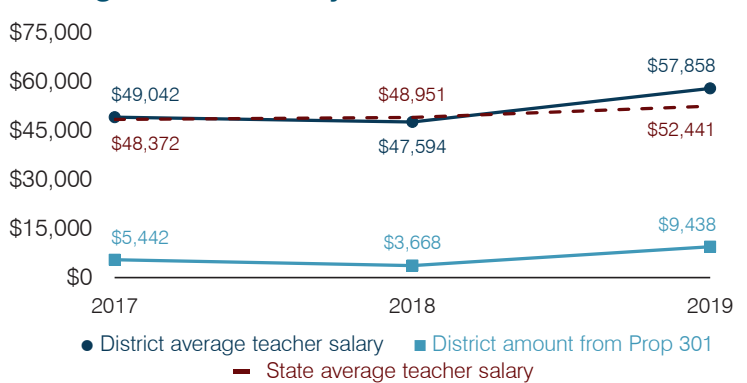
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,724	\$ 5,571	\$ 9,084	\$ 4,869
Student support	832	1,176	756	754
Instruction support	142	349	438	497
Administration	2,480	3,569	3,398	903
Plant operations	1,730	2,642	2,665	1,027
Food service	832	1,074	917	438
Transportation	1,137	1,506	976	417
<b>Total operational</b>	<b>12,877</b>	<b>15,887</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	0	0	1,425	1,086
Equipment	198	1,448	1,013	496
Interest	16	0	28	261
Other	292	0	92	180
<b>Total nonoperational</b>	<b>506</b>	<b>1,448</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 13,383</b>	<b>\$ 17,335</b>	<b>\$ 20,792</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

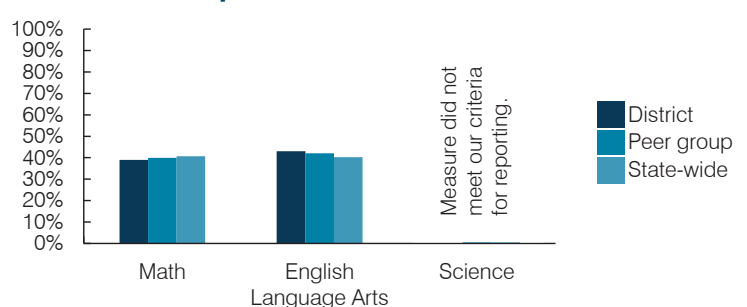


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	14.5	13.3	21.8
Average years of teacher experience	23.5	18.0	18.9
Percentage of teachers in first 3 years	0%	0%	0%

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Mesa Unified School District

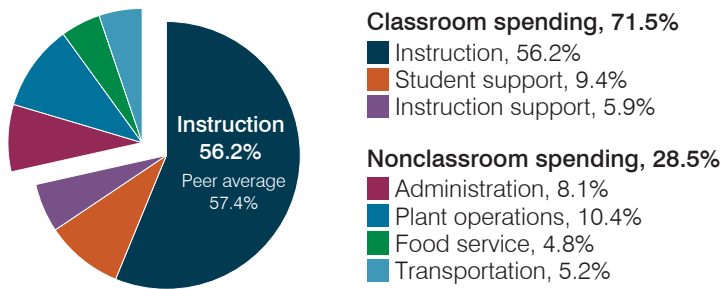
Maricopa County  
 Peer groups: Operational 1 and T-4, Achievement 3<sup>1</sup>  
 Legislative district(s): 16, 17, 18, 23, 25, and 26  
 District location: City  
 Number of schools: 75  
 Graduation rate (2018): 79%

Students attending; Size: 59,613; Very large  
 5-year change in students attending: 2% decrease  
 Special education population: 15%  
 English learner population: 6%  
 Poverty rate (2018): 18%  
 Free/reduced meal eligibility: 56%

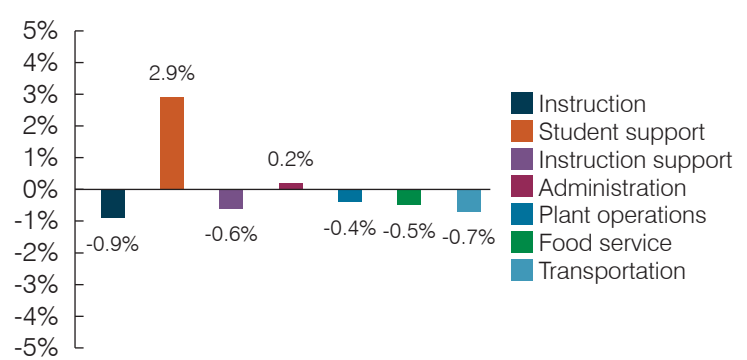
## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	56.2

## Spending by operational area



## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

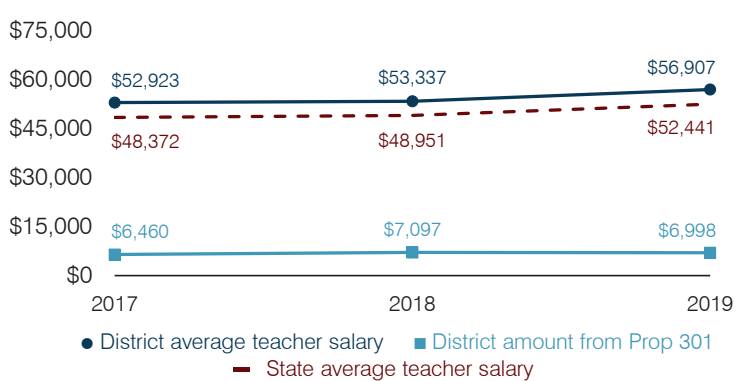


## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$719	\$746	\$903
	Students per administrative position	64	78	66
Plant operations	Cost per square foot	\$6.60	\$6.37	\$6.49
	Square footage per student	141	150	158
Food service	Cost per meal	\$2.95	\$2.92	\$3.08
Transportation	Cost per mile	\$4.83	\$4.02	\$4.29
	Cost per rider	\$1,594	\$1,407	\$1,424

Very low | Low | Comparable | High | Very high

## Average teacher salary and other measures

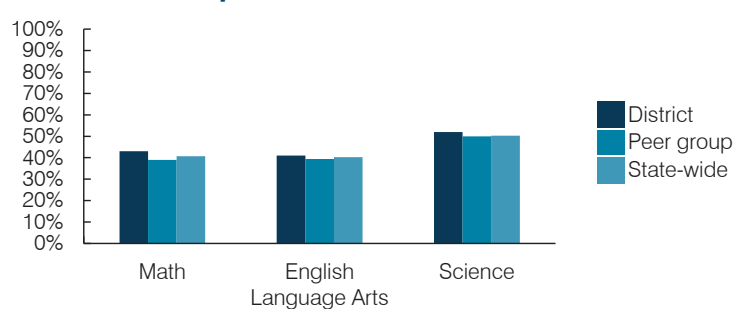


## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,599	\$ 5,017	\$ 4,901	\$ 4,869
Student support	733	839	773	754
Instruction support	495	528	427	497
Administration	697	719	746	903
Plant operations	901	933	949	1,027
Food service	421	429	341	438
Transportation	458	465	381	417
<b>Total operational</b>	<b>8,304</b>	<b>8,930</b>	<b>8,518</b>	<b>8,905</b>
Land and buildings	506	379	658	1,086
Equipment	178	378	376	496
Interest	151	155	288	261
Other	129	128	217	180
<b>Total nonoperational</b>	<b>964</b>	<b>1,040</b>	<b>1,539</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 9,268</b>	<b>\$ 9,970</b>	<b>\$10,057</b>	<b>\$10,928</b>

Measure	2017	2018	2019
Students per teacher	19.5	19.4	18.6
Average years of teacher experience	13.6	13.5	13.6
Percentage of teachers in first 3 years	17%	16%	16%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Miami Unified School District

Gila County

Peer groups: Operational 5 and T-7, Achievement 7<sup>1</sup>

Legislative district(s): 8

District location: Rural

Number of schools: 3

Graduation rate (2018): NR

Students attending; Size: 974; Medium

5-year change in students attending: 10% decrease

Special education population: 9%

English learner population: 3%

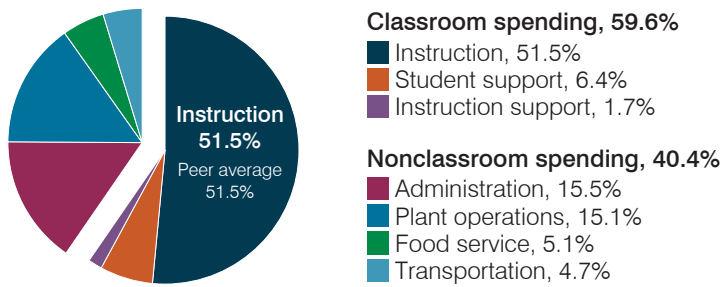
Poverty rate (2018): 41%

Free/reduced meal eligibility: 64%

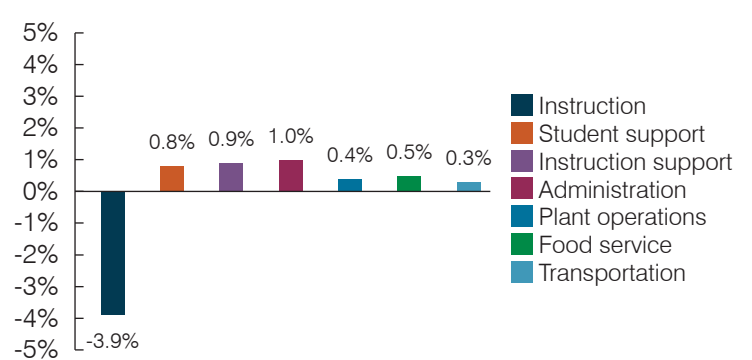
## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	51.5

## Spending by operational area



## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

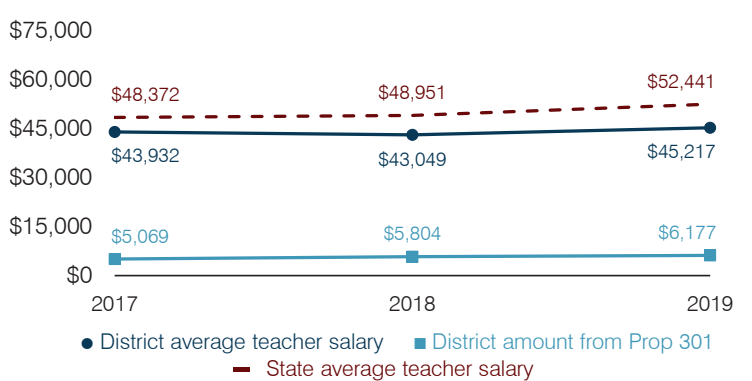


## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,334	\$1,190	\$903
	Students per administrative position	54	60	66
Plant operations	Cost per square foot	\$5.17	\$5.67	\$6.49
	Square footage per student	251	257	158
Food service	Cost per meal	\$3.90	\$3.60	\$3.08
Transportation	Cost per mile	\$5.14	\$3.70	\$4.29
	Cost per rider	\$1,324	\$1,127	\$1,424



## Average teacher salary and other measures

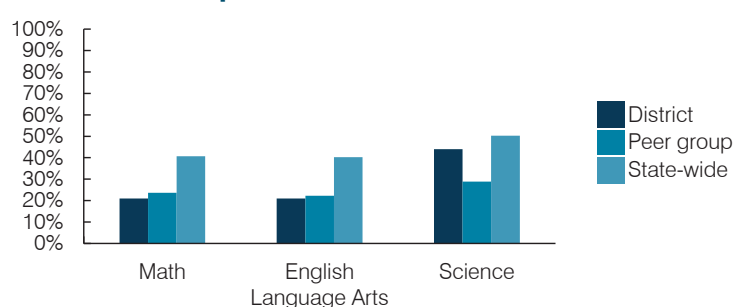


## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,418	\$ 4,423	\$ 5,148	\$ 4,869
Student support	469	548	655	754
Instruction support	155	145	436	497
Administration	1,242	1,334	1,190	903
Plant operations	1,232	1,295	1,416	1,027
Food service	449	444	428	438
Transportation	370	407	546	417
<b>Total operational</b>	<b>8,335</b>	<b>8,596</b>	<b>9,819</b>	<b>8,905</b>
Land and buildings	315	123	1,012	1,086
Equipment	562	654	658	496
Interest	28	24	238	261
Other	1	7	84	180
<b>Total nonoperational</b>	<b>906</b>	<b>808</b>	<b>1,992</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 9,241</b>	<b>\$ 9,404</b>	<b>\$11,811</b>	<b>\$10,928</b>

Measure	2017	2018	2019
Students per teacher	18.9	17.1	17.8
Average years of teacher experience	17.5	16.5	15.8
Percentage of teachers in first 3 years	5%	14%	20%

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.



# Mingus Union High School District

Yavapai County

Peer groups: Operational 5 and T-7, Achievement 11<sup>1</sup>

Legislative district(s): 1 and 6

District location: Town

Number of schools: 1

Graduation rate (2018): 80%

Students attending; Size: 1,253; Medium

5-year change in students attending: 1% increase

Special education population: 9%

English learner population: 3%

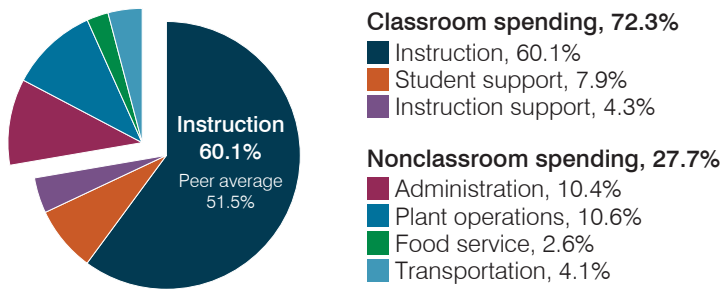
Poverty rate (2018): 22%

Free/reduced meal eligibility: 65%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	60.1

## Spending by operational area



## Operational measures relative to peer averages

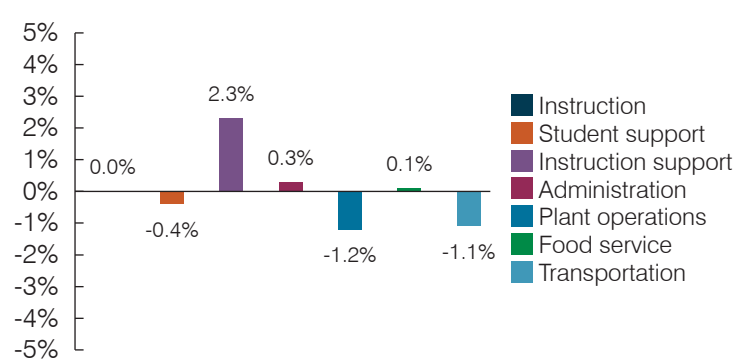
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$865	\$1,190	\$903
	Students per administrative position	122	60	66
Plant operations	Cost per square foot	\$5.40	\$5.67	\$6.49
	Square footage per student	162	257	158
Food service	Cost per meal	\$3.67	\$3.60	\$3.08
Transportation	Cost per mile	\$4.03	\$3.70	\$4.29
	Cost per rider	\$1,404	\$1,127	\$1,424



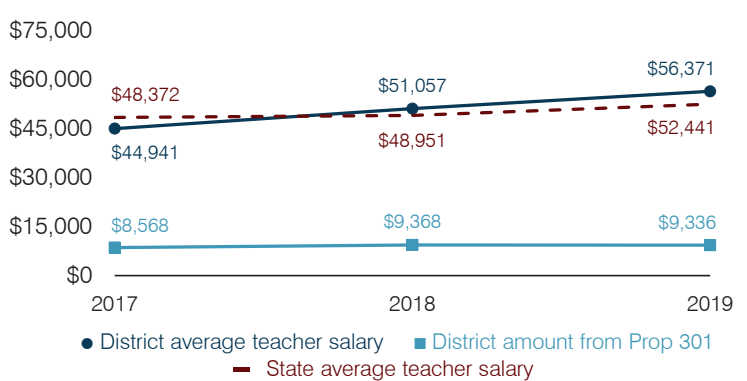
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,219	\$ 4,980	\$ 5,148	\$ 4,869
Student support	716	656	655	754
Instruction support	293	356	436	497
Administration	861	865	1,190	903
Plant operations	826	874	1,416	1,027
Food service	193	213	428	438
Transportation	315	342	546	417
<b>Total operational</b>	<b>7,423</b>	<b>8,286</b>	<b>9,819</b>	<b>8,905</b>
Land and buildings	746	44	1,012	1,086
Equipment	380	334	658	496
Interest	354	317	238	261
Other	53	36	84	180
<b>Total nonoperational</b>	<b>1,533</b>	<b>731</b>	<b>1,992</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 8,956</b>	<b>\$ 9,017</b>	<b>\$11,811</b>	<b>\$10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

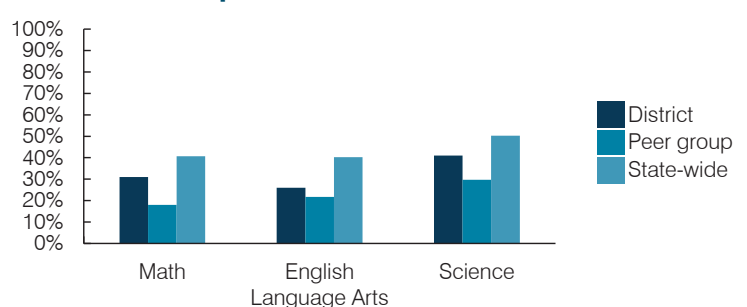


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	20.7	20.9	20.1
Average years of teacher experience	10.2	11.8	11.0
Percentage of teachers in first 3 years	20%	17%	25%

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Mobile Elementary School District

Maricopa County

Peer groups: Operational 11 and T-11, Achievement 18<sup>1</sup>

Legislative district(s): 4

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 20; Very small

5-year change in students attending: 16% decrease

Special education population: 10%

English learner population: 0%

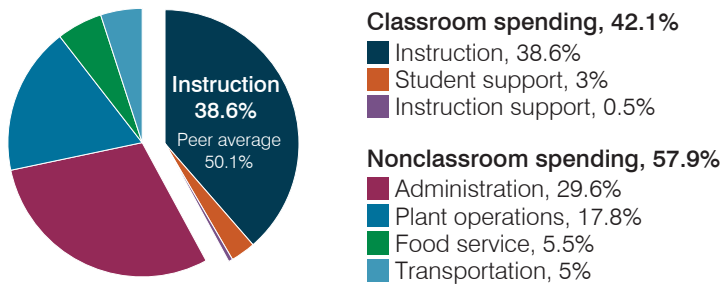
Poverty rate (2018): 27%

Free/reduced meal eligibility: 80%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	38.6

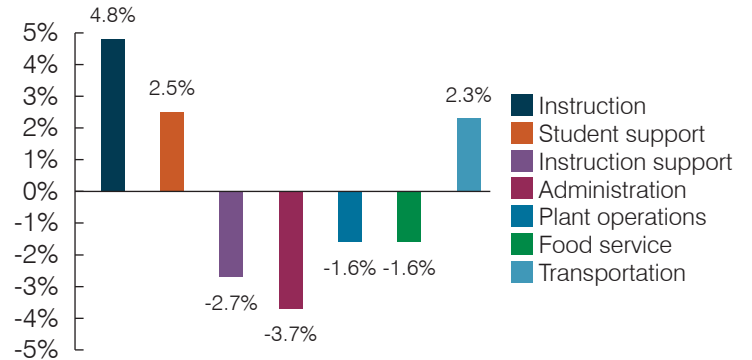
## Spending by operational area



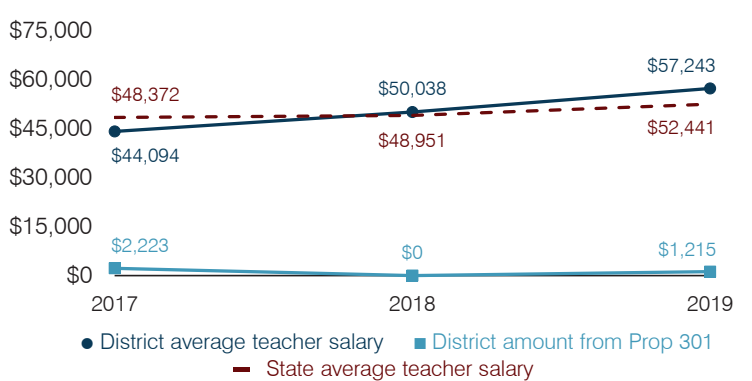
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$10,846	\$3,398	\$903
	Students per administrative position	8	32	66
Plant operations	Cost per square foot	\$5.77	\$7.70	\$6.49
	Square footage per student	1,127	382	158
Food service	Cost per meal	\$7.02	\$5.47	\$3.08
Transportation	Cost per mile	\$2.36	\$2.28	\$4.29
	Cost per rider	\$2,326	\$1,665	\$1,424

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



## Average teacher salary and other measures



## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 15,326	\$ 14,130	\$ 9,084	\$ 4,869
Student support	876	1,108	756	754
Instruction support	302	198	438	497
Administration	12,155	10,846	3,398	903
Plant operations	6,861	6,504	2,665	1,027
Food service	1,780	2,002	917	438
Transportation	2,702	1,833	976	417
<b>Total operational</b>	<b>40,002</b>	<b>36,621</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	0	0	1,425	1,086
Equipment	878	8,337	1,013	496
Interest	5	0	28	261
Other	110	33	92	180
<b>Total nonoperational</b>	<b>993</b>	<b>8,370</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 40,995</b>	<b>\$ 44,991</b>	<b>\$ 20,792</b>	<b>\$ 10,928</b>

Measure	2017	2018	2019
Students per teacher	5.1	4.8	6.8
Average years of teacher experience	10.1	10.0	9.8
Percentage of teachers in first 3 years	0%	11%	0%

## Students who passed State assessments<sup>2</sup>

Measure did not meet our criteria for reporting.

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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Mohave Valley Elementary School District

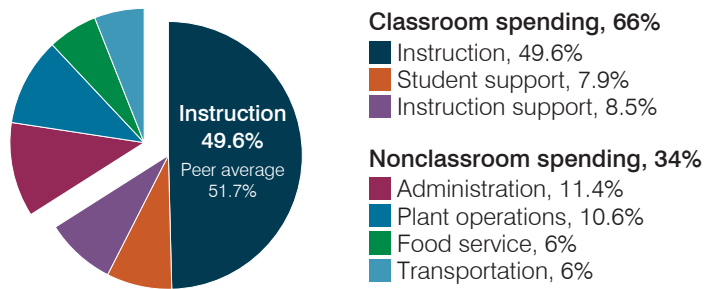
Mohave County  
 Peer groups: Operational 9 and T-7, Achievement 18<sup>1</sup>  
 Legislative district(s): 5  
 District location: Town  
 Number of schools: 3  
 Graduation rate (2018): N/A

Students attending; Size: 1,001; Medium  
 5-year change in students attending: 30% decrease  
 Special education population: 15%  
 English learner population: 2%  
 Poverty rate (2018): 24%  
 Free/reduced meal eligibility: 76%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	49.6

## Spending by operational area



## Operational measures relative to peer averages

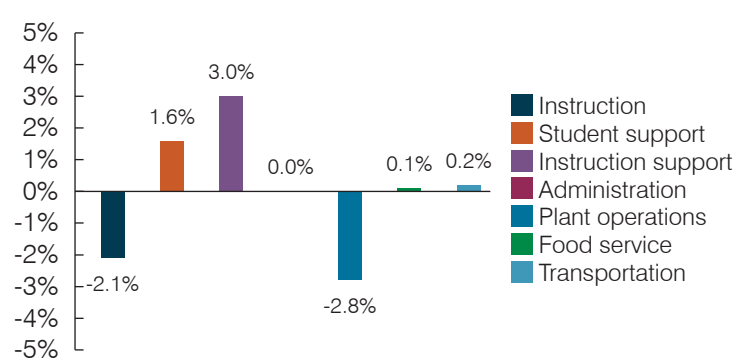
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,224	\$1,141	\$903
	Students per administrative position	77	60	66
Plant operations	Cost per square foot	\$5.20	\$6.68	\$6.49
	Square footage per student	220	161	158
Food service	Cost per meal	\$2.91	\$3.16	\$3.08
Transportation	Cost per mile	\$2.88	\$3.70	\$4.29
	Cost per rider	\$1,014	\$1,127	\$1,424



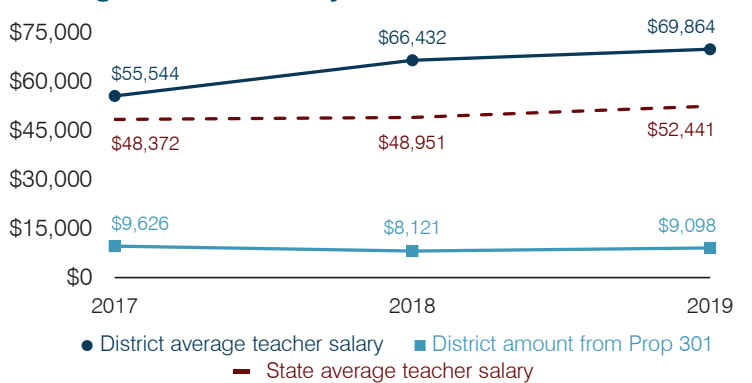
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,843	\$ 5,345	\$ 4,638	\$ 4,869
Student support	811	855	567	754
Instruction support	873	915	481	497
Administration	991	1,224	1,141	903
Plant operations	1,072	1,144	1,054	1,027
Food service	623	648	599	438
Transportation	565	646	498	417
<b>Total operational</b>	<b>9,778</b>	<b>10,777</b>	<b>8,978</b>	<b>8,905</b>
Land and buildings	26	359	265	1,086
Equipment	366	131	486	496
Interest	0	0	72	261
Other	91	101	134	180
<b>Total nonoperational</b>	<b>483</b>	<b>591</b>	<b>957</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 10,261</b>	<b>\$ 11,368</b>	<b>\$ 9,935</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

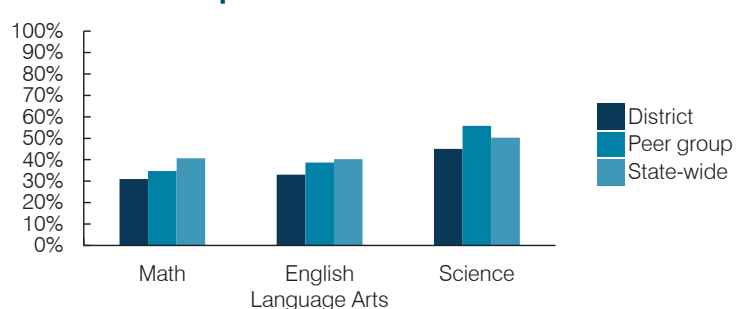


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	20.8	20.1	18.9
Average years of teacher experience	9.0	8.9	9.4
Percentage of teachers in first 3 years	13%	6%	8%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Mohawk Valley Elementary School District

Yuma County

Peer groups: Operational 11 and T-11, Achievement 18<sup>1</sup>

Legislative district(s): 4 and 13

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 148; Very small

5-year change in students attending: 4% increase

Special education population: 23%

English learner population: 11%

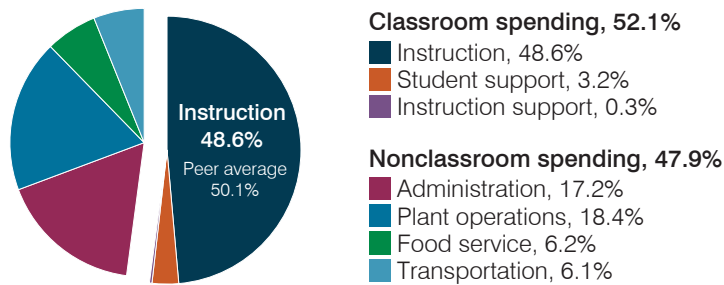
Poverty rate (2018): 27%

Free/reduced meal eligibility: 85%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	48.6

## Spending by operational area



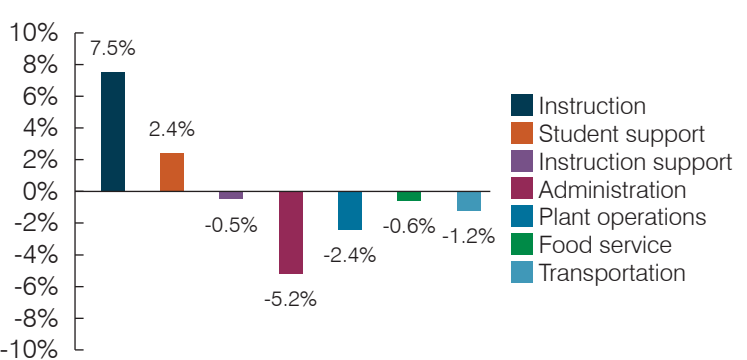
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,068	\$3,398	\$903
	Students per administrative position	49	32	66
Plant operations	Cost per square foot	\$6.86	\$7.70	\$6.49
	Square footage per student	323	382	158
Food service	Cost per meal	\$3.81	\$5.47	\$3.08
Transportation	Cost per mile	\$2.78	\$2.28	\$4.29
	Cost per rider	\$4,180	\$1,665	\$1,424

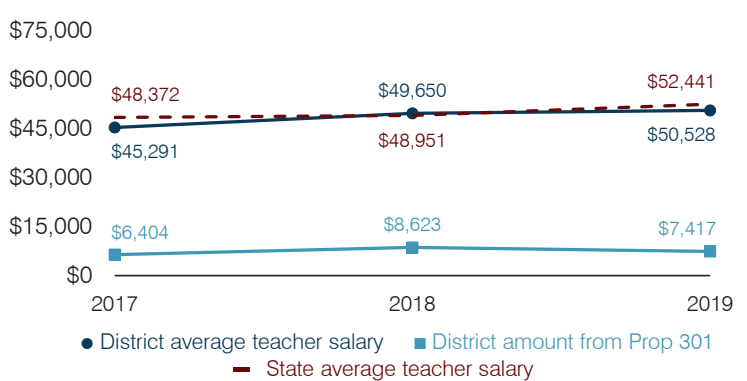
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,149	\$ 5,838	\$ 9,084	\$ 4,869
Student support	440	392	756	754
Instruction support	42	32	438	497
Administration	2,012	2,068	3,398	903
Plant operations	2,010	2,212	2,665	1,027
Food service	837	748	917	438
Transportation	553	733	976	417
<b>Total operational</b>	<b>11,043</b>	<b>12,023</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	948	257	1,425	1,086
Equipment	780	562	1,013	496
Interest	2	30	28	261
Other	16	0	92	180
<b>Total nonoperational</b>	<b>1,746</b>	<b>849</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 12,789</b>	<b>\$ 12,872</b>	<b>\$ 20,792</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

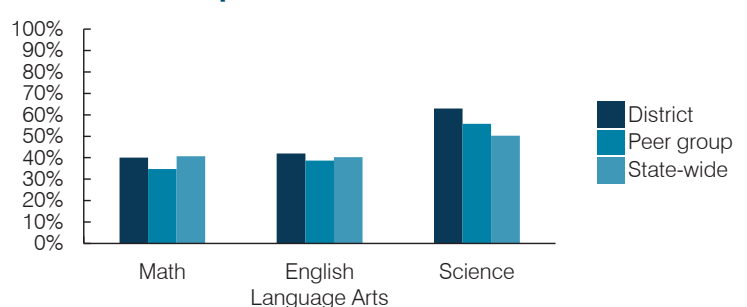


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	19.4	18.6	18.5
Average years of teacher experience	16.4	17.1	15.2
Percentage of teachers in first 3 years	22%	11%	18%

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Morenci Unified School District

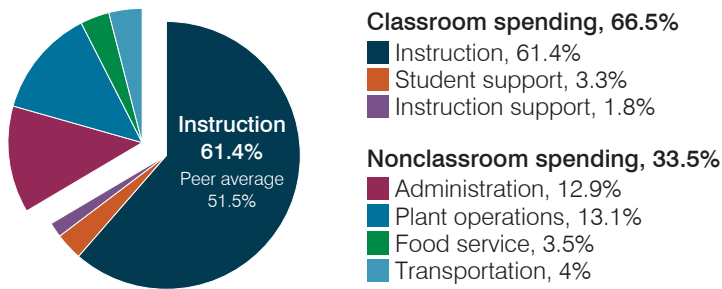
Greenlee County  
 Peer groups: Operational 5 and T-6, Achievement 4<sup>1</sup>  
 Legislative district(s): 14  
 District location: Town  
 Number of schools: 3  
 Graduation rate (2018): 95%

Students attending; Size: 1,335; Medium  
 5-year change in students attending: 4% increase  
 Special education population: 8%  
 English learner population: 1%  
 Poverty rate (2018): 9%  
 Free/reduced meal eligibility: 41%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	61.4

## Spending by operational area



## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,258	\$1,190	\$903
	Students per administrative position	62	60	66
Plant operations	Cost per square foot	\$4.96	\$5.67	\$6.49
	Square footage per student	257	257	158
Food service	Cost per meal	\$3.46	\$3.60	\$3.08
Transportation	Cost per mile	\$5.27	\$4.23	\$4.29
	Cost per rider	\$1,035	\$768	\$1,424



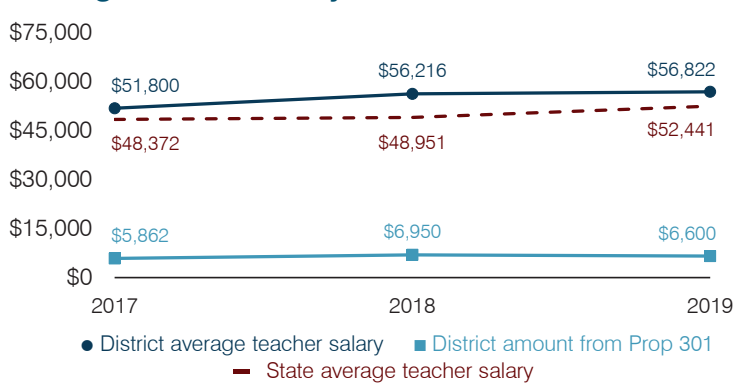
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,420	\$ 5,964	\$ 5,148	\$ 4,869
Student support	290	317	655	754
Instruction support	152	180	436	497
Administration	1,336	1,258	1,190	903
Plant operations	1,081	1,274	1,416	1,027
Food service	313	337	428	438
Transportation	380	388	546	417
<b>Total operational</b>	<b>8,972</b>	<b>9,718</b>	<b>9,819</b>	<b>8,905</b>
Land and buildings	92	838	1,012	1,086
Equipment	211	624	658	496
Interest	14	23	238	261
Other	801	863	84	180
<b>Total nonoperational</b>	<b>1,118</b>	<b>2,348</b>	<b>1,992</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 10,090</b>	<b>\$ 12,066</b>	<b>\$ 11,811</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

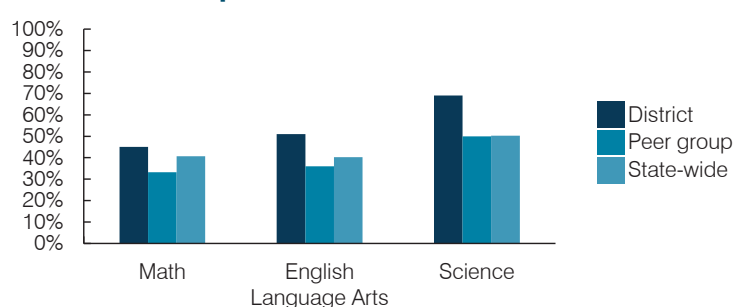


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	17.5	18.1	17.3
Average years of teacher experience	12.6	13.5	13.7
Percentage of teachers in first 3 years	10%	8%	8%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Morristown Elementary School District

Maricopa County

Peer groups: Operational 11 and T-11, Achievement 16<sup>1</sup>

Legislative district(s): 13

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 109; Very small

5-year change in students attending: 16% decrease

Special education population: 19%

English learner population: 0%

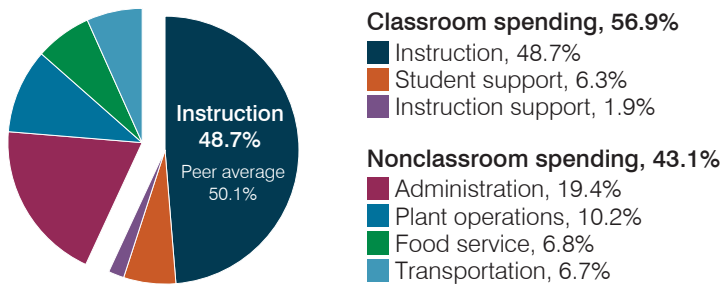
Poverty rate (2018): 9%

Free/reduced meal eligibility: 72%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	48.7

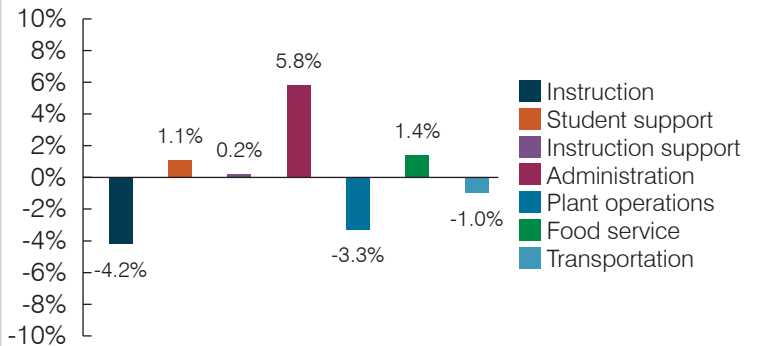
## Spending by operational area



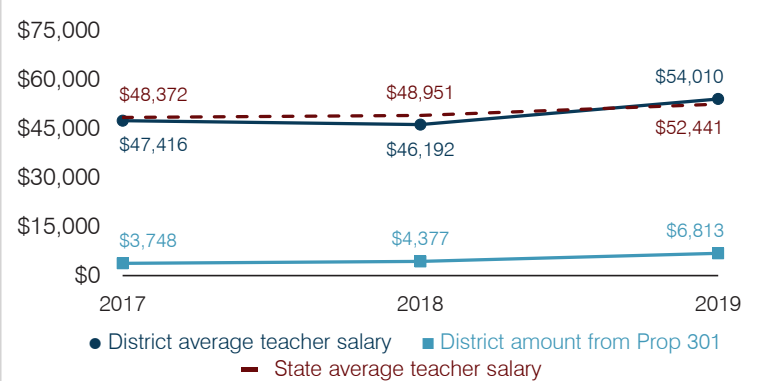
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,518	\$3,398	\$903
	Students per administrative position	54	32	66
Plant operations	Cost per square foot	\$4.27	\$7.70	\$6.49
	Square footage per student	309	382	158
Food service	Cost per meal	\$3.53	\$5.47	\$3.08
Transportation	Cost per mile	\$3.47	\$2.28	\$4.29
	Cost per rider	\$1,343	\$1,665	\$1,424

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



## Average teacher salary and other measures

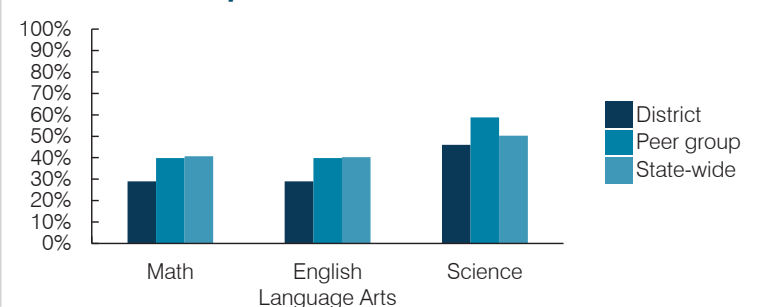


## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,567	\$ 6,315	\$ 9,084	\$ 4,869
Student support	466	816	756	754
Instruction support	61	253	438	497
Administration	1,385	2,518	3,398	903
Plant operations	1,039	1,320	2,665	1,027
Food service	794	881	917	438
Transportation	1,085	876	976	417
<b>Total operational</b>	<b>10,397</b>	<b>12,979</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	3,446	3,086	1,425	1,086
Equipment	920	746	1,013	496
Interest	0	0	28	261
Other	47	44	92	180
<b>Total nonoperational</b>	<b>4,413</b>	<b>3,876</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 14,810</b>	<b>\$ 16,855</b>	<b>\$20,792</b>	<b>\$10,928</b>

Measure	2017	2018	2019
Students per teacher	10.2	12.7	13.6
Average years of teacher experience	20.0	19.7	19.5
Percentage of teachers in first 3 years	0%	0%	0%

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Murphy Elementary School District

Maricopa County

Peer groups: Operational 8 and T-1, Achievement 14<sup>1</sup>

Legislative district(s): 19 and 27

District location: City

Number of schools: 4

Graduation rate (2018): N/A

Students attending; Size: 1,491; Medium

5-year change in students attending: 16% decrease

Special education population: 11%

English learner population: 32%

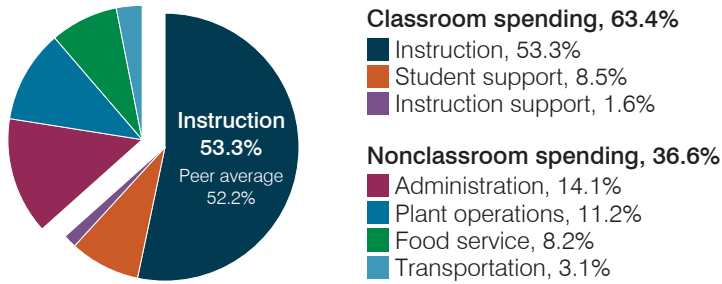
Poverty rate (2018): 30%

Free/reduced meal eligibility: 85%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	53.3

## Spending by operational area



## Operational measures relative to peer averages

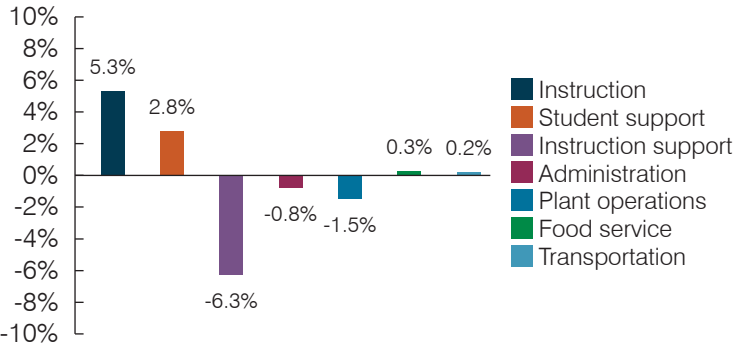
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,440	\$1,047	\$903
	Students per administrative position	65	65	66
Plant operations	Cost per square foot	\$5.58	\$6.60	\$6.49
	Square footage per student	205	145	158
Food service	Cost per meal	\$2.94	\$2.91	\$3.08
Transportation	Cost per mile	\$9.21	\$7.55	\$4.29
	Cost per rider	\$1,153	\$1,108	\$1,424



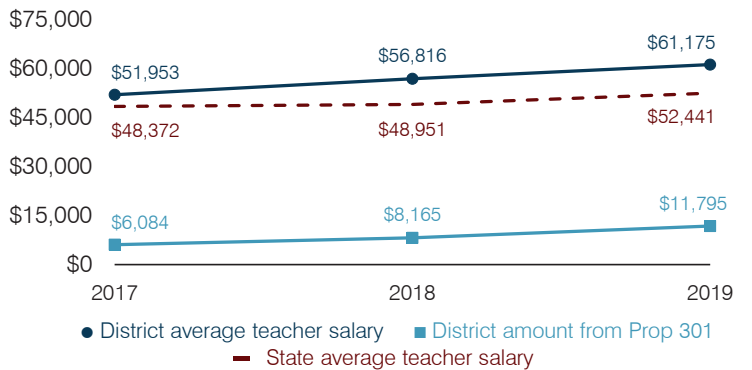
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,241	\$ 5,443	\$ 4,648	\$ 4,869
Student support	779	869	678	754
Instruction support	470	159	551	497
Administration	1,365	1,440	1,047	903
Plant operations	1,676	1,142	972	1,027
Food service	957	839	672	438
Transportation	331	320	345	417
<b>Total operational</b>	<b>10,819</b>	<b>10,212</b>	<b>8,913</b>	<b>8,905</b>
Land and buildings	827	247	1,393	1,086
Equipment	416	263	556	496
Interest	441	314	344	261
Other	109	76	203	180
<b>Total nonoperational</b>	<b>1,793</b>	<b>900</b>	<b>2,496</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 12,612</b>	<b>\$ 11,112</b>	<b>\$11,409</b>	<b>\$10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

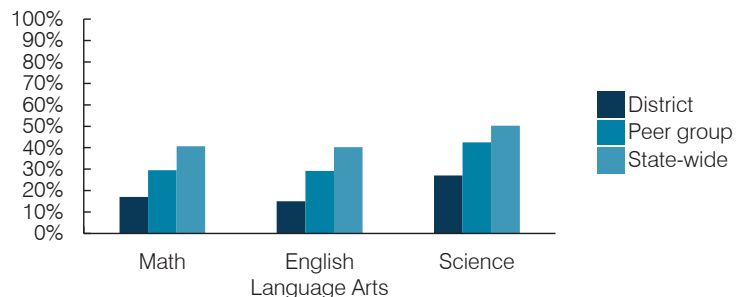


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	23.7	24.2	22.3
Average years of teacher experience	9.3	7.5	7.1
Percentage of teachers in first 3 years	24%	52%	54%

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Naco Elementary School District

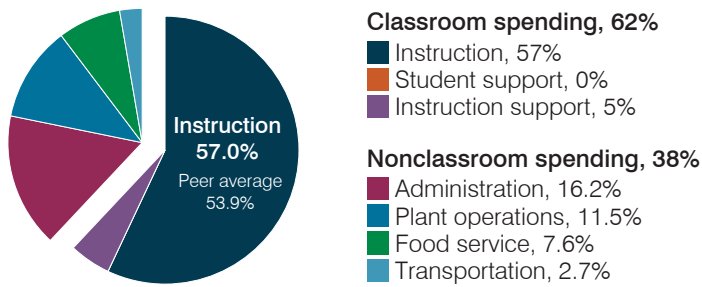
Cochise County  
 Peer groups: Operational 10 and T-8, Achievement 19<sup>1</sup>  
 Legislative district(s): 14  
 District location: Rural  
 Number of schools: 1  
 Graduation rate (2018): N/A

Students attending; Size: 289; Small  
 5-year change in students attending: 3% decrease  
 Special education population: 7%  
 English learner population: 46%  
 Poverty rate (2018): 28%  
 Free/reduced meal eligibility: 89%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	57.0

## Spending by operational area



## Operational measures relative to peer averages

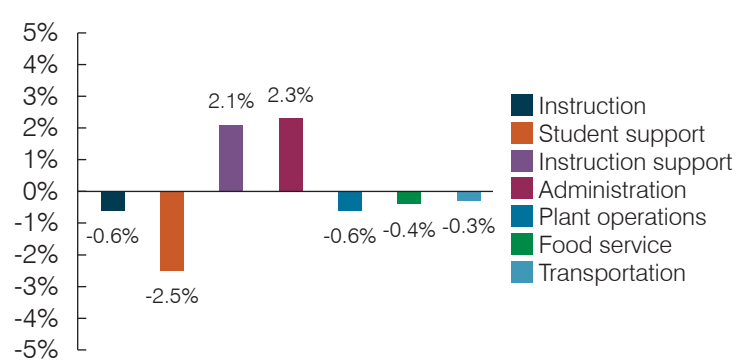
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,424	\$1,326	\$903
	Students per administrative position	58	52	66
Plant operations	Cost per square foot	\$8.12	\$6.87	\$6.49
	Square footage per student	125	196	158
Food service	Cost per meal	\$4.43	\$3.37	\$3.08
Transportation	Cost per mile	\$7.52	\$3.26	\$4.29
	Cost per rider	\$2,968	\$1,447	\$1,424



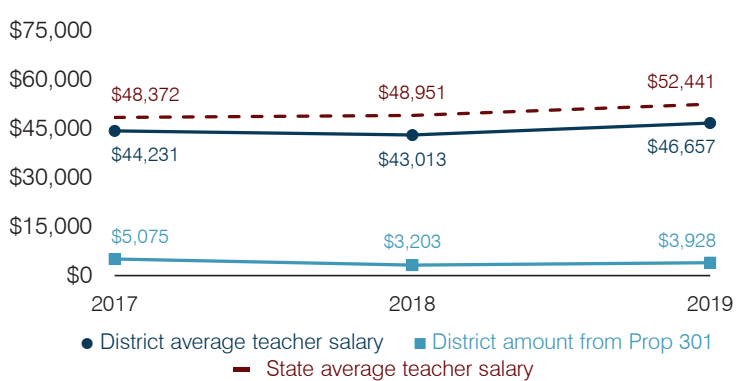
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,800	\$ 5,018	\$ 5,443	\$ 4,869
Student support	199	0	538	754
Instruction support	314	438	403	497
Administration	1,064	1,424	1,326	903
Plant operations	1,104	1,012	1,175	1,027
Food service	666	673	588	438
Transportation	522	236	681	417
<b>Total operational</b>	<b>8,669</b>	<b>8,801</b>	<b>10,154</b>	<b>8,905</b>
Land and buildings	0	7	215	1,086
Equipment	279	751	769	496
Interest	0	0	129	261
Other	0	0	126	180
<b>Total nonoperational</b>	<b>279</b>	<b>758</b>	<b>1,239</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 8,948</b>	<b>\$ 9,559</b>	<b>\$ 11,393</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

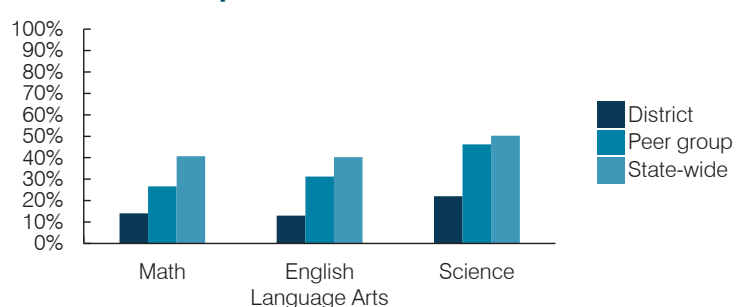


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	20.5	18.4	20.7
Average years of teacher experience	9.4	9.4	10.4
Percentage of teachers in first 3 years	7%	13%	14%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.



# Nadaburg Unified School District

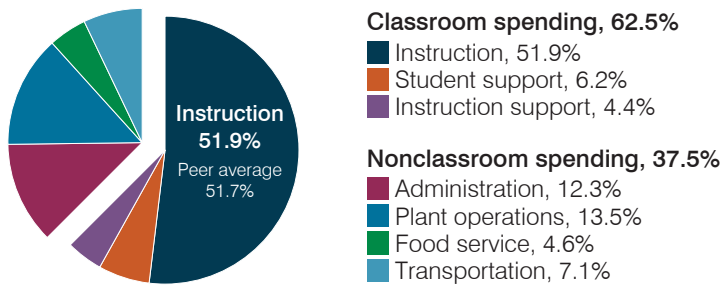
Maricopa County  
 Peer groups: Operational 9 and T-8, Achievement 16<sup>1</sup>  
 Legislative district(s): 13 and 22  
 District location: Rural  
 Number of schools: 2  
 Graduation rate (2018): N/A

Students attending; Size: 779; Medium  
 5-year change in students attending: Less than 1%  
 Special education population: 14%  
 English learner population: 5%  
 Poverty rate (2018): 13%  
 Free/reduced meal eligibility: 56%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	51.9

## Spending by operational area



## Operational measures relative to peer averages

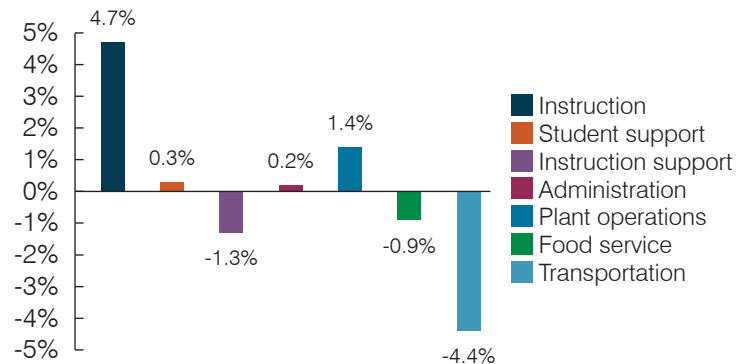
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,161	\$1,141	\$903
	Students per administrative position	56	60	66
Plant operations	Cost per square foot	\$8.16	\$6.68	\$6.49
	Square footage per student	156	161	158
Food service	Cost per meal	\$2.68	\$3.16	\$3.08
Transportation	Cost per mile	\$2.51	\$3.26	\$4.29
	Cost per rider	\$1,305	\$1,447	\$1,424



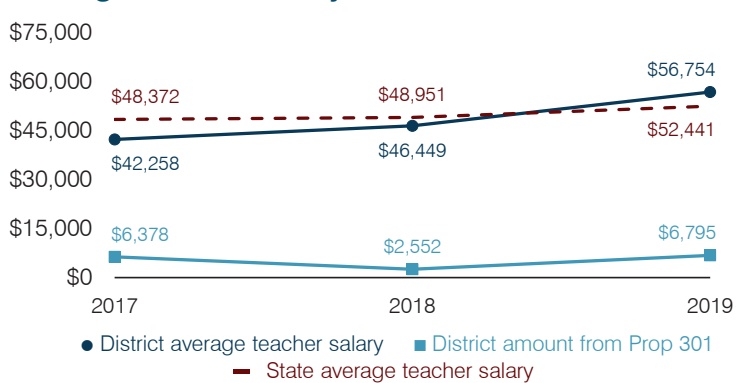
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,365	\$ 4,908	\$ 4,638	\$ 4,869
Student support	612	580	567	754
Instruction support	402	416	481	497
Administration	1,387	1,161	1,141	903
Plant operations	1,346	1,276	1,054	1,027
Food service	441	435	599	438
Transportation	709	673	498	417
<b>Total operational</b>	<b>9,262</b>	<b>9,449</b>	<b>8,978</b>	<b>8,905</b>
Land and buildings	42	38	265	1,086
Equipment	383	994	486	496
Interest	72	51	72	261
Other	807	662	134	180
<b>Total nonoperational</b>	<b>1,304</b>	<b>1,745</b>	<b>957</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 10,566</b>	<b>\$ 11,194</b>	<b>\$ 9,935</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

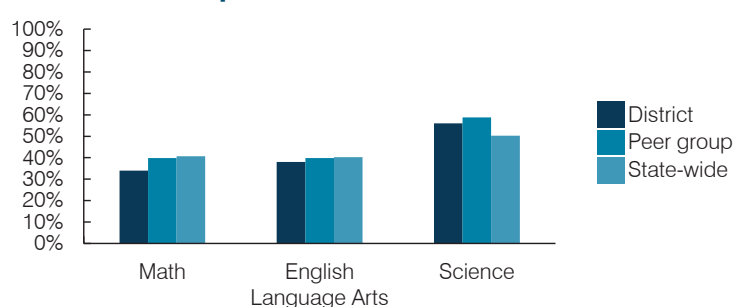


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	15.8	17.1	18.8
Average years of teacher experience	6.5	7.4	8.9
Percentage of teachers in first 3 years	37%	34%	33%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Nogales Unified School District

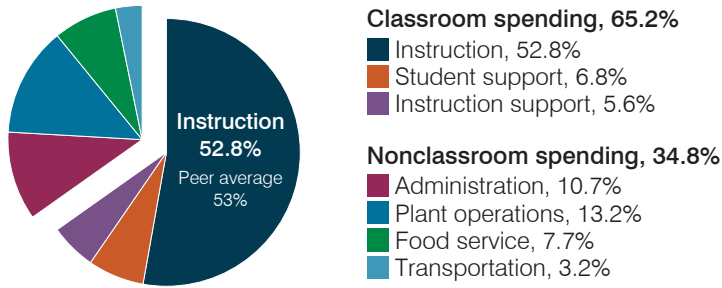
Santa Cruz County  
 Peer groups: Operational 4 and T-6, Achievement 7<sup>1</sup>  
 Legislative district(s): 2  
 District location: Town  
 Number of schools: 10  
 Graduation rate (2018): 92%

Students attending; Size: 5,534; Medium-large  
 5-year change in students attending: 3% decrease  
 Special education population: 9%  
 English learner population: 17%  
 Poverty rate (2018): 43%  
 Free/reduced meal eligibility: 79%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	52.8

## Spending by operational area



## Operational measures relative to peer averages

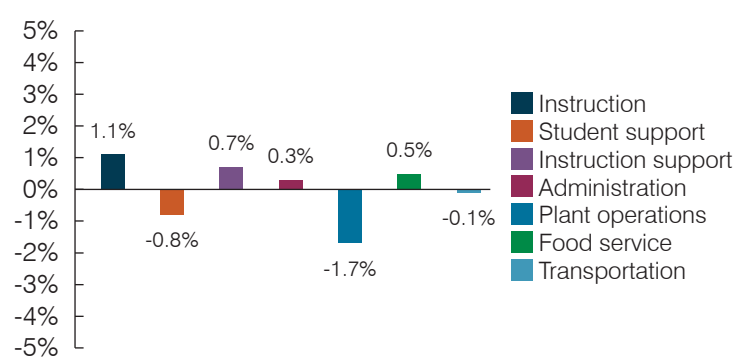
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$881	\$899	\$903
	Students per administrative position	64	68	66
Plant operations	Cost per square foot	\$8.05	\$5.82	\$6.49
	Square footage per student	134	180	158
Food service	Cost per meal	\$3.42	\$3.28	\$3.08
Transportation	Cost per mile	\$5.22	\$4.23	\$4.29
	Cost per rider	\$879	\$768	\$1,424



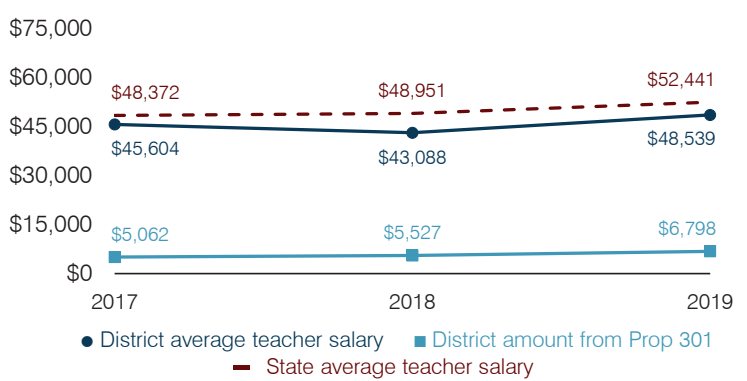
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,847	\$ 4,322	\$ 4,516	\$ 4,869
Student support	544	555	713	754
Instruction support	422	458	496	497
Administration	755	881	899	903
Plant operations	1,002	1,078	1,029	1,027
Food service	637	627	438	438
Transportation	241	261	444	417
<b>Total operational</b>	<b>7,448</b>	<b>8,182</b>	<b>8,535</b>	<b>8,905</b>
Land and buildings	117	162	565	1,086
Equipment	301	428	453	496
Interest	0	0	173	261
Other	40	43	70	180
<b>Total nonoperational</b>	<b>458</b>	<b>633</b>	<b>1,261</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 7,906</b>	<b>\$ 8,815</b>	<b>\$ 9,796</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

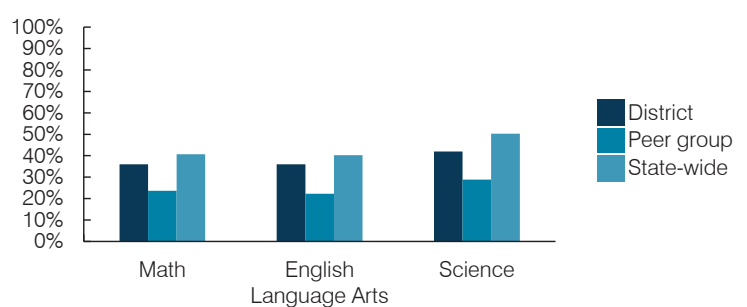


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	20.2	19.2	19.3
Average years of teacher experience	13.9	14.4	14.2
Percentage of teachers in first 3 years	14%	14%	14%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Oracle Elementary School District

Pinal County

Peer groups: Operational 10 and T-9, Achievement 16<sup>1</sup>

Legislative district(s): 8 and 11

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 363; Small

5-year change in students attending: 12% decrease

Special education population: 20%

English learner population: 3%

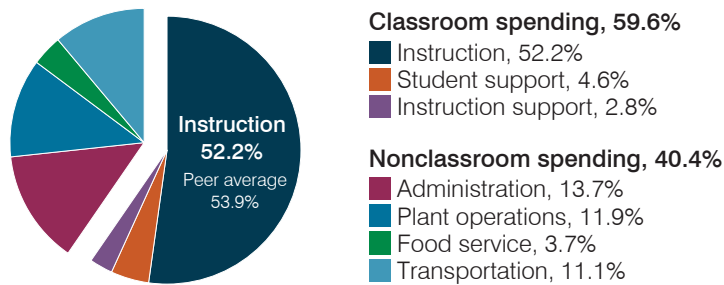
Poverty rate (2018): 11%

Free/reduced meal eligibility: 64%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	52.2

## Spending by operational area



## Operational measures relative to peer averages

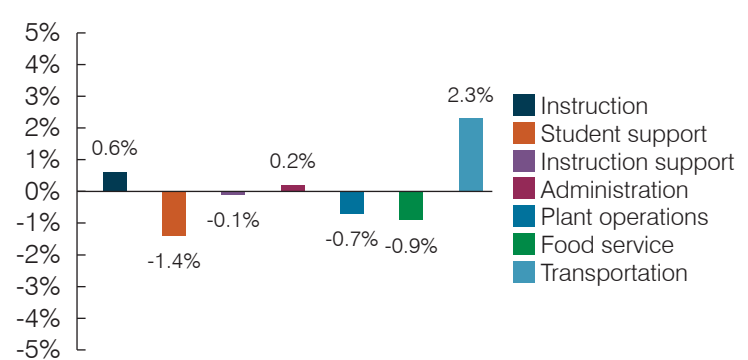
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,656	\$1,326	\$903
	Students per administrative position	45	52	66
Plant operations	Cost per square foot	\$7.17	\$6.87	\$6.49
	Square footage per student	201	196	158
Food service	Cost per meal	\$3.20	\$3.37	\$3.08
Transportation	Cost per mile	\$3.25	\$2.74	\$4.29
	Cost per rider	\$1,586	\$1,641	\$1,424



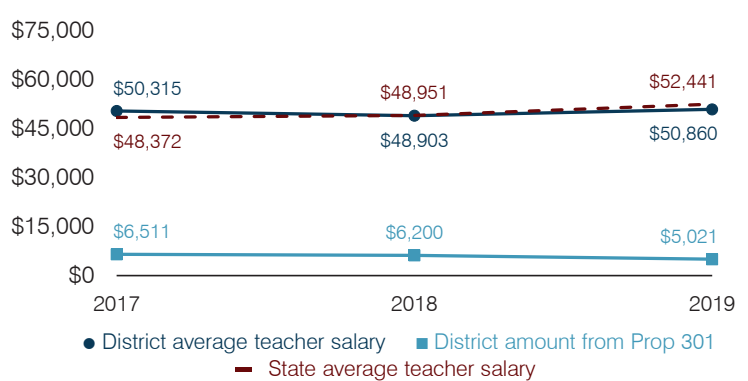
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 6,127	\$ 6,310	\$ 5,443	\$ 4,869
Student support	650	556	538	754
Instruction support	370	339	403	497
Administration	1,612	1,656	1,326	903
Plant operations	1,539	1,442	1,175	1,027
Food service	478	441	588	438
Transportation	1,315	1,338	681	417
<b>Total operational</b>	<b>12,091</b>	<b>12,082</b>	<b>10,154</b>	<b>8,905</b>
Land and buildings	181	275	215	1,086
Equipment	257	833	769	496
Interest	0	32	129	261
Other	110	129	126	180
<b>Total nonoperational</b>	<b>548</b>	<b>1,269</b>	<b>1,239</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 12,639</b>	<b>\$ 13,351</b>	<b>\$ 11,393</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

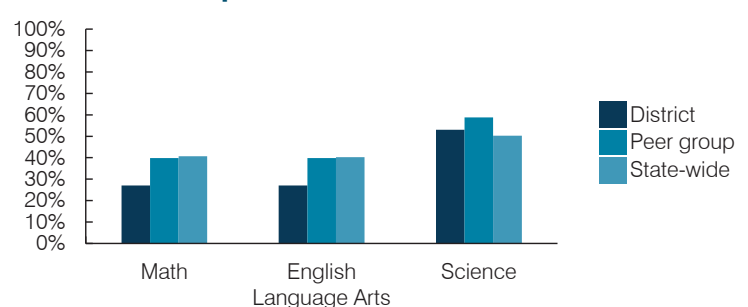


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	14.7	13.9	14.9
Average years of teacher experience	12.8	14.4	14.6
Percentage of teachers in first 3 years	15%	8%	12%

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Osborn Elementary School District

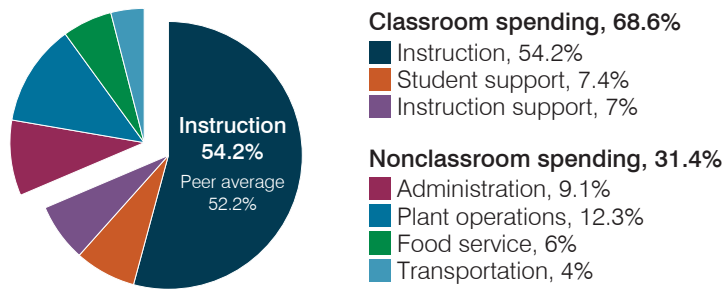
Maricopa County  
 Peer groups: Operational 8 and T-2, Achievement 14<sup>1</sup>  
 Legislative district(s): 24  
 District location: City  
 Number of schools: 5  
 Graduation rate (2018): N/A

Students attending; Size: 2,682; Medium-large  
 5-year change in students attending: 3% decrease  
 Special education population: 15%  
 English learner population: 13%  
 Poverty rate (2018): 27%  
 Free/reduced meal eligibility: 90%

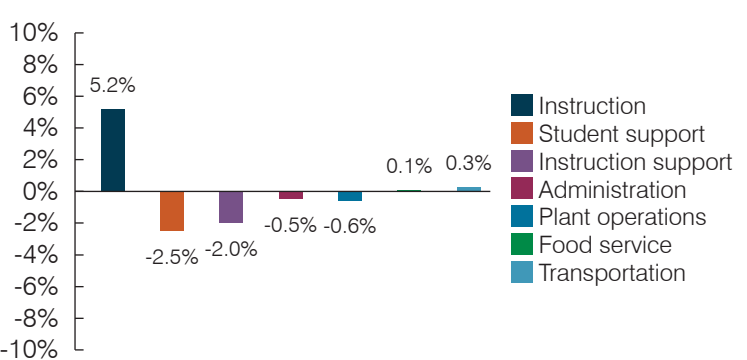
## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	54.2

## Spending by operational area



## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

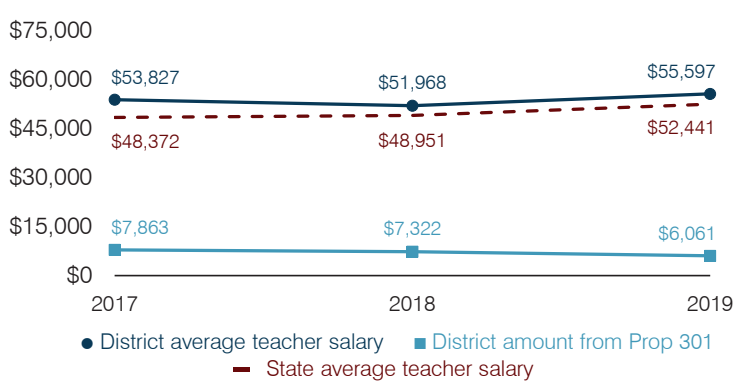


## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$871	\$1,047	\$903
	Students per administrative position	67	65	66
Plant operations	Cost per square foot	\$6.99	\$6.60	\$6.49
	Square footage per student	168	145	158
Food service	Cost per meal	\$2.89	\$2.91	\$3.08
Transportation	Cost per mile	\$8.66	\$6.82	\$4.29
	Cost per rider	\$1,327	\$1,386	\$1,424



## Average teacher salary and other measures

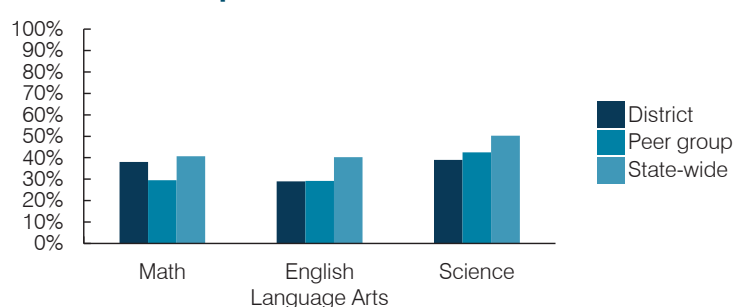


## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,625	\$ 5,197	\$ 4,648	\$ 4,869
Student support	612	704	678	754
Instruction support	576	671	551	497
Administration	850	871	1,047	903
Plant operations	1,134	1,176	972	1,027
Food service	561	579	672	438
Transportation	361	384	345	417
<b>Total operational</b>	<b>8,719</b>	<b>9,582</b>	<b>8,913</b>	<b>8,905</b>
Land and buildings	164	8,924	1,393	1,086
Equipment	203	744	556	496
Interest	309	706	344	261
Other	17	26	203	180
<b>Total nonoperational</b>	<b>693</b>	<b>10,400</b>	<b>2,496</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 9,412</b>	<b>\$ 19,982</b>	<b>\$ 11,409</b>	<b>\$ 10,928</b>

Measure	2017	2018	2019
Students per teacher	19.6	19.1	19.3
Average years of teacher experience	7.3	8.3	10.0
Percentage of teachers in first 3 years	39%	35%	22%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Owens-Whitney Elementary School District

Mohave County

Peer groups: Operational 11 and T-11, Achievement 16<sup>1</sup>

Legislative district(s): 5

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 19; Very small

5-year change in students attending: 25% decrease

Special education population: 17%

English learner population: 0%

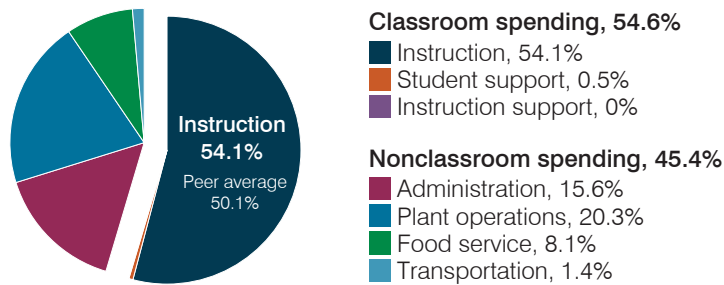
Poverty rate (2018): 13%

Free/reduced meal eligibility: 70%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	54.1

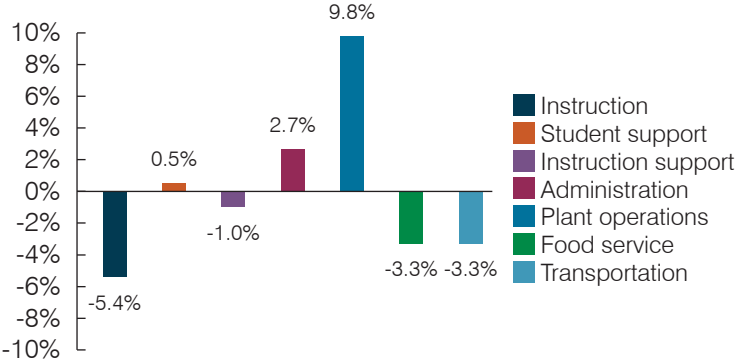
## Spending by operational area



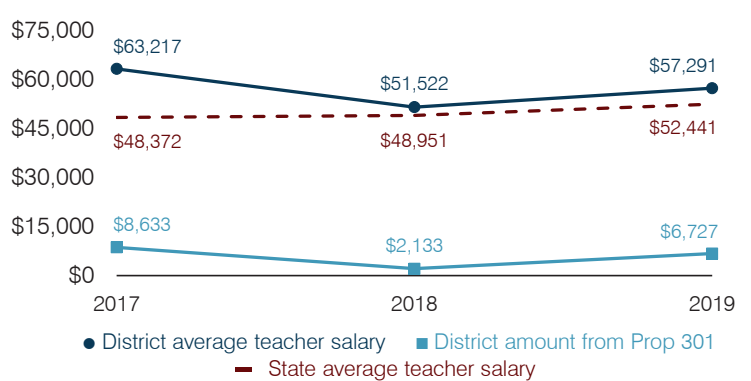
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,082	\$3,398	\$903
	Students per administrative position	19	32	66
Plant operations	Cost per square foot	\$10.30	\$7.70	\$6.49
	Square footage per student	391	382	158
Food service	Cost per meal	\$8.42	\$5.47	\$3.08
Transportation	Cost per mile	\$0.51	\$2.28	\$4.29
	Cost per rider	\$733	\$1,665	\$1,424

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



## Average teacher salary and other measures



## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 10,263	\$ 10,697	\$ 9,084	\$ 4,869
Student support	62	103	756	754
Instruction support	127	0	438	497
Administration	2,625	3,082	3,398	903
Plant operations	3,922	4,022	2,665	1,027
Food service	3,595	1,609	917	438
Transportation	310	269	976	417
<b>Total operational</b>	<b>20,904</b>	<b>19,782</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	1,962	2,337	1,425	1,086
Equipment	1,394	1,980	1,013	496
Interest	0	0	28	261
Other	0	0	92	180
<b>Total nonoperational</b>	<b>3,356</b>	<b>4,317</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 24,260</b>	<b>\$ 24,099</b>	<b>\$ 20,792</b>	<b>\$ 10,928</b>

Measure	2017	2018	2019
Students per teacher	11.6	11.5	9.5
Average years of teacher experience	27.7	5.1	3.0
Percentage of teachers in first 3 years	33%	0%	50%

## Students who passed State assessments<sup>2</sup>

Measure did not meet our criteria for reporting.

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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Page Unified School District

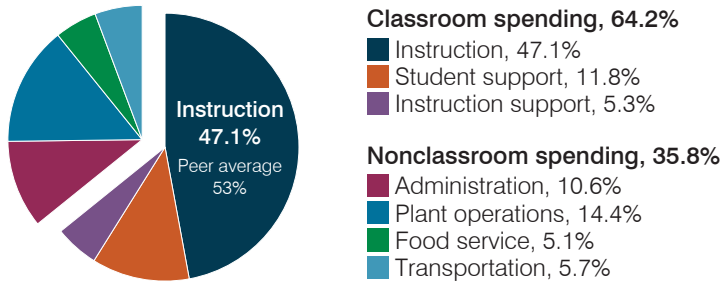
Coconino County  
 Peer groups: Operational 4 and T-10, Achievement 5<sup>1</sup>  
 Legislative district(s): 7  
 District location: Town  
 Number of schools: 4  
 Graduation rate (2018): 80%

Students attending; Size: 2,559; Medium-large  
 5-year change in students attending: 2% decrease  
 Special education population: 15%  
 English learner population: 4%  
 Poverty rate (2018): 21%  
 Free/reduced meal eligibility: 75%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	47.1

## Spending by operational area



## Operational measures relative to peer averages

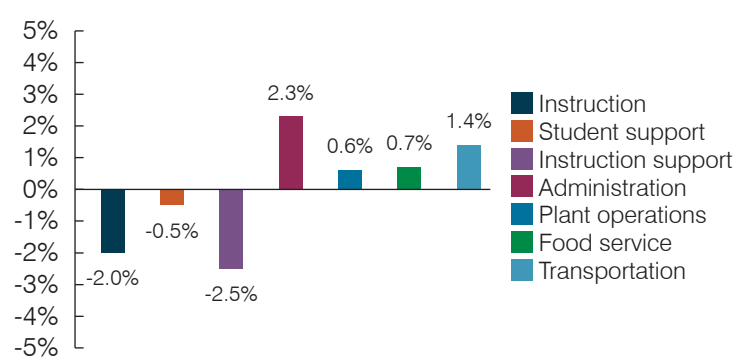
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,104	\$899	\$903
	Students per administrative position	58	68	66
Plant operations	Cost per square foot	\$5.99	\$5.82	\$6.49
	Square footage per student	249	180	158
Food service	Cost per meal	\$3.15	\$3.28	\$3.08
Transportation	Cost per mile	\$2.74	\$2.20	\$4.29
	Cost per rider	\$2,032	\$1,962	\$1,424



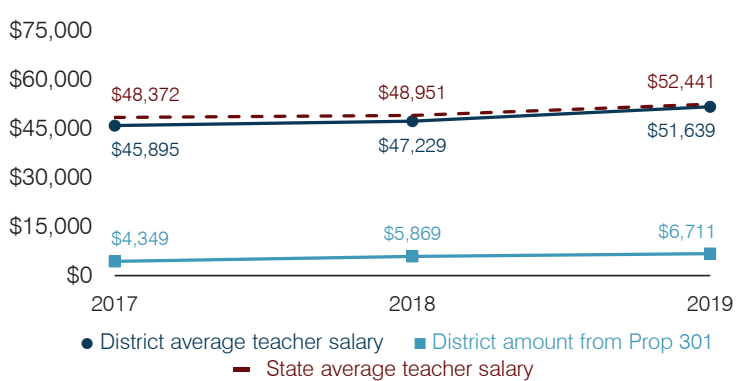
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,847	\$ 4,896	\$ 4,516	\$ 4,869
Student support	1,258	1,224	713	754
Instruction support	570	554	496	497
Administration	1,056	1,104	899	903
Plant operations	1,424	1,495	1,029	1,027
Food service	516	527	438	438
Transportation	583	586	444	417
<b>Total operational</b>	<b>10,254</b>	<b>10,386</b>	<b>8,535</b>	<b>8,905</b>
Land and buildings	289	60	565	1,086
Equipment	318	708	453	496
Interest	7	0	173	261
Other	4	5	70	180
<b>Total nonoperational</b>	<b>618</b>	<b>773</b>	<b>1,261</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 10,872</b>	<b>\$ 11,159</b>	<b>\$ 9,796</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

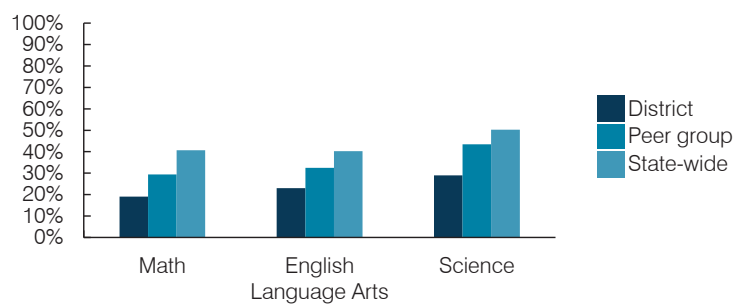


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	17.3	17.3	18.4
Average years of teacher experience	8.9	9.1	9.3
Percentage of teachers in first 3 years	29%	23%	21%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Palo Verde Elementary School District

Maricopa County

Peer groups: Operational 10 and T-7, Achievement 17<sup>1</sup>

Legislative district(s): 4 and 13

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 414; Small

5-year change in students attending: 2% decrease

Special education population: 14%

English learner population: 11%

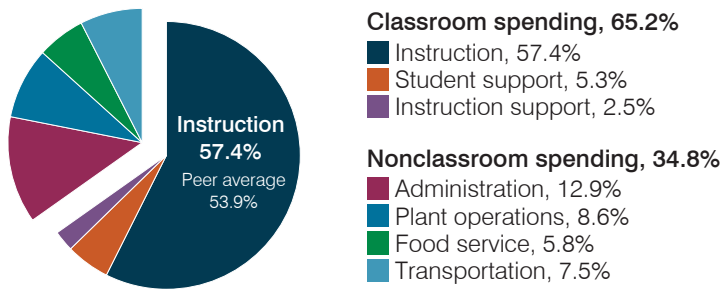
Poverty rate (2018): 22%

Free/reduced meal eligibility: 73%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	57.4

## Spending by operational area



## Operational measures relative to peer averages

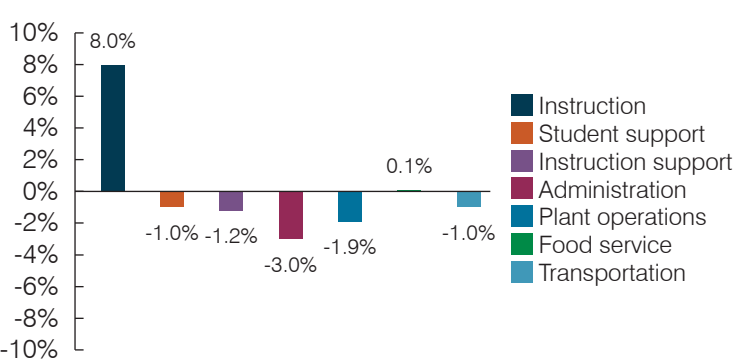
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,378	\$1,326	\$903
	Students per administrative position	53	52	66
Plant operations	Cost per square foot	\$5.70	\$6.87	\$6.49
	Square footage per student	161	196	158
Food service	Cost per meal	\$3.31	\$3.37	\$3.08
Transportation	Cost per mile	\$2.89	\$3.70	\$4.29
	Cost per rider	\$1,236	\$1,127	\$1,424



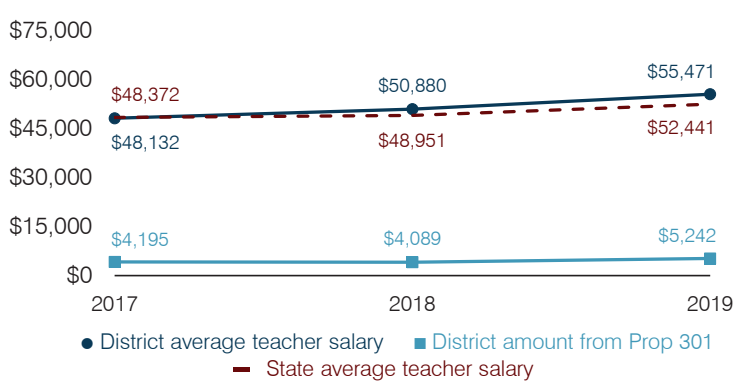
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,228	\$ 6,149	\$ 5,443	\$ 4,869
Student support	599	574	538	754
Instruction support	253	268	403	497
Administration	1,173	1,378	1,326	903
Plant operations	841	919	1,175	1,027
Food service	565	618	588	438
Transportation	717	806	681	417
<b>Total operational</b>	<b>9,376</b>	<b>10,712</b>	<b>10,154</b>	<b>8,905</b>
Land and buildings	242	547	215	1,086
Equipment	335	688	769	496
Interest	50	39	129	261
Other	0	0	126	180
<b>Total nonoperational</b>	<b>627</b>	<b>1,274</b>	<b>1,239</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 10,003</b>	<b>\$ 11,986</b>	<b>\$ 11,393</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

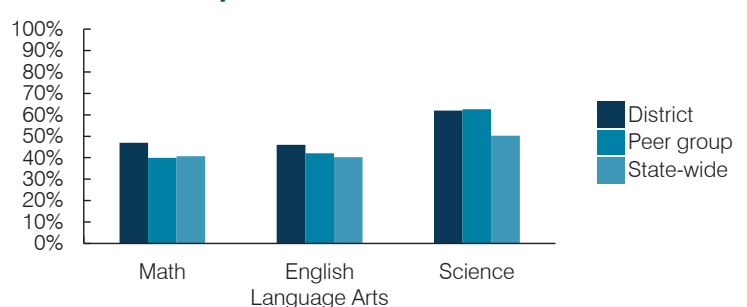


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	18.5	19.2	17.8
Average years of teacher experience	13.0	14.1	15.3
Percentage of teachers in first 3 years	9%	4%	0%

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Paloma Elementary School District

Maricopa County

Peer groups: Operational 11 and T-11, Achievement 17<sup>1</sup>

Legislative district(s): 4

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 109; Very small

5-year change in students attending: 29% increase

Special education population: 27%

English learner population: 28%

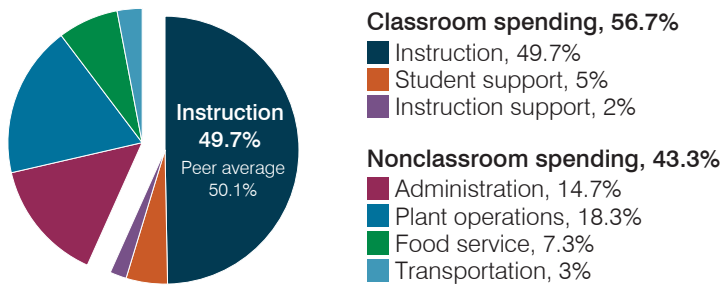
Poverty rate (2018): 17%

Free/reduced meal eligibility: 83%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	49.7

## Spending by operational area



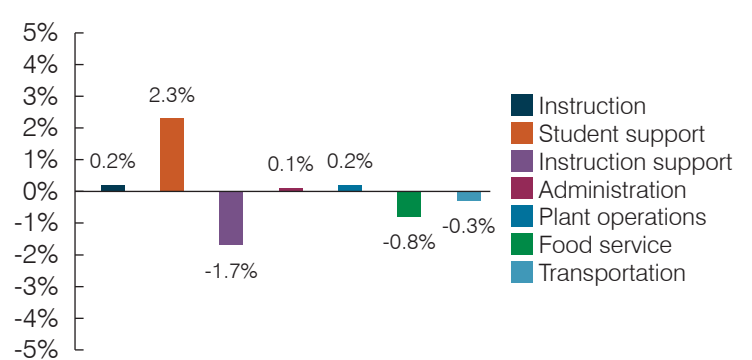
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,094	\$3,398	\$903
	Students per administrative position	36	32	66
Plant operations	Cost per square foot	\$10.36	\$7.70	\$6.49
	Square footage per student	251	382	158
Food service	Cost per meal	\$4.08	\$5.47	\$3.08
Transportation	Cost per mile	\$1.69	\$2.28	\$4.29
	Cost per rider	\$621	\$1,665	\$1,424

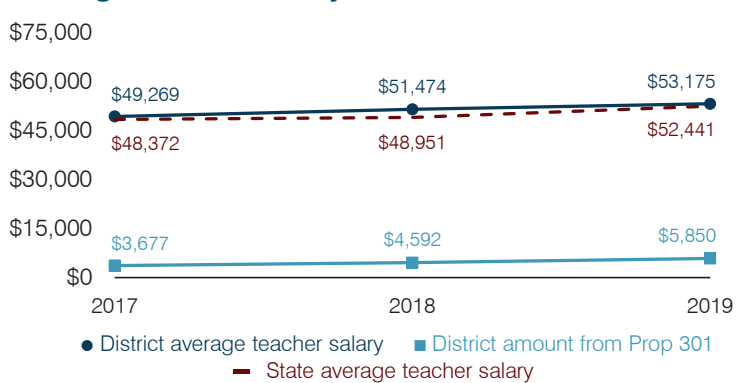
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 7,702	\$ 7,072	\$ 9,084	\$ 4,869
Student support	728	705	756	754
Instruction support	370	284	438	497
Administration	2,252	2,094	3,398	903
Plant operations	2,347	2,605	2,665	1,027
Food service	1,140	1,037	917	438
Transportation	504	426	976	417
<b>Total operational</b>	<b>15,043</b>	<b>14,223</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	18,110	29,885	1,425	1,086
Equipment	726	288	1,013	496
Interest	0	162	28	261
Other	1,102	1,185	92	180
<b>Total nonoperational</b>	<b>19,938</b>	<b>31,520</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 34,981</b>	<b>\$ 45,743</b>	<b>\$ 20,792</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

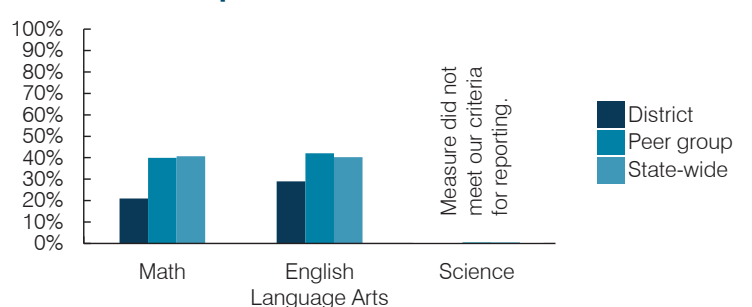


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	13.5	13.4	13.7
Average years of teacher experience	10.6	12.1	13.8
Percentage of teachers in first 3 years	25%	0%	0%

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.



# Palominas Elementary School District

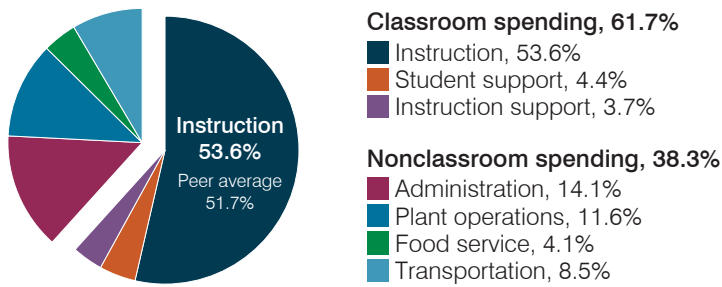
Cochise County  
 Peer groups: Operational 9 and T-9, Achievement 16<sup>1</sup>  
 Legislative district(s): 14  
 District location: Rural  
 Number of schools: 3  
 Graduation rate (2018): N/A

Students attending; Size: 852; Medium  
 5-year change in students attending: 13% decrease  
 Special education population: 13%  
 English learner population: 3%  
 Poverty rate (2018): 14%  
 Free/reduced meal eligibility: 48%

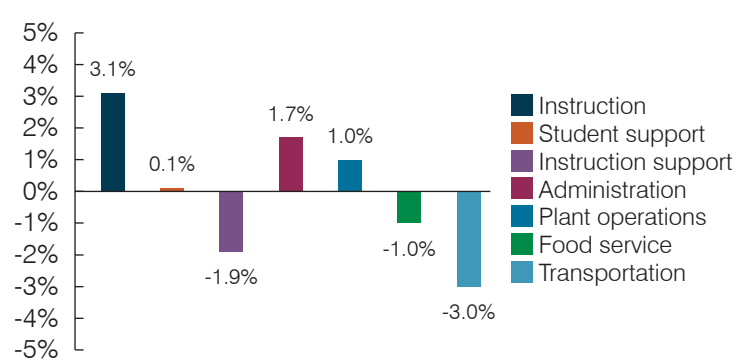
## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	53.6

## Spending by operational area



## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

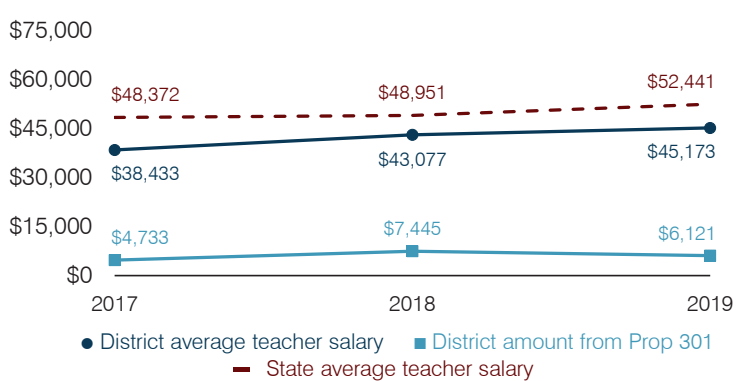


## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,431	\$1,141	\$903
	Students per administrative position	45	60	66
Plant operations	Cost per square foot	\$7.71	\$6.68	\$6.49
	Square footage per student	152	161	158
Food service	Cost per meal	\$3.73	\$3.16	\$3.08
Transportation	Cost per mile	\$2.46	\$2.74	\$4.29
	Cost per rider	\$1,339	\$1,641	\$1,424



## Average teacher salary and other measures

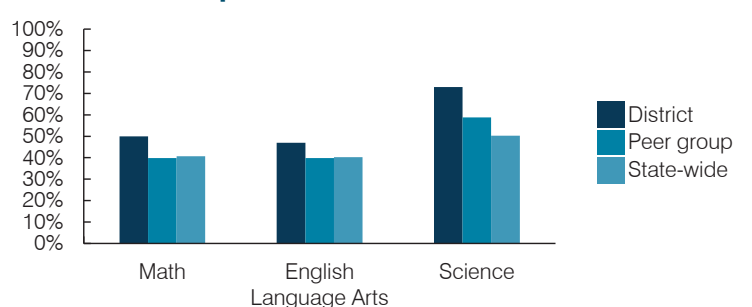


## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,474	\$ 5,452	\$ 4,638	\$ 4,869
Student support	432	449	567	754
Instruction support	308	381	481	497
Administration	1,211	1,431	1,141	903
Plant operations	914	1,175	1,054	1,027
Food service	417	419	599	438
Transportation	807	864	498	417
<b>Total operational</b>	<b>8,563</b>	<b>10,171</b>	<b>8,978</b>	<b>8,905</b>
Land and buildings	480	1,071	265	1,086
Equipment	566	1,203	486	496
Interest	33	27	72	261
Other	54	67	134	180
<b>Total nonoperational</b>	<b>1,133</b>	<b>2,368</b>	<b>957</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 9,696</b>	<b>\$ 12,539</b>	<b>\$ 9,935</b>	<b>\$ 10,928</b>

Measure	2017	2018	2019
Students per teacher	15.5	17.3	15.2
Average years of teacher experience	10.5	11.5	10.2
Percentage of teachers in first 3 years	13%	14%	19%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Paradise Valley Unified School District

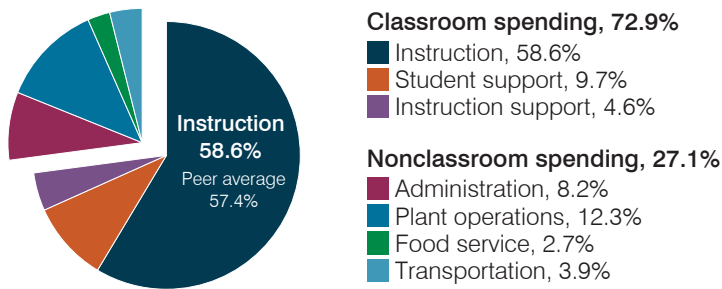
Maricopa County  
 Peer groups: Operational 1 and T-4, Achievement 2<sup>1</sup>  
 Legislative district(s): 15, 20, 23, and 28  
 District location: City  
 Number of schools: 44  
 Graduation rate (2018): 88%

Students attending; Size: 29,840; Very large  
 5-year change in students attending: 4% decrease  
 Special education population: 14%  
 English learner population: 5%  
 Poverty rate (2018): 12%  
 Free/reduced meal eligibility: 34%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	58.6

## Spending by operational area



## Operational measures relative to peer averages

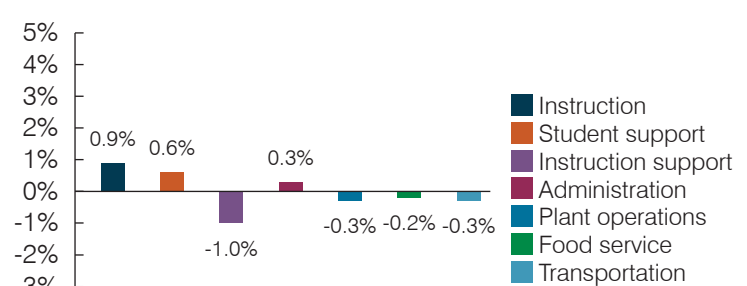
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$741	\$746	\$903
	Students per administrative position	72	78	66
Plant operations	Cost per square foot	\$6.58	\$6.37	\$6.49
	Square footage per student	169	150	158
Food service	Cost per meal	\$2.72	\$2.92	\$3.08
Transportation	Cost per mile	\$4.74	\$4.02	\$4.29
	Cost per rider	\$1,605	\$1,407	\$1,424



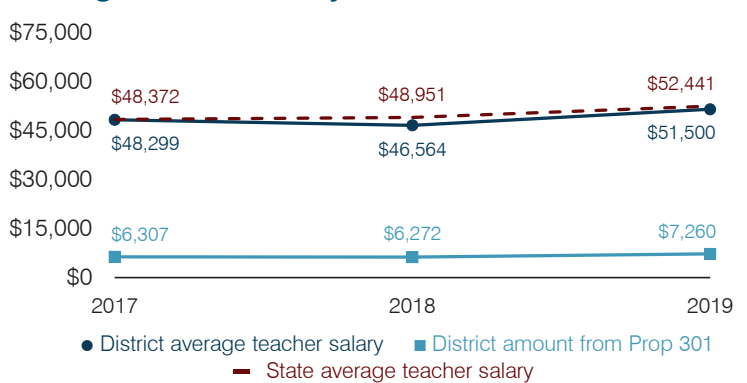
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,846	\$ 5,271	\$ 4,901	\$ 4,869
Student support	770	873	773	754
Instruction support	384	413	427	497
Administration	672	741	746	903
Plant operations	1,063	1,111	949	1,027
Food service	232	240	341	438
Transportation	322	352	381	417
<b>Total operational</b>	<b>8,289</b>	<b>9,001</b>	<b>8,518</b>	<b>8,905</b>
Land and buildings	1,036	1,412	658	1,086
Equipment	392	500	376	496
Interest	339	449	288	261
Other	294	315	217	180
<b>Total nonoperational</b>	<b>2,061</b>	<b>2,676</b>	<b>1,539</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 10,350</b>	<b>\$ 11,677</b>	<b>\$10,057</b>	<b>\$10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

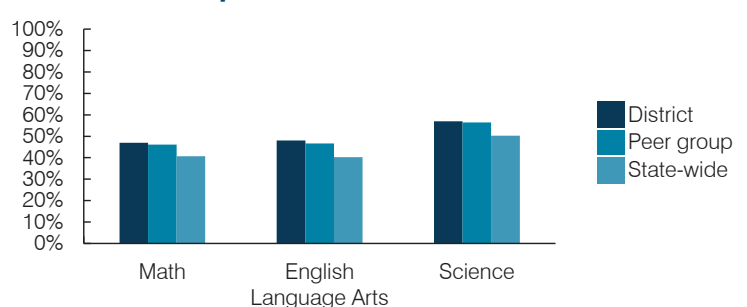


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	17.4	18.0	17.6
Average years of teacher experience	12.7	12.7	13.0
Percentage of teachers in first 3 years	17%	15%	13%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Parker Unified School District

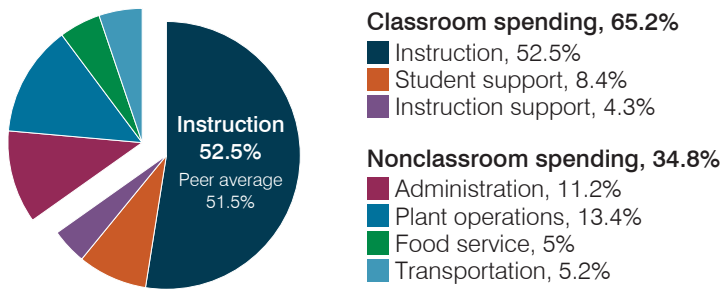
La Paz County  
 Peer groups: Operational 5 and T-8, Achievement 7<sup>1</sup>  
 Legislative district(s): 5  
 District location: Town  
 Number of schools: 6  
 Graduation rate (2018): 80%

Students attending; Size: 1,840; Medium  
 5-year change in students attending: 5% decrease  
 Special education population: 16%  
 English learner population: 2%  
 Poverty rate (2018): 34%  
 Free/reduced meal eligibility: 74%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	52.5

## Spending by operational area



## Operational measures relative to peer averages

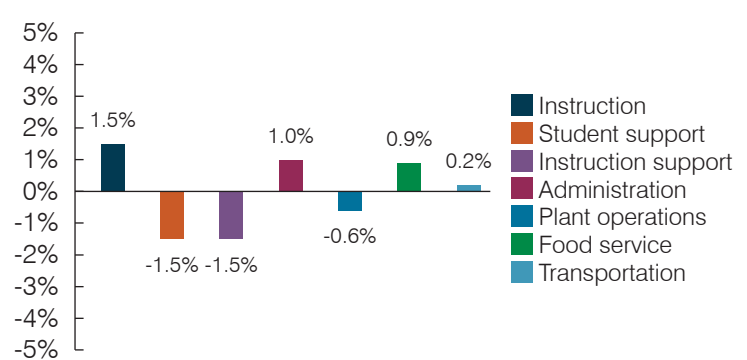
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,194	\$1,190	\$903
	Students per administrative position	58	60	66
Plant operations	Cost per square foot	\$7.06	\$5.67	\$6.49
	Square footage per student	201	257	158
Food service	Cost per meal	\$2.88	\$3.60	\$3.08
Transportation	Cost per mile	\$4.05	\$3.26	\$4.29
	Cost per rider	\$1,783	\$1,447	\$1,424



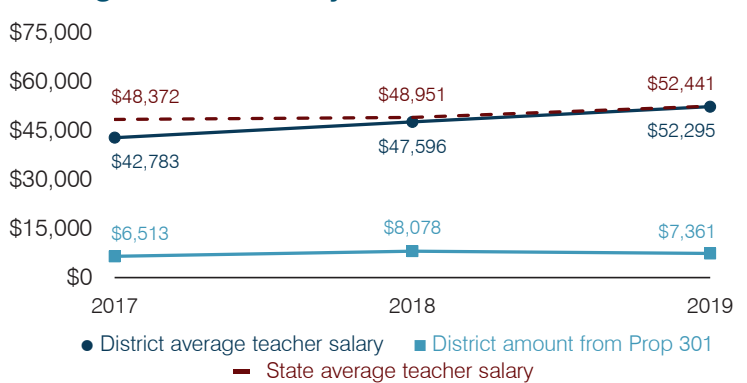
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,116	\$ 5,579	\$ 5,148	\$ 4,869
Student support	838	895	655	754
Instruction support	396	456	436	497
Administration	1,017	1,194	1,190	903
Plant operations	1,355	1,418	1,416	1,027
Food service	485	528	428	438
Transportation	555	548	546	417
<b>Total operational</b>	<b>9,762</b>	<b>10,618</b>	<b>9,819</b>	<b>8,905</b>
Land and buildings	178	49	1,012	1,086
Equipment	576	804	658	496
Interest	0	0	238	261
Other	50	38	84	180
<b>Total nonoperational</b>	<b>804</b>	<b>891</b>	<b>1,992</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 10,566</b>	<b>\$ 11,509</b>	<b>\$11,811</b>	<b>\$10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

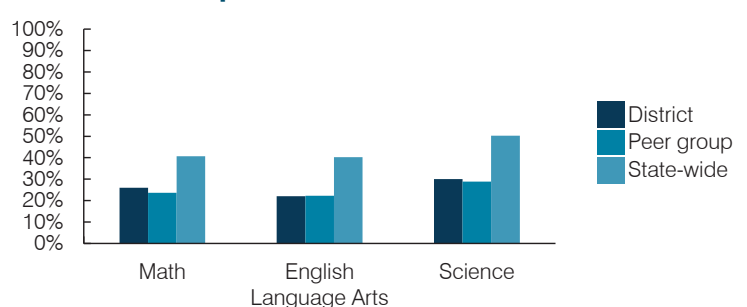


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	16.0	16.4	17.0
Average years of teacher experience	10.9	11.1	11.5
Percentage of teachers in first 3 years	25%	22%	20%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Patagonia Elementary School District

Santa Cruz County

Peer groups: Operational 11 and T-11, Achievement 17<sup>1</sup>

Legislative district(s): 2

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 90; Very small

5-year change in students attending: 1% increase

Special education population: 10%

English learner population: 6%

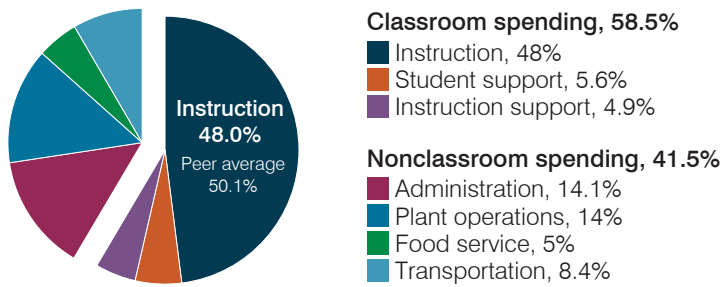
Poverty rate (2018): 21%

Free/reduced meal eligibility: 79%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	48.0

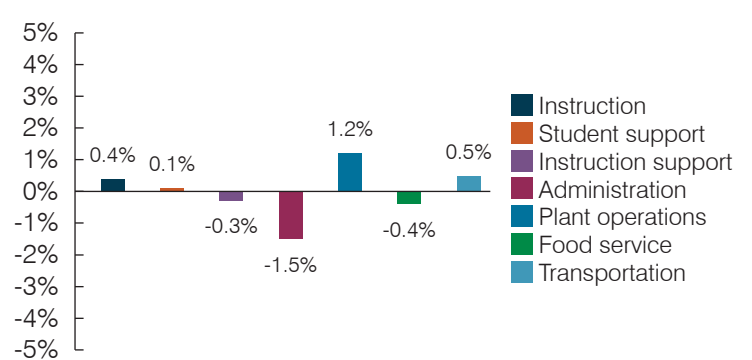
## Spending by operational area



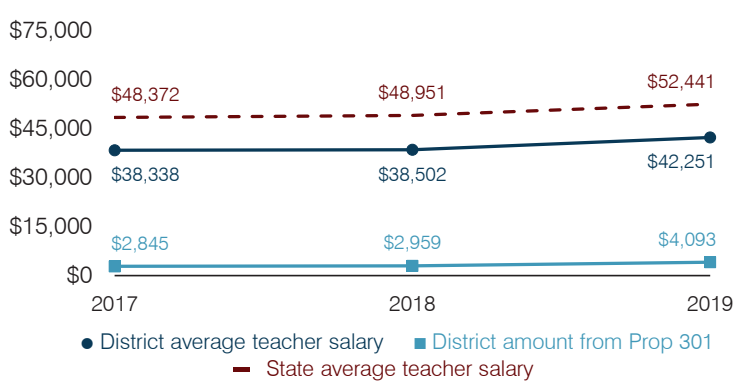
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,413	\$3,398	\$903
	Students per administrative position	61	32	66
Plant operations	Cost per square foot	\$4.76	\$7.70	\$6.49
	Square footage per student	504	382	158
Food service	Cost per meal	\$4.19	\$5.47	\$3.08
Transportation	Cost per mile	\$1.63	\$2.28	\$4.29
	Cost per rider	\$3,789	\$1,665	\$1,424

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



## Average teacher salary and other measures

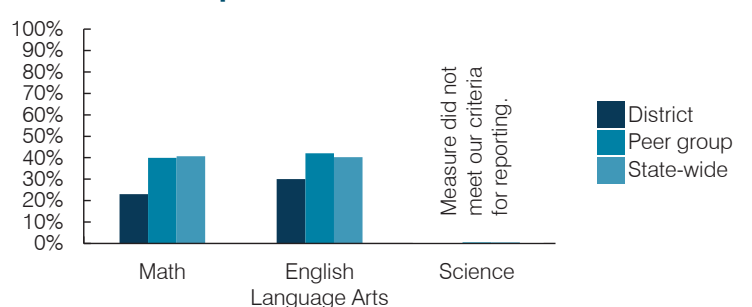


Measure	2017	2018	2019
Students per teacher	7.6	9.0	10.0
Average years of teacher experience	10.3	11.4	11.5
Percentage of teachers in first 3 years	20%	11%	13%

## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 8,677	\$ 8,204	\$ 9,084	\$ 4,869
Student support	967	964	756	754
Instruction support	801	828	438	497
Administration	2,241	2,413	3,398	903
Plant operations	2,530	2,395	2,665	1,027
Food service	716	861	917	438
Transportation	1,449	1,443	976	417
<b>Total operational</b>	<b>17,381</b>	<b>17,108</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	347	26	1,425	1,086
Equipment	198	872	1,013	496
Interest	0	0	28	261
Other	54	24	92	180
<b>Total nonoperational</b>	<b>599</b>	<b>922</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 17,980</b>	<b>\$ 18,030</b>	<b>\$ 20,792</b>	<b>\$ 10,928</b>

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Patagonia Union High School District

Santa Cruz County

Peer groups: Operational 11 and T-11, Achievement 10<sup>1</sup>

Legislative district(s): 2

District location: Rural

Number of schools: 1

Graduation rate (2018): 95%

Students attending; Size: 76; Very small

5-year change in students attending: 1% increase

Special education population: 10%

English learner population: 1%

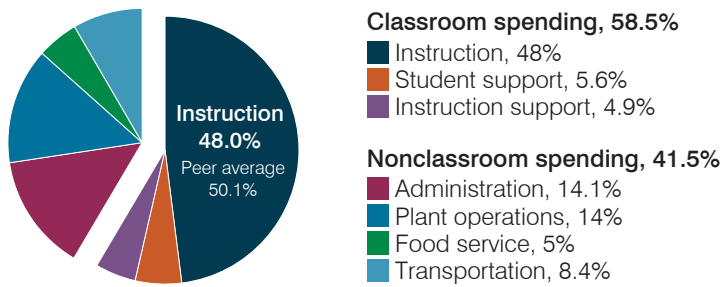
Poverty rate (2018): 12%

Free/reduced meal eligibility: 65%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	48.0

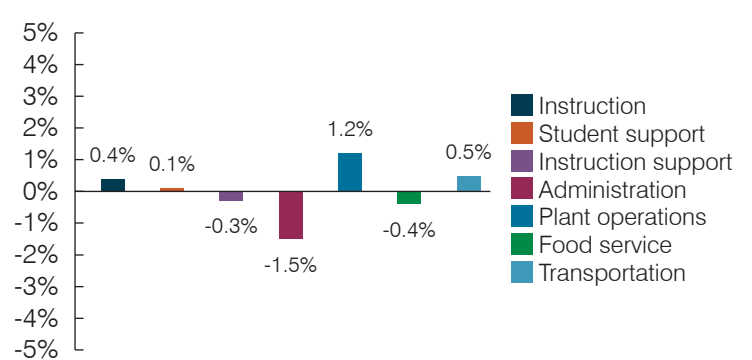
## Spending by operational area



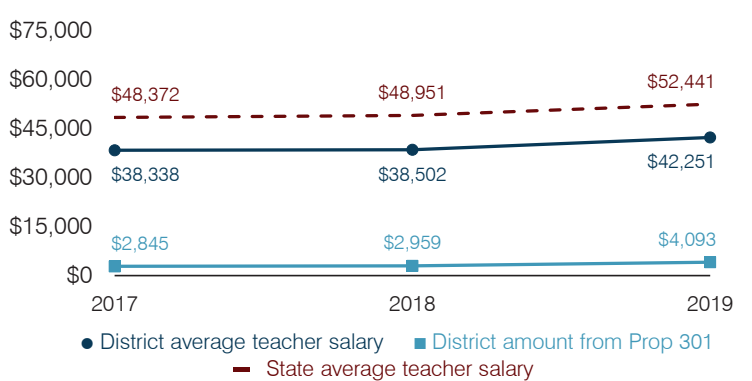
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,413	\$3,398	\$903
	Students per administrative position	61	32	66
Plant operations	Cost per square foot	\$4.76	\$7.70	\$6.49
	Square footage per student	504	382	158
Food service	Cost per meal	\$4.19	\$5.47	\$3.08
Transportation	Cost per mile	\$1.63	\$2.28	\$4.29
	Cost per rider	\$3,789	\$1,665	\$1,424

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



## Average teacher salary and other measures

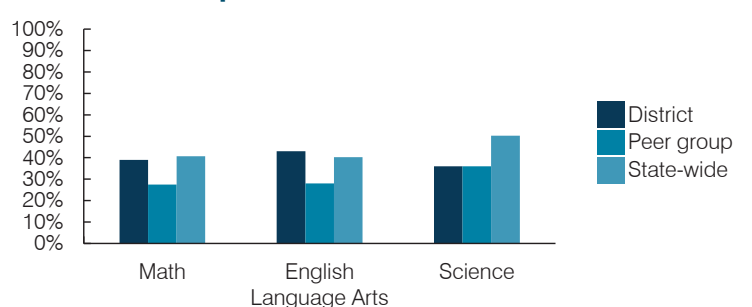


## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 8,677	\$ 8,204	\$ 9,084	\$ 4,869
Student support	967	964	756	754
Instruction support	801	828	438	497
Administration	2,241	2,413	3,398	903
Plant operations	2,530	2,395	2,665	1,027
Food service	716	861	917	438
Transportation	1,449	1,443	976	417
<b>Total operational</b>	<b>17,381</b>	<b>17,108</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	347	26	1,425	1,086
Equipment	198	872	1,013	496
Interest	0	0	28	261
Other	54	24	92	180
<b>Total nonoperational</b>	<b>599</b>	<b>922</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 17,980</b>	<b>\$ 18,030</b>	<b>\$20,792</b>	<b>\$10,928</b>

Measure	2017	2018	2019
Students per teacher	7.6	9.0	10.0
Average years of teacher experience	10.3	11.4	11.5
Percentage of teachers in first 3 years	20%	11%	13%

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Payson Unified School District

Gila County

Peer groups: Operational 4 and T-8, Achievement 5<sup>1</sup>

Legislative district(s): 6

District location: Town

Number of schools: 5

Graduation rate (2018): 72%

Students attending; Size: 2,227; Medium-large

5-year change in students attending: 4% decrease

Special education population: 14%

English learner population: 2%

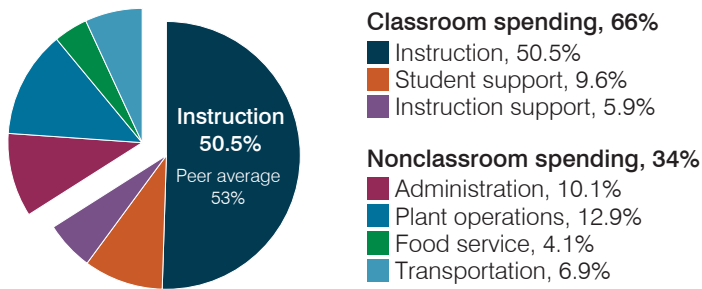
Poverty rate (2018): 24%

Free/reduced meal eligibility: 50%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	50.5

## Spending by operational area



## Operational measures relative to peer averages

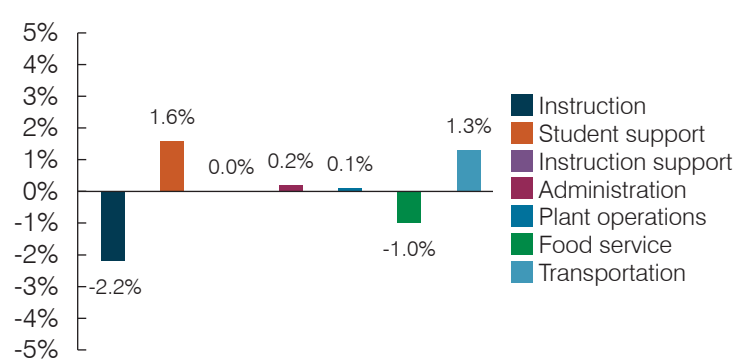
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$881	\$899	\$903
	Students per administrative position	58	68	66
Plant operations	Cost per square foot	\$6.20	\$5.82	\$6.49
	Square footage per student	181	180	158
Food service	Cost per meal	\$3.27	\$3.28	\$3.08
Transportation	Cost per mile	\$4.74	\$3.26	\$4.29
	Cost per rider	\$1,727	\$1,447	\$1,424



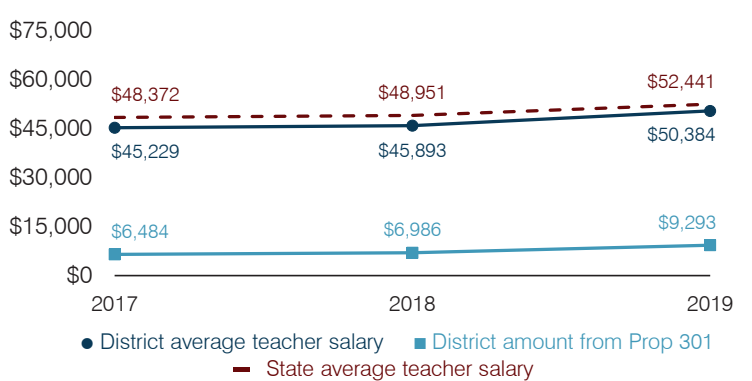
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,955	\$ 4,403	\$ 4,516	\$ 4,869
Student support	738	834	713	754
Instruction support	481	523	496	497
Administration	762	881	899	903
Plant operations	1,074	1,123	1,029	1,027
Food service	364	355	438	438
Transportation	582	600	444	417
<b>Total operational</b>	<b>7,956</b>	<b>8,719</b>	<b>8,535</b>	<b>8,905</b>
Land and buildings	156	286	565	1,086
Equipment	408	300	453	496
Interest	633	610	173	261
Other	22	5	70	180
<b>Total nonoperational</b>	<b>1,219</b>	<b>1,201</b>	<b>1,261</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 9,175</b>	<b>\$ 9,920</b>	<b>\$ 9,796</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

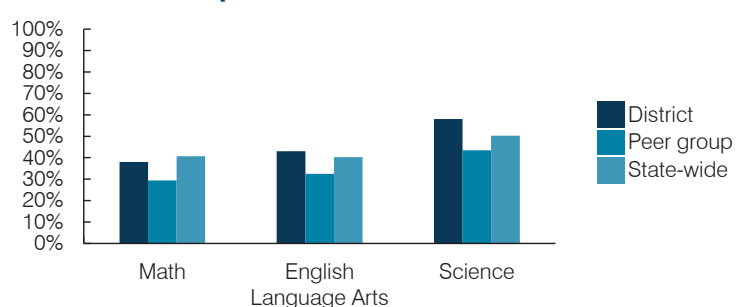


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	20.0	20.5	19.9
Average years of teacher experience	13.1	13.2	16.4
Percentage of teachers in first 3 years	18%	11%	10%

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Peach Springs Unified School District

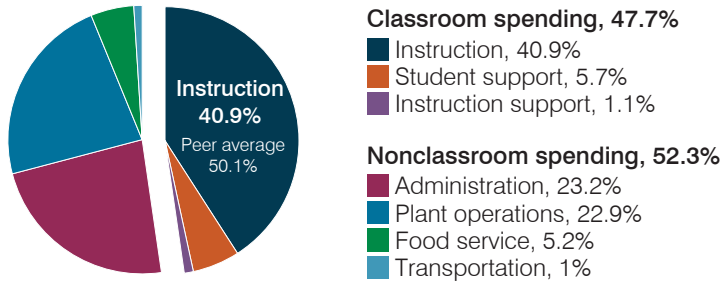
Mohave County  
 Peer groups: Operational 11 and Achievement 20<sup>1</sup>  
 Legislative district(s): 7  
 District location: Rural  
 Number of schools: 1  
 Graduation rate (2018): N/A

Students attending; Size: 150; Very small  
 5-year change in students attending: 18% decrease  
 Special education population: 13%  
 English learner population: 3%  
 Poverty rate (2018): 33%  
 Free/reduced meal eligibility: N/A

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	40.9

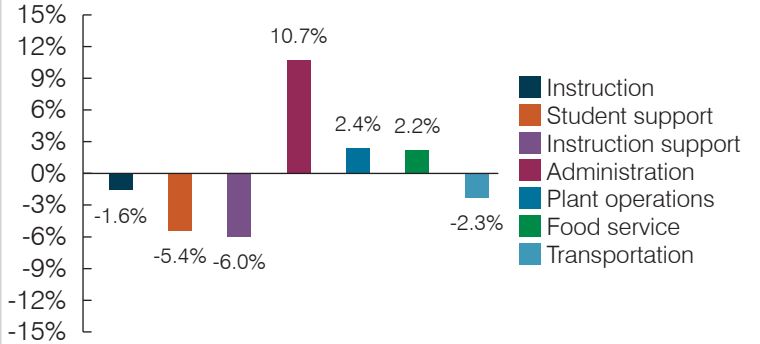
## Spending by operational area



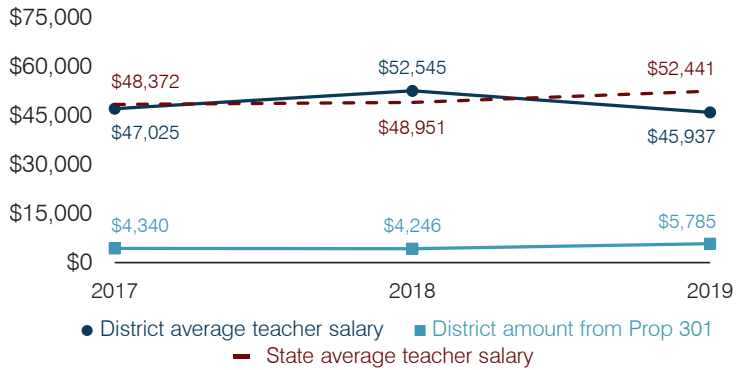
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,277	\$3,398	\$903
	Students per administrative position	60	32	66
Plant operations	Cost per square foot	\$9.22	\$7.70	\$6.49
	Square footage per student	352	382	158
Food service	Cost per meal	\$3.97	\$5.47	\$3.08
Transportation	Cost per mile	N/A	N/A	\$4.29
	Cost per rider	N/A	N/A	\$1,424

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



## Average teacher salary and other measures



## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 6,202	\$ 5,791	\$ 9,084	\$ 4,869
Student support	1,103	811	756	754
Instruction support	420	148	438	497
Administration	3,799	3,277	3,398	903
Plant operations	2,490	3,246	2,665	1,027
Food service	619	729	917	438
Transportation	126	147	976	417
<b>Total operational</b>	<b>14,759</b>	<b>14,149</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	23	2,953	1,425	1,086
Equipment	592	1,060	1,013	496
Interest	543	614	28	261
Other	2	0	92	180
<b>Total nonoperational</b>	<b>1,160</b>	<b>4,627</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 15,919</b>	<b>\$ 18,776</b>	<b>\$ 20,792</b>	<b>\$ 10,928</b>

Measure	2017	2018	2019
Students per teacher	20.4	11.1	10.0
Average years of teacher experience	2.3	4.5	7.1
Percentage of teachers in first 3 years	67%	27%	0%

## Students who passed State assessments<sup>2</sup>

Measure did not meet our criteria for reporting.

<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Pearce Elementary School District

Cochise County

Peer groups: Operational 11 and T-11, Achievement 17<sup>1</sup>

Legislative district(s): 14

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 90; Very small

5-year change in students attending: 11% decrease

Special education population: 21%

English learner population: 0%

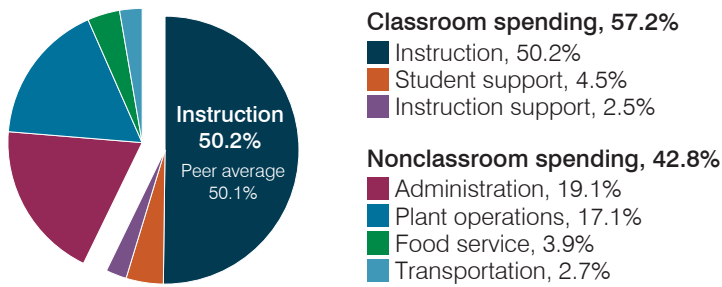
Poverty rate (2018): 16%

Free/reduced meal eligibility: 63%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	50.2

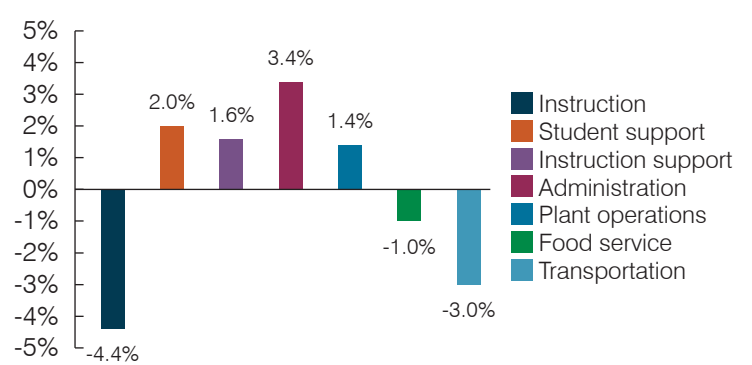
## Spending by operational area



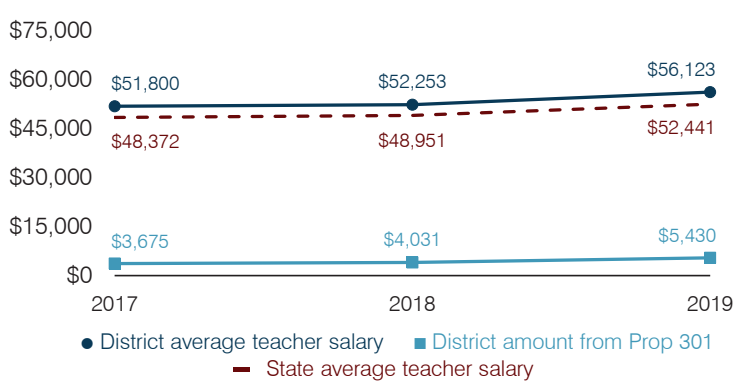
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,704	\$3,398	\$903
	Students per administrative position	27	32	66
Plant operations	Cost per square foot	\$7.46	\$7.70	\$6.49
	Square footage per student	324	382	158
Food service	Cost per meal	\$3.57	\$5.47	\$3.08
Transportation	Cost per mile	\$1.95	\$2.28	\$4.29
	Cost per rider	\$632	\$1,665	\$1,424

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



## Average teacher salary and other measures

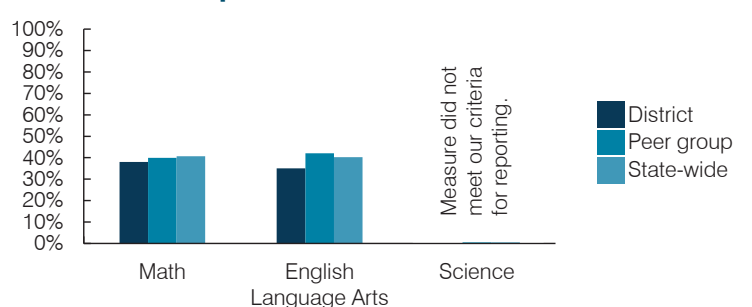


## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 8,874	\$ 7,104	\$ 9,084	\$ 4,869
Student support	707	640	756	754
Instruction support	371	354	438	497
Administration	2,993	2,704	3,398	903
Plant operations	2,934	2,418	2,665	1,027
Food service	648	552	917	438
Transportation	453	384	976	417
<b>Total operational</b>	<b>16,980</b>	<b>14,156</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	47	144	1,425	1,086
Equipment	254	1,559	1,013	496
Interest	30	40	28	261
Other	0	0	92	180
<b>Total nonoperational</b>	<b>331</b>	<b>1,743</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 17,311</b>	<b>\$ 15,899</b>	<b>\$20,792</b>	<b>\$10,928</b>

Measure	2017	2018	2019
Students per teacher	14.0	10.4	14.5
Average years of teacher experience	13.6	12.7	12.4
Percentage of teachers in first 3 years	0%	0%	13%

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.



# Pendergast Elementary School District

Maricopa County

Peer groups: Operational 7 and T-2, Achievement 13<sup>1</sup>

Legislative district(s): 19 and 29

District location: City

Number of schools: 12

Graduation rate (2018): N/A

Students attending; Size: 8,868; Large

5-year change in students attending: 4% decrease

Special education population: 12%

English learner population: 10%

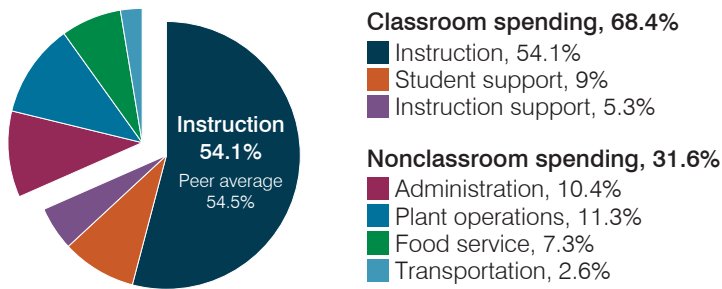
Poverty rate (2018): 21%

Free/reduced meal eligibility: 67%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	54.1

## Spending by operational area



## Operational measures relative to peer averages

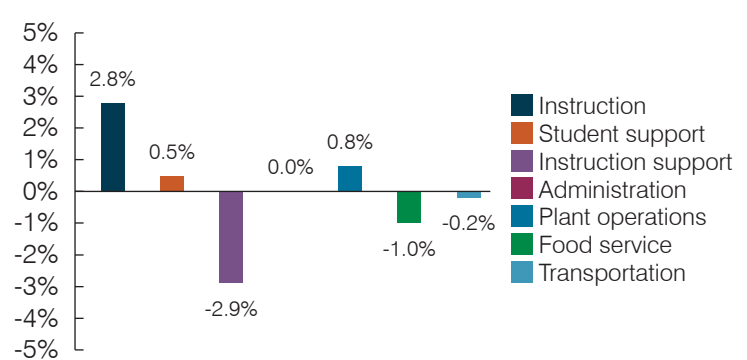
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$863	\$887	\$903
	Students per administrative position	79	73	66
Plant operations	Cost per square foot	\$6.69	\$6.31	\$6.49
	Square footage per student	141	142	158
Food service	Cost per meal	\$2.63	\$2.97	\$3.08
Transportation	Cost per mile	\$6.91	\$6.82	\$4.29
	Cost per rider	\$1,347	\$1,386	\$1,424



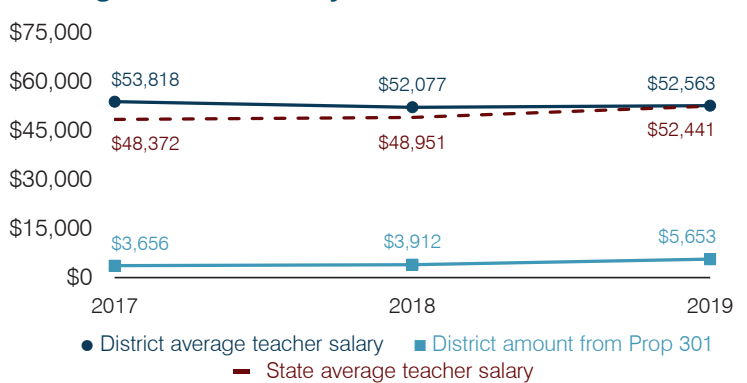
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,974	\$ 4,512	\$ 4,824	\$ 4,869
Student support	607	746	760	754
Instruction support	414	444	554	497
Administration	786	863	887	903
Plant operations	864	942	892	1,027
Food service	605	607	608	438
Transportation	188	220	342	417
<b>Total operational</b>	<b>7,438</b>	<b>8,334</b>	<b>8,867</b>	<b>8,905</b>
Land and buildings	725	941	1,189	1,086
Equipment	662	469	508	496
Interest	145	149	230	261
Other	147	146	177	180
<b>Total nonoperational</b>	<b>1,679</b>	<b>1,705</b>	<b>2,104</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 9,117</b>	<b>\$ 10,039</b>	<b>\$ 10,971</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

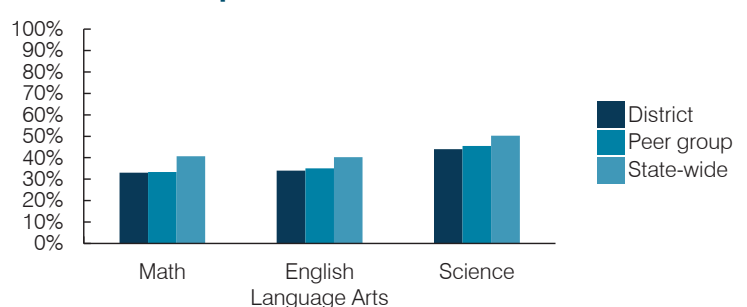


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	21.6	21.2	19.0
Average years of teacher experience	10.2	10.0	9.9
Percentage of teachers in first 3 years	21%	22%	23%

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Peoria Unified School District

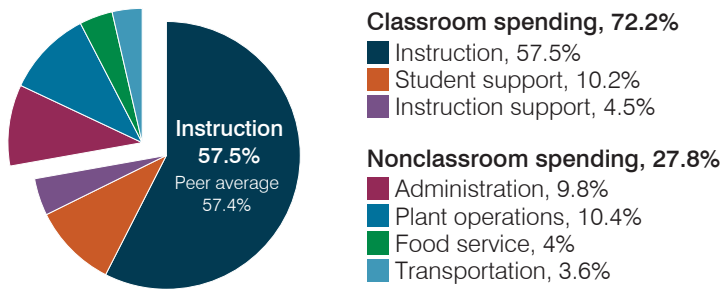
Maricopa County  
 Peer groups: Operational 1 and T-4, Achievement 2<sup>1</sup>  
 Legislative district(s): 20, 21, 22, and 29  
 District location: Suburb  
 Number of schools: 41  
 Graduation rate (2018): 95%

Students attending; Size: 35,919; Very large  
 5-year change in students attending: 2% increase  
 Special education population: 13%  
 English learner population: 3%  
 Poverty rate (2018): 12%  
 Free/reduced meal eligibility: 41%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	57.5

## Spending by operational area



## Operational measures relative to peer averages

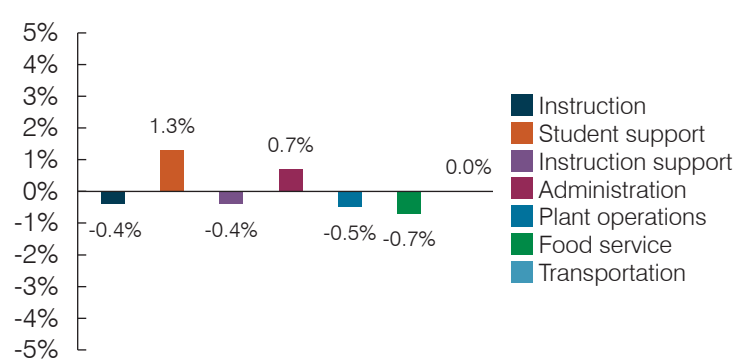
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$764	\$746	\$903
	Students per administrative position	89	78	66
Plant operations	Cost per square foot	\$6.23	\$6.37	\$6.49
	Square footage per student	131	150	158
Food service	Cost per meal	\$2.75	\$2.92	\$3.08
Transportation	Cost per mile	\$3.92	\$4.02	\$4.29
	Cost per rider	\$1,349	\$1,407	\$1,424



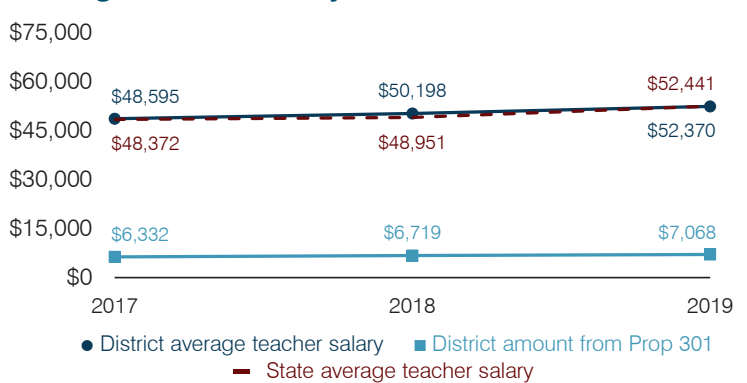
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,166	\$ 4,503	\$ 4,901	\$ 4,869
Student support	753	802	773	754
Instruction support	328	353	427	497
Administration	734	764	746	903
Plant operations	773	817	949	1,027
Food service	317	310	341	438
Transportation	260	281	381	417
<b>Total operational</b>	<b>7,331</b>	<b>7,830</b>	<b>8,518</b>	<b>8,905</b>
Land and buildings	454	340	658	1,086
Equipment	278	276	376	496
Interest	284	296	288	261
Other	122	103	217	180
<b>Total nonoperational</b>	<b>1,138</b>	<b>1,015</b>	<b>1,539</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 8,469</b>	<b>\$ 8,845</b>	<b>\$10,057</b>	<b>\$10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

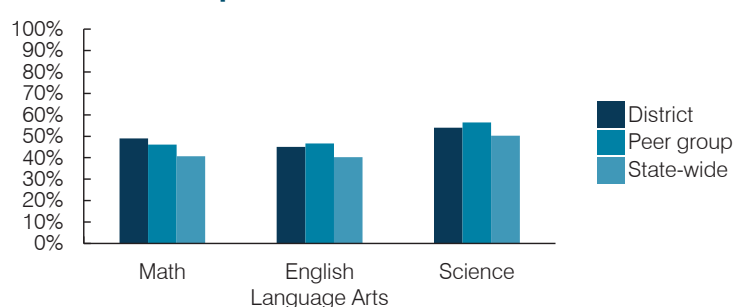


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	18.2	19.1	18.7
Average years of teacher experience	11.3	11.6	11.8
Percentage of teachers in first 3 years	17%	15%	15%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Phoenix Elementary School District

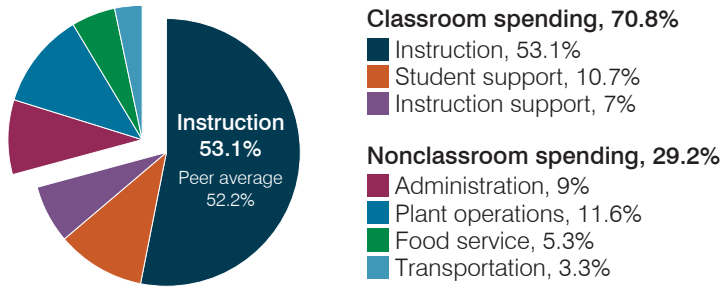
Maricopa County  
 Peer groups: Operational 8 and T-2, Achievement 15<sup>1</sup>  
 Legislative district(s): 24, 27, and 30  
 District location: City  
 Number of schools: 13  
 Graduation rate (2018): N/A

Students attending; Size: 6,033; Medium-large  
 5-year change in students attending: 12% decrease  
 Special education population: 12%  
 English learner population: 15%  
 Poverty rate (2018): 34%  
 Free/reduced meal eligibility: 81%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	53.1

## Spending by operational area



## Operational measures relative to peer averages

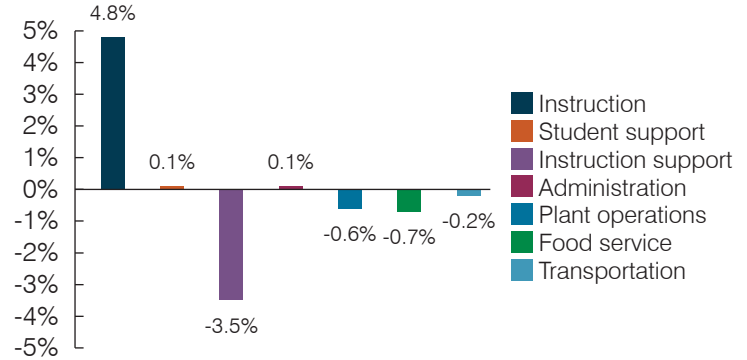
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,097	\$1,047	\$903
	Students per administrative position	46	65	66
Plant operations	Cost per square foot	\$7.30	\$6.60	\$6.49
	Square footage per student	194	145	158
Food service	Cost per meal	\$3.05	\$2.91	\$3.08
Transportation	Cost per mile	\$8.94	\$6.82	\$4.29
	Cost per rider	\$2,216	\$1,386	\$1,424



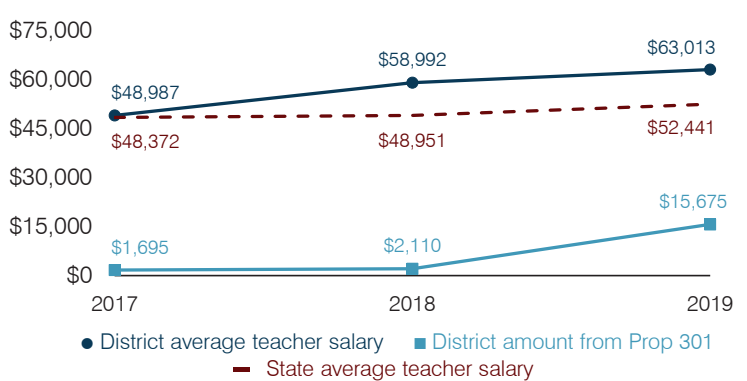
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,997	\$ 6,479	\$ 4,648	\$ 4,869
Student support	1,270	1,304	678	754
Instruction support	1,034	853	551	497
Administration	1,061	1,097	1,047	903
Plant operations	1,340	1,414	972	1,027
Food service	619	656	672	438
Transportation	374	403	345	417
<b>Total operational</b>	<b>11,695</b>	<b>12,206</b>	<b>8,913</b>	<b>8,905</b>
Land and buildings	1,377	2,658	1,393	1,086
Equipment	1,078	733	556	496
Interest	330	302	344	261
Other	33	35	203	180
<b>Total nonoperational</b>	<b>2,818</b>	<b>3,728</b>	<b>2,496</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 14,513</b>	<b>\$ 15,934</b>	<b>\$ 11,409</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

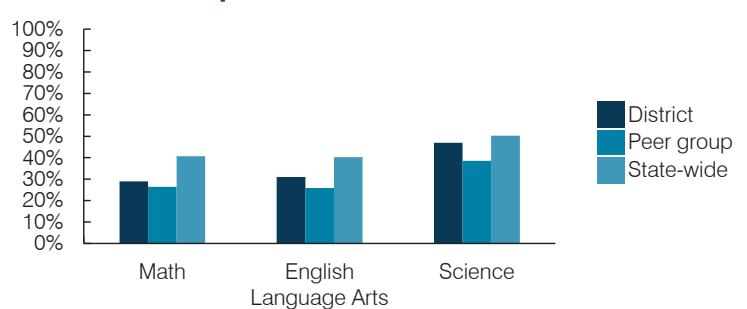


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	16.5	17.4	16.9
Average years of teacher experience	10.3	10.9	11.4
Percentage of teachers in first 3 years	26%	21%	23%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Phoenix Union High School District

Maricopa County

Peer groups: Operational 1 and T-5, Achievement 9<sup>1</sup>

Legislative district(s): 19, 24, 27, 28, 29, and 30

District location: City

Number of schools: 17

Graduation rate (2018): 82%

Students attending; Size: 27,088; Very large

5-year change in students attending: 3% increase

Special education population: 11%

English learner population: 8%

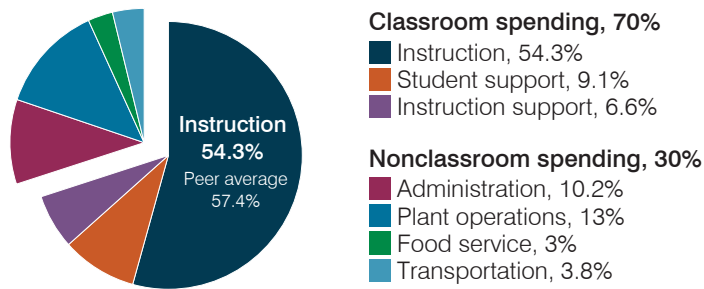
Poverty rate (2018): 26%

Free/reduced meal eligibility: 83%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	54.3

## Spending by operational area



## Operational measures relative to peer averages

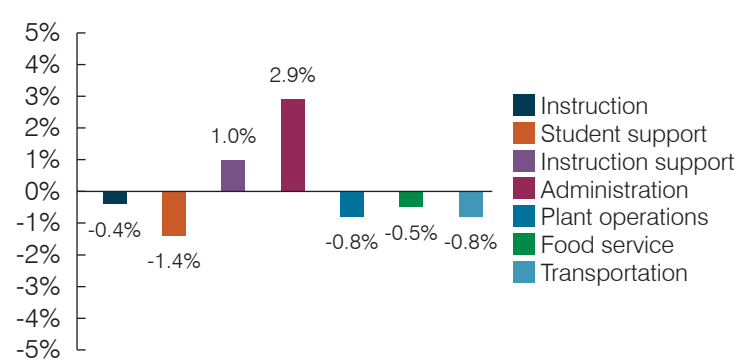
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,175	\$746	\$903
	Students per administrative position	48	78	66
Plant operations	Cost per square foot	\$9.13	\$6.37	\$6.49
	Square footage per student	164	150	158
Food service	Cost per meal	\$2.55	\$2.92	\$3.08
Transportation	Cost per mile	N/A	\$4.10	\$4.29
	Cost per rider	\$1,188	\$1,775	\$1,424



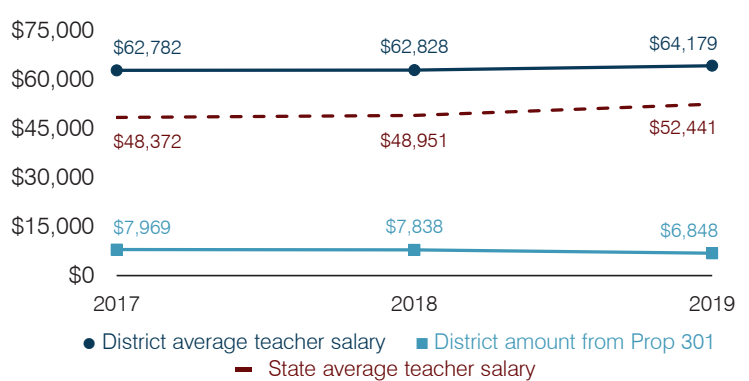
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,783	\$ 6,284	\$ 4,901	\$ 4,869
Student support	1,074	1,049	773	754
Instruction support	659	766	427	497
Administration	1,154	1,175	746	903
Plant operations	1,385	1,500	949	1,027
Food service	363	347	341	438
Transportation	435	446	381	417
<b>Total operational</b>	<b>10,853</b>	<b>11,567</b>	<b>8,518</b>	<b>8,905</b>
Land and buildings	1,944	2,209	658	1,086
Equipment	595	923	376	496
Interest	418	699	288	261
Other	43	40	217	180
<b>Total nonoperational</b>	<b>3,000</b>	<b>3,871</b>	<b>1,539</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 13,853</b>	<b>\$ 15,438</b>	<b>\$ 10,057</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

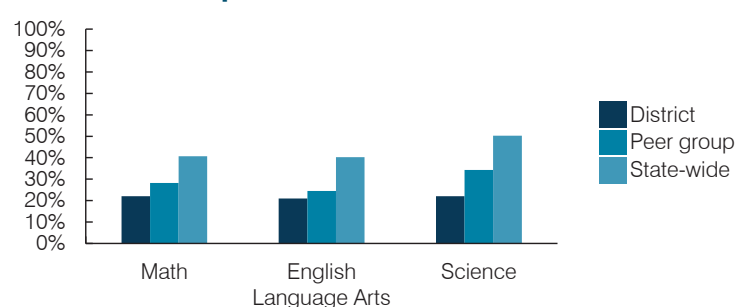


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	18.3	17.7	17.4
Average years of teacher experience	13.3	13.3	13.3
Percentage of teachers in first 3 years	8%	10%	11%

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Picacho Elementary School District

Pinal County

Peer groups: Operational 11 and T-11, Achievement 18<sup>1</sup>

Legislative district(s): 8 and 11

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 166; Very small

5-year change in students attending: 7% decrease

Special education population: 11%

English learner population: 13%

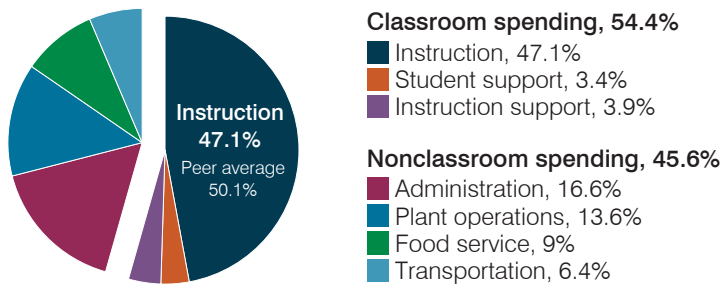
Poverty rate (2018): 27%

Free/reduced meal eligibility: 93%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	47.1

## Spending by operational area



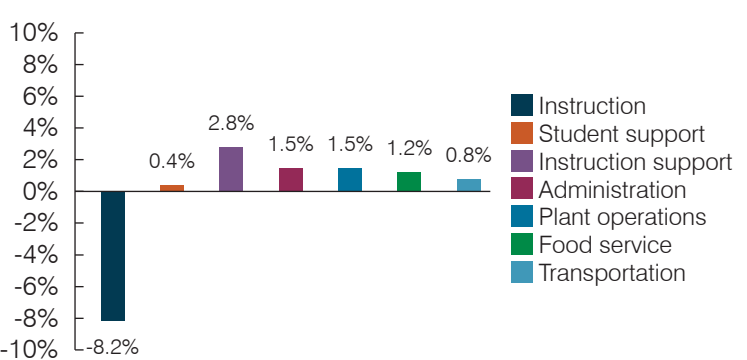
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,756	\$3,398	\$903
	Students per administrative position	60	32	66
Plant operations	Cost per square foot	\$8.91	\$7.70	\$6.49
	Square footage per student	162	382	158
Food service	Cost per meal	\$3.91	\$5.47	\$3.08
Transportation	Cost per mile	\$3.41	\$2.28	\$4.29
	Cost per rider	\$812	\$1,665	\$1,424

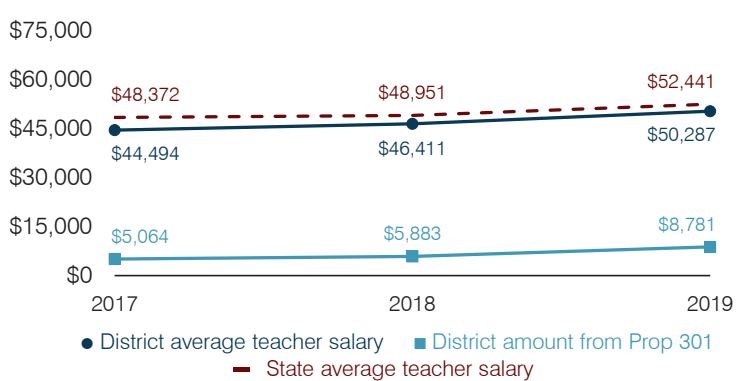
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,778	\$ 4,984	\$ 9,084	\$ 4,869
Student support	401	357	756	754
Instruction support	124	415	438	497
Administration	1,613	1,756	3,398	903
Plant operations	1,157	1,440	2,665	1,027
Food service	963	960	917	438
Transportation	550	680	976	417
<b>Total operational</b>	<b>9,586</b>	<b>10,592</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	92	180	1,425	1,086
Equipment	282	940	1,013	496
Interest	18	13	28	261
Other	0	0	92	180
<b>Total nonoperational</b>	<b>392</b>	<b>1,133</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 9,978</b>	<b>\$ 11,725</b>	<b>\$20,792</b>	<b>\$10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

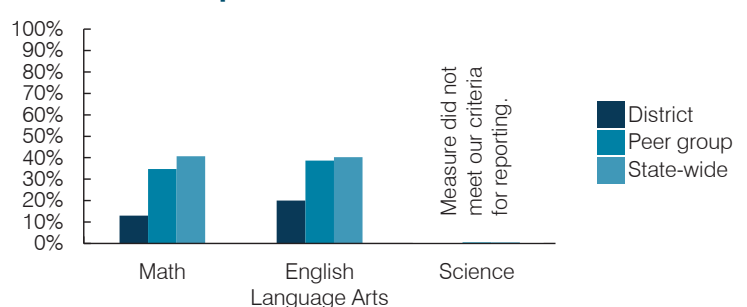


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	14.6	13.8	15.1
Average years of teacher experience	10.5	10.3	9.0
Percentage of teachers in first 3 years	0%	0%	0%

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Pima Unified School District

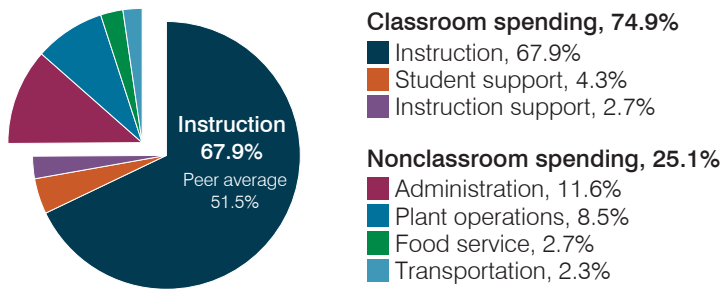
Graham County  
 Peer groups: Operational 5 and T-6, Achievement 6<sup>1</sup>  
 Legislative district(s): 14  
 District location: Town  
 Number of schools: 4  
 Graduation rate (2018): 88%

Students attending; Size: 916; Medium  
 5-year change in students attending: 19% increase  
 Special education population: 19%  
 English learner population: 2%  
 Poverty rate (2018): 27%  
 Free/reduced meal eligibility: 42%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	67.9

## Spending by operational area



## Operational measures relative to peer averages

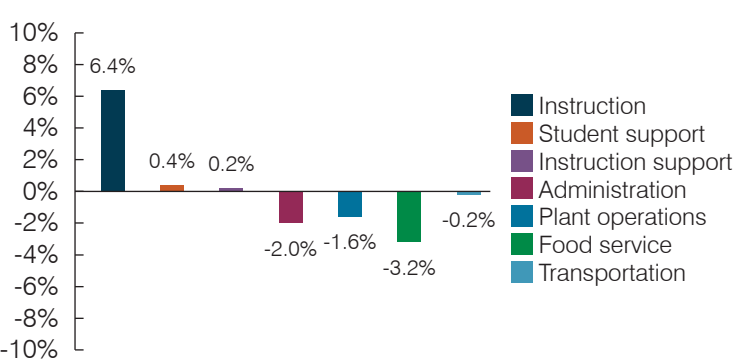
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$881	\$1,190	\$903
	Students per administrative position	70	60	66
Plant operations	Cost per square foot	\$5.22	\$5.67	\$6.49
	Square footage per student	123	257	158
Food service	Cost per meal	\$2.85	\$3.60	\$3.08
Transportation	Cost per mile	\$4.17	\$4.23	\$4.29
	Cost per rider	\$728	\$768	\$1,424



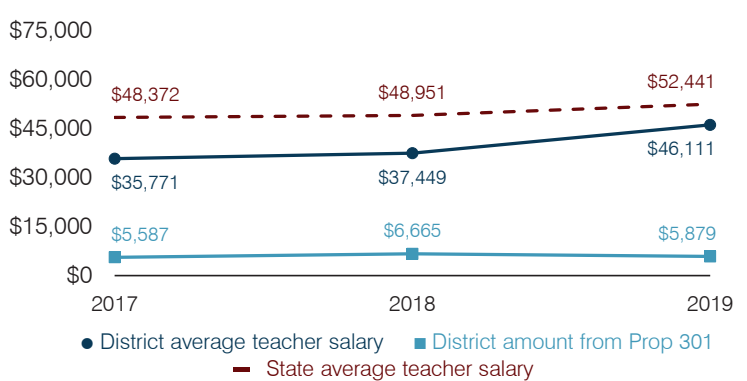
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,693	\$ 5,167	\$ 5,148	\$ 4,869
Student support	299	327	655	754
Instruction support	203	205	436	497
Administration	921	881	1,190	903
Plant operations	660	645	1,416	1,027
Food service	340	205	428	438
Transportation	204	177	546	417
<b>Total operational</b>	<b>7,320</b>	<b>7,607</b>	<b>9,819</b>	<b>8,905</b>
Land and buildings	134	437	1,012	1,086
Equipment	365	485	658	496
Interest	10	2	238	261
Other	2	2	84	180
<b>Total nonoperational</b>	<b>511</b>	<b>926</b>	<b>1,992</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 7,831</b>	<b>\$ 8,533</b>	<b>\$11,811</b>	<b>\$10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

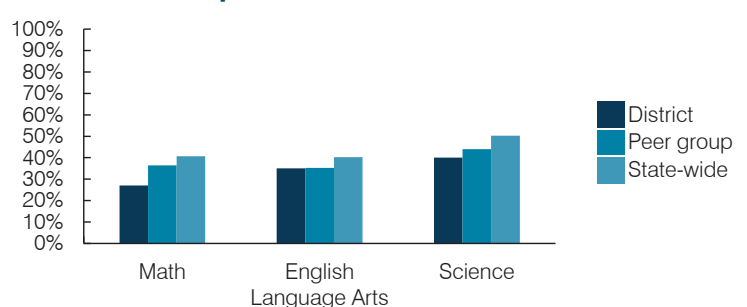


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	15.6	15.4	16.7
Average years of teacher experience	13.3	11.2	11.8
Percentage of teachers in first 3 years	7%	14%	23%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Pine Strawberry Elementary School District

Gila County

Peer groups: Operational 11 and T-11, Achievement 17<sup>1</sup>

Legislative district(s): 6

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 119; Very small

5-year change in students attending: 9% increase

Special education population: 18%

English learner population: 0%

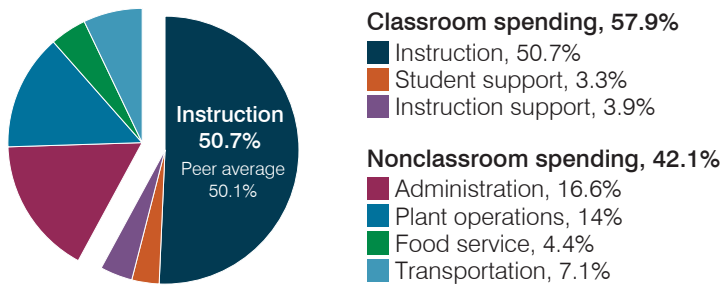
Poverty rate (2018): 20%

Free/reduced meal eligibility: 59%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	50.7

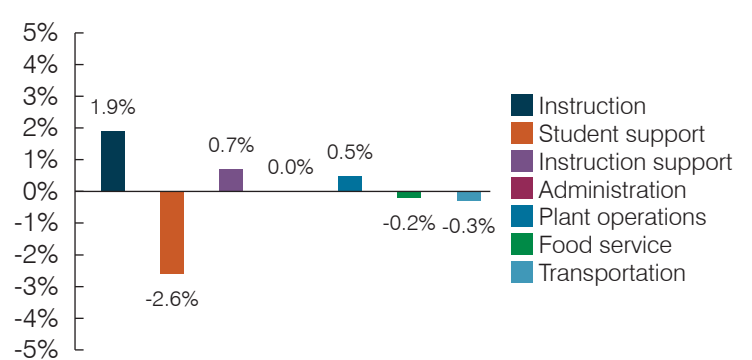
## Spending by operational area



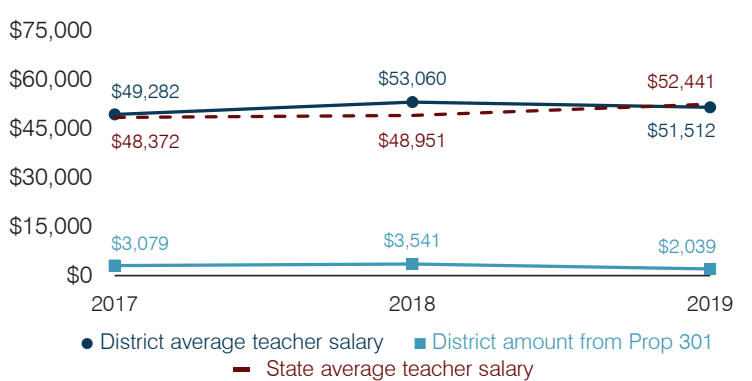
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$4,131	\$3,398	\$903
	Students per administrative position	24	32	66
Plant operations	Cost per square foot	\$6.22	\$7.70	\$6.49
	Square footage per student	560	382	158
Food service	Cost per meal	\$7.56	\$5.47	\$3.08
Transportation	Cost per mile	\$3.45	\$2.28	\$4.29
	Cost per rider	\$2,675	\$1,665	\$1,424

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



## Average teacher salary and other measures

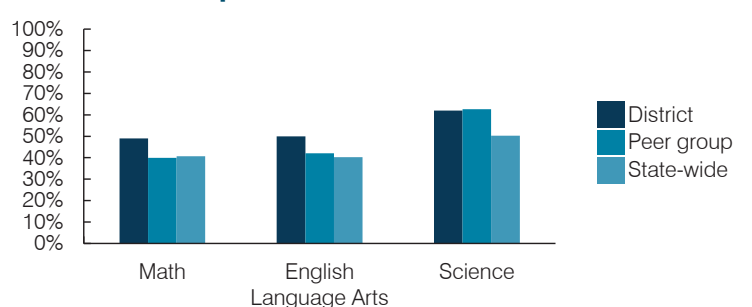


## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 13,359	\$ 12,623	\$ 9,084	\$ 4,869
Student support	890	833	756	754
Instruction support	893	969	438	497
Administration	4,286	4,131	3,398	903
Plant operations	2,807	3,485	2,665	1,027
Food service	1,053	1,105	917	438
Transportation	1,942	1,773	976	417
<b>Total operational</b>	<b>25,230</b>	<b>24,919</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	2,235	657	1,425	1,086
Equipment	745	289	1,013	496
Interest	1	0	28	261
Other	18	0	92	180
<b>Total nonoperational</b>	<b>2,999</b>	<b>946</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 28,229</b>	<b>\$ 25,865</b>	<b>\$ 20,792</b>	<b>\$ 10,928</b>

Measure	2017	2018	2019
Students per teacher	6.7	6.6	6.6
Average years of teacher experience	13.9	14.2	16.2
Percentage of teachers in first 3 years	0%	6%	11%

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Piñon Unified School District

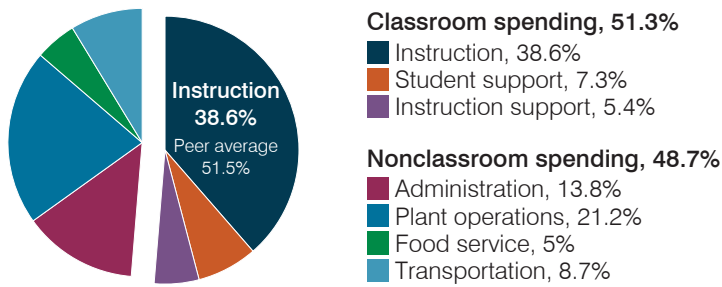
Navajo County  
 Peer groups: Operational 5 and T-10, Achievement 7<sup>1</sup>  
 Legislative district(s): 7  
 District location: Rural  
 Number of schools: 3  
 Graduation rate (2018): 63%

Students attending; Size: 1,029; Medium  
 5-year change in students attending: 17% decrease  
 Special education population: 12%  
 English learner population: 6%  
 Poverty rate (2018): 47%  
 Free/reduced meal eligibility: N/A

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	38.6

## Spending by operational area



## Operational measures relative to peer averages

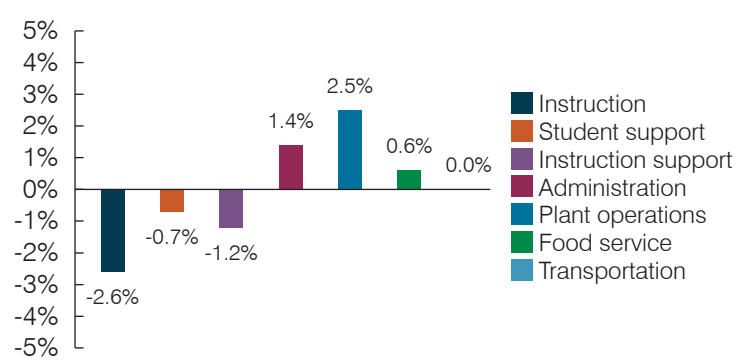
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,270	\$1,190	\$903
	Students per administrative position	37	60	66
Plant operations	Cost per square foot	\$9.10	\$5.67	\$6.49
	Square footage per student	385	257	158
Food service	Cost per meal	\$3.80	\$3.60	\$3.08
Transportation	Cost per mile	\$4.07	\$2.20	\$4.29
	Cost per rider	\$2,802	\$1,962	\$1,424



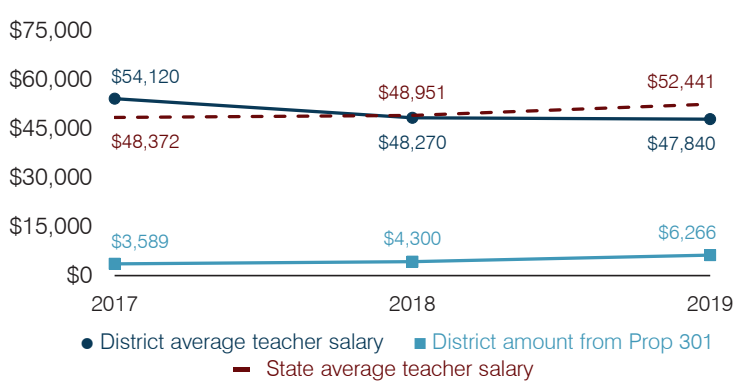
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,942	\$ 6,358	\$ 5,148	\$ 4,869
Student support	1,147	1,205	655	754
Instruction support	990	898	436	497
Administration	2,046	2,270	1,190	903
Plant operations	3,327	3,502	1,416	1,027
Food service	932	829	428	438
Transportation	1,265	1,430	546	417
<b>Total operational</b>	<b>15,649</b>	<b>16,492</b>	<b>9,819</b>	<b>8,905</b>
Land and buildings	217	800	1,012	1,086
Equipment	1,154	906	658	496
Interest	120	19	238	261
Other	40	46	84	180
<b>Total nonoperational</b>	<b>1,531</b>	<b>1,771</b>	<b>1,992</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 17,180</b>	<b>\$ 18,263</b>	<b>\$ 11,811</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

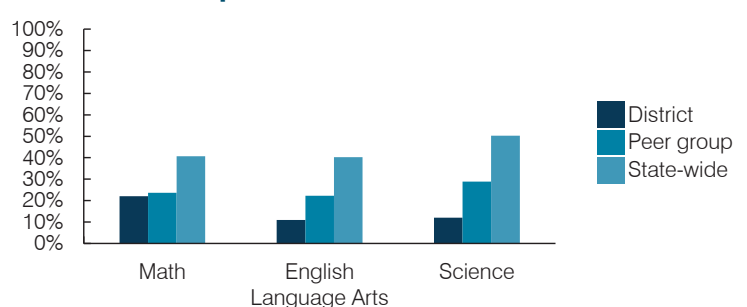


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	14.0	15.0	14.1
Average years of teacher experience	9.5	9.8	8.8
Percentage of teachers in first 3 years	23%	27%	30%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.



# Pomerene Elementary School District

Cochise County

Peer groups: Operational 11 and T-11, Achievement 18<sup>1</sup>

Legislative district(s): 14

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 101; Very small

5-year change in students attending: 5% decrease

Special education population: 12%

English learner population: 6%

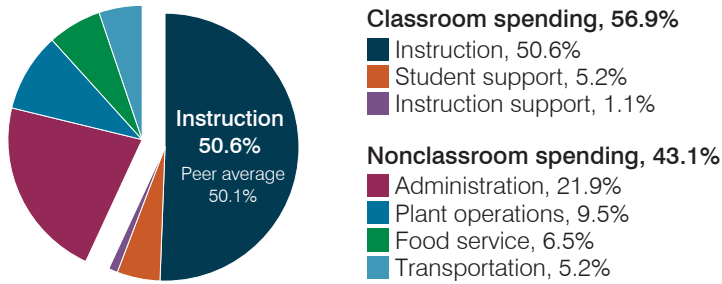
Poverty rate (2018): 23%

Free/reduced meal eligibility: 50%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	50.6

## Spending by operational area



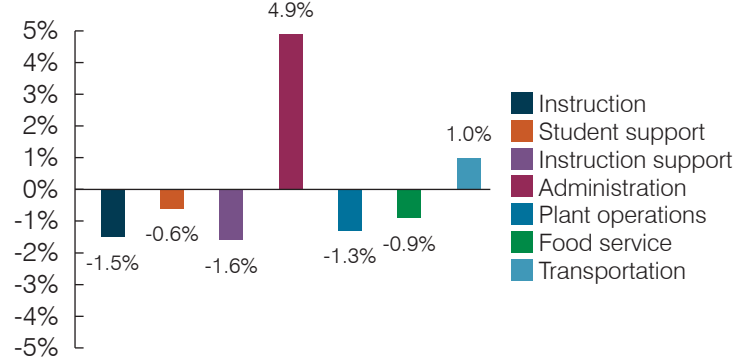
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,168	\$3,398	\$903
	Students per administrative position	30	32	66
Plant operations	Cost per square foot	\$3.30	\$7.70	\$6.49
	Square footage per student	286	382	158
Food service	Cost per meal	\$4.22	\$5.47	\$3.08
Transportation	Cost per mile	\$5.70	\$2.28	\$4.29
	Cost per rider	\$953	\$1,665	\$1,424

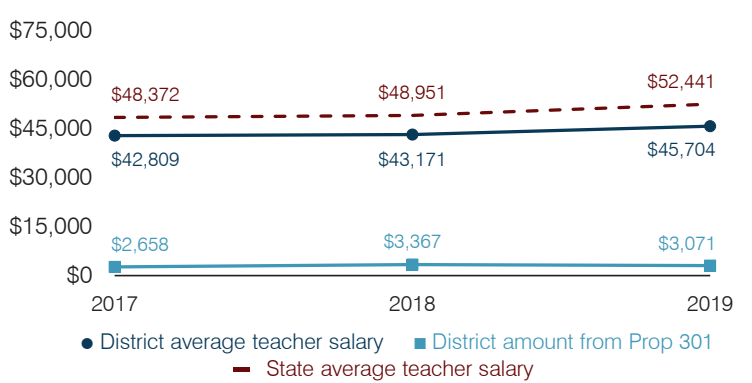
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,965	\$ 5,004	\$ 9,084	\$ 4,869
Student support	592	513	756	754
Instruction support	40	106	438	497
Administration	2,103	2,168	3,398	903
Plant operations	929	942	2,665	1,027
Food service	767	640	917	438
Transportation	490	519	976	417
<b>Total operational</b>	<b>9,886</b>	<b>9,892</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	128	187	1,425	1,086
Equipment	509	338	1,013	496
Interest	0	0	28	261
Other	1	0	92	180
<b>Total nonoperational</b>	<b>638</b>	<b>525</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 10,524</b>	<b>\$ 10,417</b>	<b>\$ 20,792</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

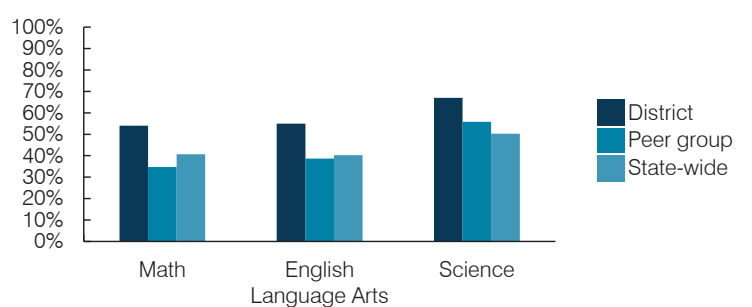


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	15.0	13.1	16.8
Average years of teacher experience	10.2	13.2	10.8
Percentage of teachers in first 3 years	0%	0%	0%

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Prescott Unified School District

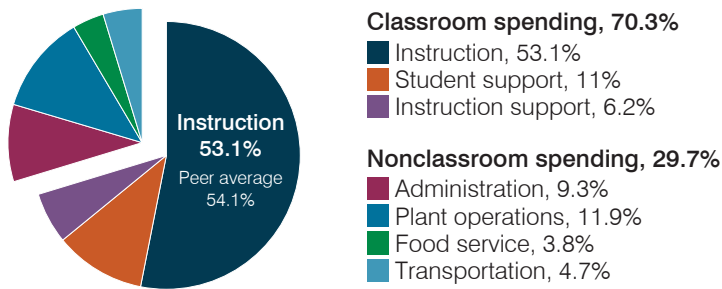
Yavapai County  
 Peer groups: Operational 3 and T-5, Achievement 2<sup>1</sup>  
 Legislative district(s): 1  
 District location: City  
 Number of schools: 6  
 Graduation rate (2018): 84%

Students attending; Size: 3,732; Medium-large  
 5-year change in students attending: 21% decrease  
 Special education population: 11%  
 English learner population: 1%  
 Poverty rate (2018): 12%  
 Free/reduced meal eligibility: 31%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	53.1

## Spending by operational area



## Operational measures relative to peer averages

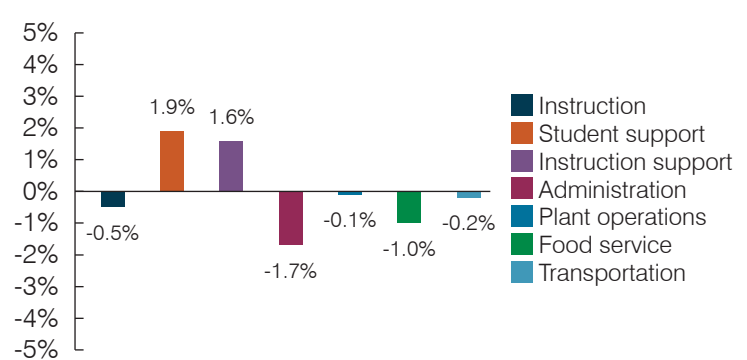
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$753	\$887	\$903
	Students per administrative position	64	68	66
Plant operations	Cost per square foot	\$5.51	\$5.90	\$6.49
	Square footage per student	176	159	158
Food service	Cost per meal	\$3.53	\$3.35	\$3.08
Transportation	Cost per mile	\$3.82	\$4.10	\$4.29
	Cost per rider	\$1,815	\$1,775	\$1,424



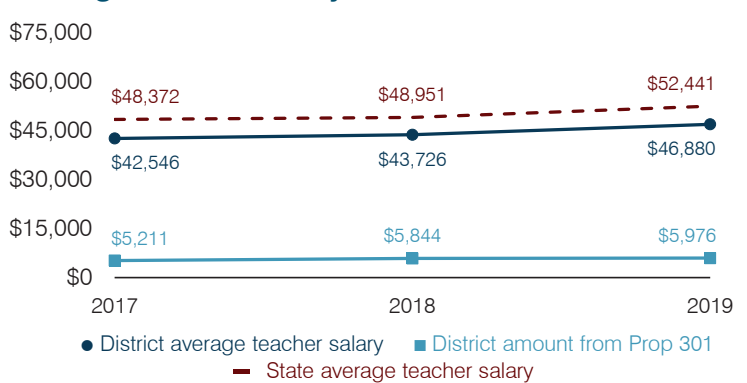
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,834	\$ 4,324	\$ 4,496	\$ 4,869
Student support	846	892	730	754
Instruction support	434	504	377	497
Administration	728	753	887	903
Plant operations	931	970	977	1,027
Food service	300	310	353	438
Transportation	390	384	428	417
<b>Total operational</b>	<b>7,463</b>	<b>8,137</b>	<b>8,248</b>	<b>8,905</b>
Land and buildings	309	391	1,367	1,086
Equipment	302	753	508	496
Interest	3	76	319	261
Other	99	69	194	180
<b>Total nonoperational</b>	<b>713</b>	<b>1,289</b>	<b>2,388</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 8,176</b>	<b>\$ 9,426</b>	<b>\$10,636</b>	<b>\$10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

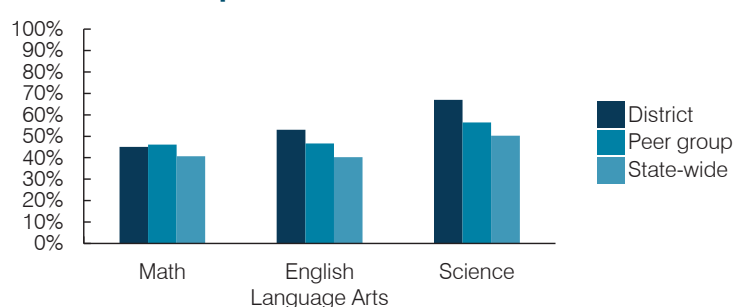


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	19.6	19.7	18.9
Average years of teacher experience	10.1	10.2	10.6
Percentage of teachers in first 3 years	18%	23%	23%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Quartzsite Elementary School District

La Paz County

Peer groups: Operational 11 and T-11, Achievement 19<sup>1</sup>

Legislative district(s): 5

District location: Rural

Number of schools: 2

Graduation rate (2018): N/A

Students attending; Size: 177; Very small

5-year change in students attending: 19% decrease

Special education population: 10%

English learner population: 6%

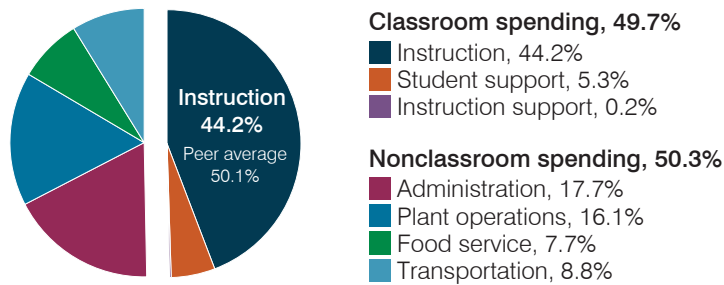
Poverty rate (2018): 29%

Free/reduced meal eligibility: 86%

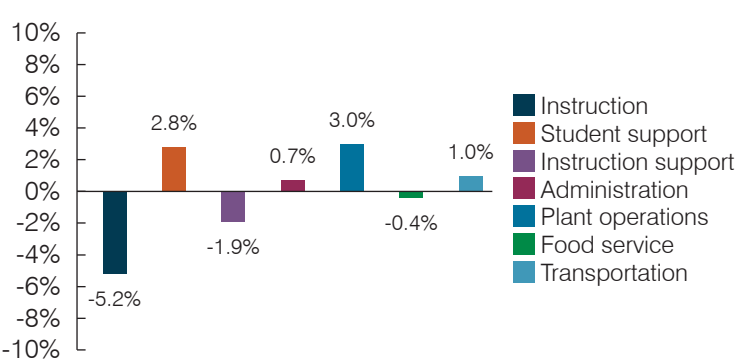
## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	44.2

## Spending by operational area



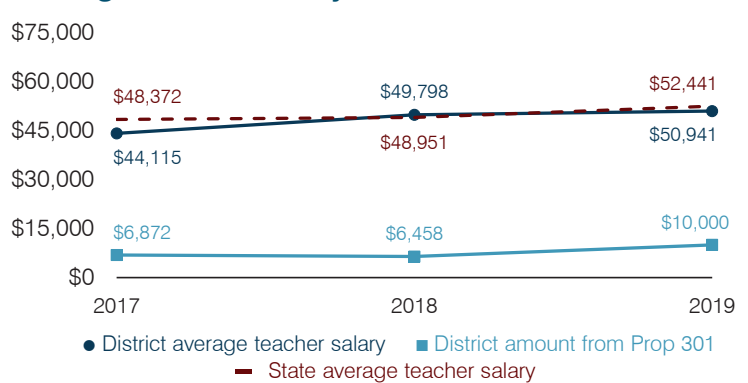
## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,831	\$3,398	\$903
	Students per administrative position	38	32	66
Plant operations	Cost per square foot	\$5.54	\$7.70	\$6.49
	Square footage per student	300	382	158
Food service	Cost per meal	\$3.26	\$5.47	\$3.08
Transportation	Cost per mile	\$2.57	\$2.28	\$4.29
	Cost per rider	\$1,502	\$1,665	\$1,424

## Average teacher salary and other measures

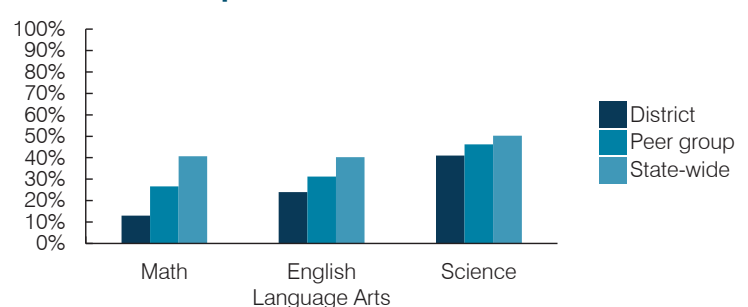


## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,264	\$ 4,576	\$ 9,084	\$ 4,869
Student support	657	547	756	754
Instruction support	29	24	438	497
Administration	1,939	1,831	3,398	903
Plant operations	1,801	1,663	2,665	1,027
Food service	898	800	917	438
Transportation	936	916	976	417
<b>Total operational</b>	<b>10,524</b>	<b>10,357</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	679	276	1,425	1,086
Equipment	242	513	1,013	496
Interest	(1)	0	28	261
Other	0	71	92	180
<b>Total nonoperational</b>	<b>920</b>	<b>860</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 11,444</b>	<b>\$ 11,217</b>	<b>\$20,792</b>	<b>\$10,928</b>

Measure	2017	2018	2019
Students per teacher	16.3	21.4	17.7
Average years of teacher experience	7.0	12.7	9.2
Percentage of teachers in first 3 years	36%	14%	22%

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Queen Creek Unified School District

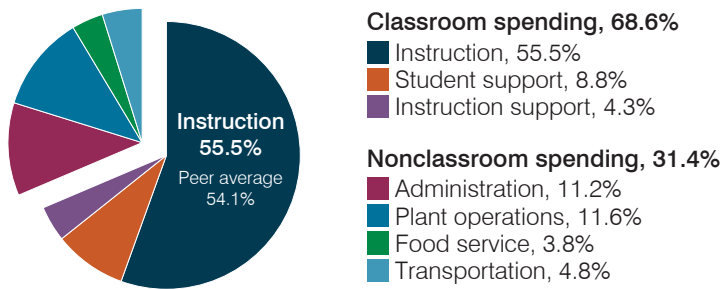
Maricopa County  
 Peer groups: Operational 3 and T-3, Achievement 1<sup>1</sup>  
 Legislative district(s): 12 and 16  
 District location: Suburb  
 Number of schools: 9  
 Graduation rate (2018): 94%

Students attending; Size: 7,333; Medium-large  
 5-year change in students attending: 49% increase  
 Special education population: 12%  
 English learner population: 1%  
 Poverty rate (2018): 5%  
 Free/reduced meal eligibility: 22%

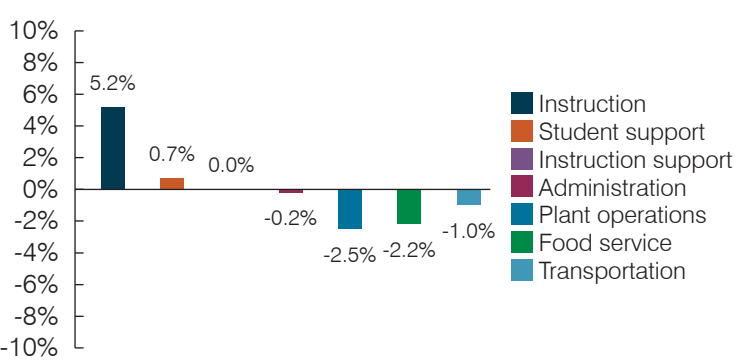
## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	55.5

## Spending by operational area



## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

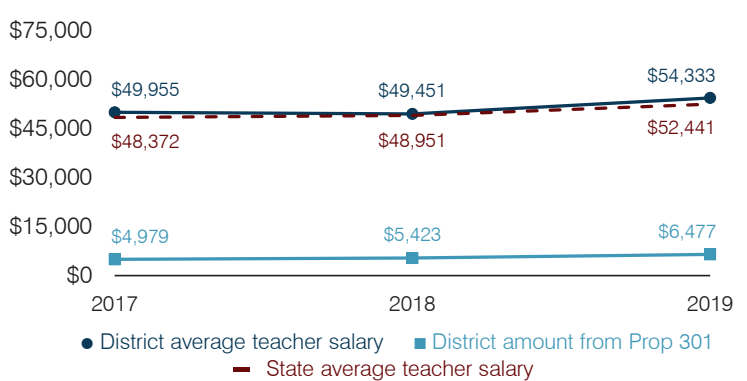


## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$939	\$887	\$903
	Students per administrative position	79	68	66
Plant operations	Cost per square foot	\$7.57	\$5.90	\$6.49
	Square footage per student	130	159	158
Food service	Cost per meal	\$3.00	\$3.35	\$3.08
Transportation	Cost per mile	\$4.37	\$4.60	\$4.29
	Cost per rider	\$1,045	\$1,224	\$1,424



## Average teacher salary and other measures

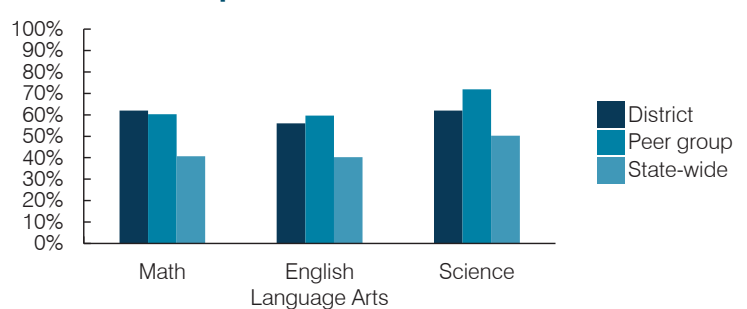


## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,085	\$ 4,672	\$ 4,496	\$ 4,869
Student support	615	743	730	754
Instruction support	321	359	377	497
Administration	843	939	887	903
Plant operations	891	980	977	1,027
Food service	324	322	353	438
Transportation	384	404	428	417
<b>Total operational</b>	<b>7,463</b>	<b>8,419</b>	<b>8,248</b>	<b>8,905</b>
Land and buildings	6,279	9,416	1,367	1,086
Equipment	338	1,229	508	496
Interest	353	590	319	261
Other	260	347	194	180
<b>Total nonoperational</b>	<b>7,230</b>	<b>11,582</b>	<b>2,388</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 14,693</b>	<b>\$ 20,001</b>	<b>\$ 10,636</b>	<b>\$ 10,928</b>

Measure	2017	2018	2019
Students per teacher	19.7	19.3	19.2
Average years of teacher experience	11.4	11.1	11.4
Percentage of teachers in first 3 years	19%	17%	14%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Ray Unified School District

Pinal County

Peer groups: Operational 6 and T-10, Achievement 4<sup>1</sup>

Legislative district(s): 8

District location: Rural

Number of schools: 2

Graduation rate (2018): 87%

Students attending; Size: 401; Small

5-year change in students attending: 18% decrease

Special education population: 13%

English learner population: 0%

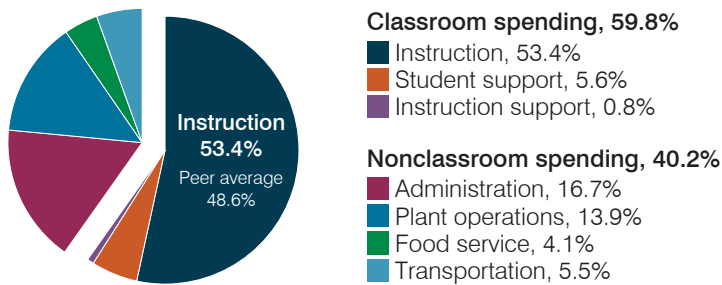
Poverty rate (2018): 16%

Free/reduced meal eligibility: 52%

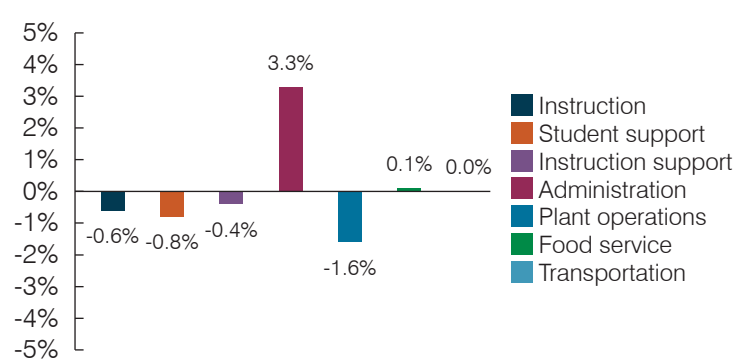
## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	53.4

## Spending by operational area



## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

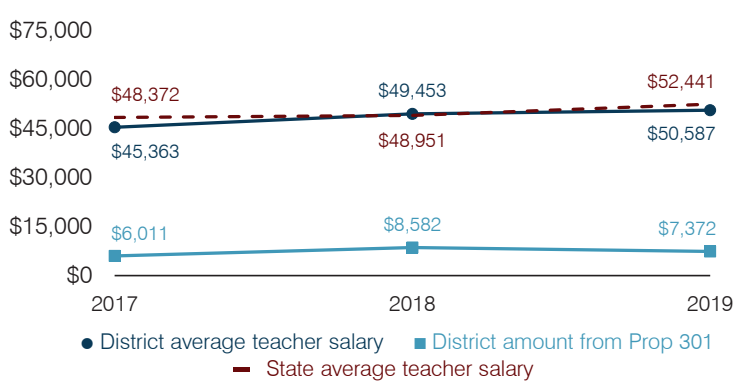


## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,852	\$1,750	\$903
	Students per administrative position	39	45	66
Plant operations	Cost per square foot	\$3.27	\$5.35	\$6.49
	Square footage per student	474	315	158
Food service	Cost per meal	\$4.16	\$3.77	\$3.08
Transportation	Cost per mile	\$2.54	\$2.20	\$4.29
	Cost per rider	\$1,918	\$1,962	\$1,424



## Average teacher salary and other measures

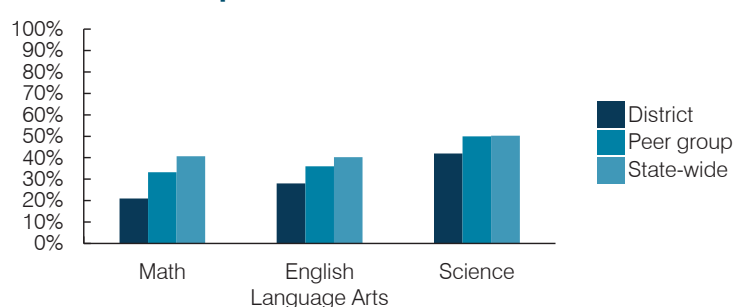


## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,238	\$ 5,944	\$ 5,732	\$ 4,869
Student support	660	623	763	754
Instruction support	92	93	364	497
Administration	1,396	1,852	1,750	903
Plant operations	1,387	1,549	1,697	1,027
Food service	384	455	545	438
Transportation	555	612	616	417
<b>Total operational</b>	<b>9,712</b>	<b>11,128</b>	<b>11,467</b>	<b>8,905</b>
Land and buildings	3,751	2,762	757	1,086
Equipment	788	1,308	692	496
Interest	0	199	152	261
Other	25	26	64	180
<b>Total nonoperational</b>	<b>4,564</b>	<b>4,295</b>	<b>1,665</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 14,276</b>	<b>\$ 15,423</b>	<b>\$ 13,132</b>	<b>\$ 10,928</b>

Measure	2017	2018	2019
Students per teacher	13.8	15.6	14.0
Average years of teacher experience	18.4	17.6	16.9
Percentage of teachers in first 3 years	10%	3%	14%

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Red Mesa Unified School District

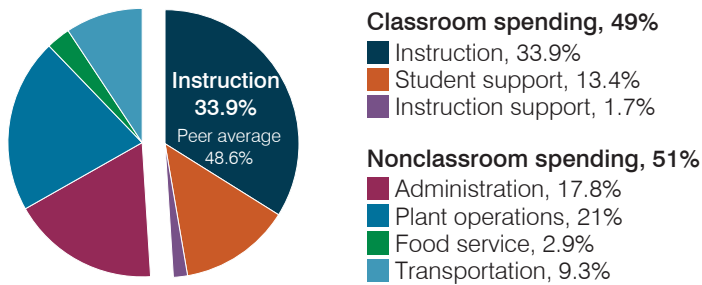
Apache County  
 Peer groups: Operational 6 and T-10, Achievement 7<sup>1</sup>  
 Legislative district(s): 7  
 District location: Rural  
 Number of schools: 5  
 Graduation rate (2018): 69%

Students attending; Size: 456; Small  
 5-year change in students attending: 29% decrease  
 Special education population: 14%  
 English learner population: 7%  
 Poverty rate (2018): 43%  
 Free/reduced meal eligibility: 93%

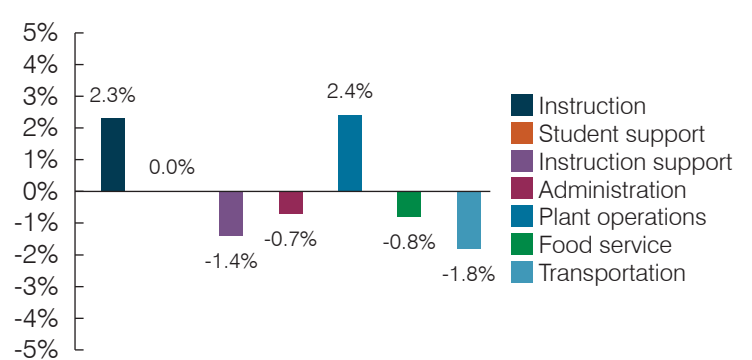
## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	33.9

## Spending by operational area



## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

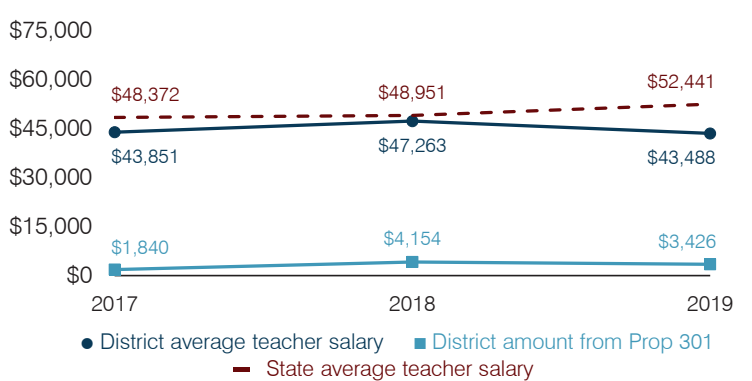


## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,371	\$1,750	\$903
	Students per administrative position	22	45	66
Plant operations	Cost per square foot	\$5.38	\$5.35	\$6.49
	Square footage per student	740	315	158
Food service	Cost per meal	\$2.99	\$3.77	\$3.08
Transportation	Cost per mile	\$2.25	\$2.20	\$4.29
	Cost per rider	\$2,668	\$1,962	\$1,424



## Average teacher salary and other measures

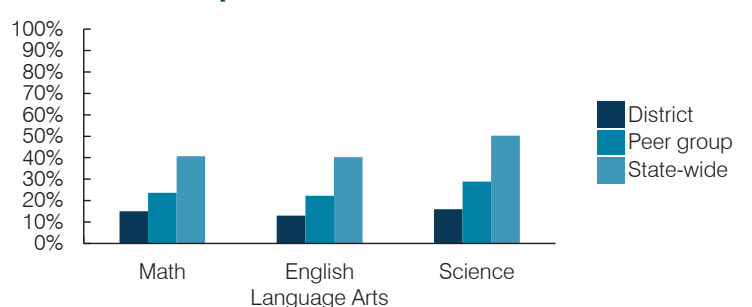


## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 6,640	\$ 6,426	\$ 5,732	\$ 4,869
Student support	2,141	2,554	763	754
Instruction support	935	320	364	497
Administration	3,628	3,371	1,750	903
Plant operations	3,829	3,982	1,697	1,027
Food service	434	559	545	438
Transportation	1,599	1,762	616	417
<b>Total operational</b>	<b>19,206</b>	<b>18,974</b>	<b>11,467</b>	<b>8,905</b>
Land and buildings	192	49	757	1,086
Equipment	541	957	692	496
Interest	0	0	152	261
Other	50	131	64	180
<b>Total nonoperational</b>	<b>783</b>	<b>1,137</b>	<b>1,665</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 19,989</b>	<b>\$ 20,111</b>	<b>\$ 13,132</b>	<b>\$ 10,928</b>

Measure	2017	2018	2019
Students per teacher	11.0	13.2	12.7
Average years of teacher experience	17.8	17.4	19.3
Percentage of teachers in first 3 years	0%	3%	3%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Red Rock Elementary School District

Pinal County

Peer groups: Operational 10 and T-6, Achievement 16<sup>1</sup>

Legislative district(s): 11

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 371; Small

5-year change in students attending: 15% increase

Special education population: 16%

English learner population: 2%

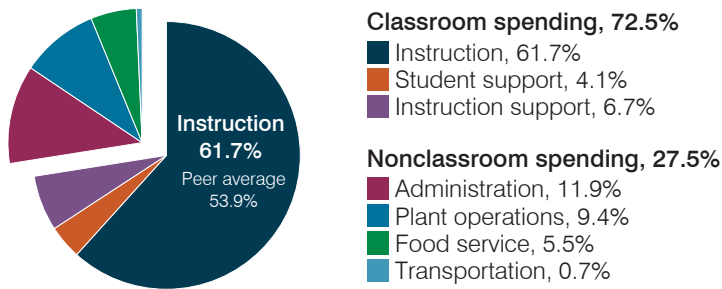
Poverty rate (2018): 14%

Free/reduced meal eligibility: 47%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	61.7

## Spending by operational area



## Operational measures relative to peer averages

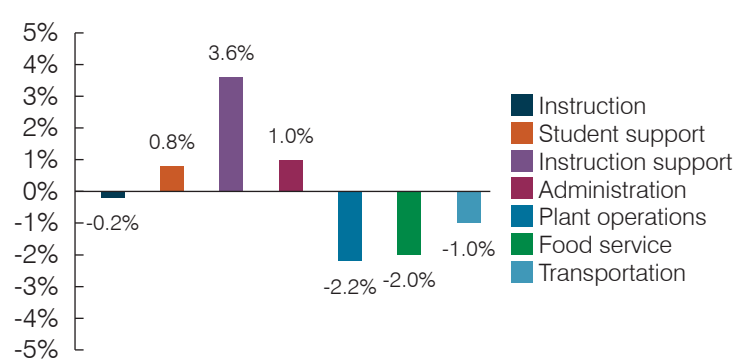
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,033	\$1,326	\$903
	Students per administrative position	62	52	66
Plant operations	Cost per square foot	\$2.57	\$6.87	\$6.49
	Square footage per student	318	196	158
Food service	Cost per meal	\$2.88	\$3.37	\$3.08
Transportation	Cost per mile	\$1.19	\$4.23	\$4.29
	Cost per rider	\$328	\$768	\$1,424



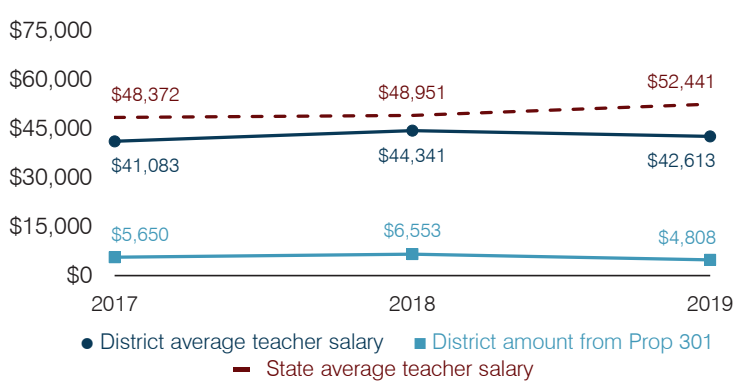
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,632	\$ 5,373	\$ 5,443	\$ 4,869
Student support	124	360	538	754
Instruction support	270	586	403	497
Administration	822	1,033	1,326	903
Plant operations	779	819	1,175	1,027
Food service	497	480	588	438
Transportation	70	59	681	417
<b>Total operational</b>	<b>7,194</b>	<b>8,710</b>	<b>10,154</b>	<b>8,905</b>
Land and buildings	188	45	215	1,086
Equipment	67	226	769	496
Interest	0	0	129	261
Other	(9)	9	126	180
<b>Total nonoperational</b>	<b>246</b>	<b>280</b>	<b>1,239</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 7,440</b>	<b>\$ 8,990</b>	<b>\$ 11,393</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

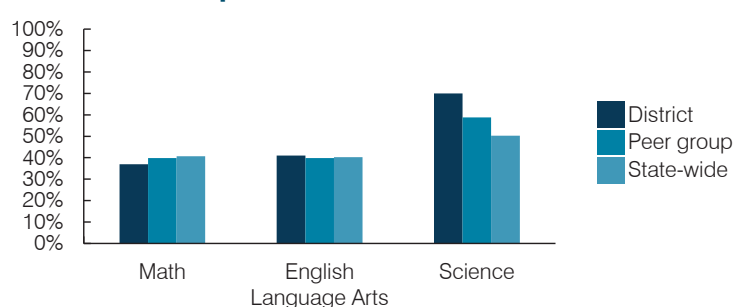


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	16.2	18.6	16.9
Average years of teacher experience	9.8	9.9	10.8
Percentage of teachers in first 3 years	31%	22%	5%

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Riverside Elementary School District

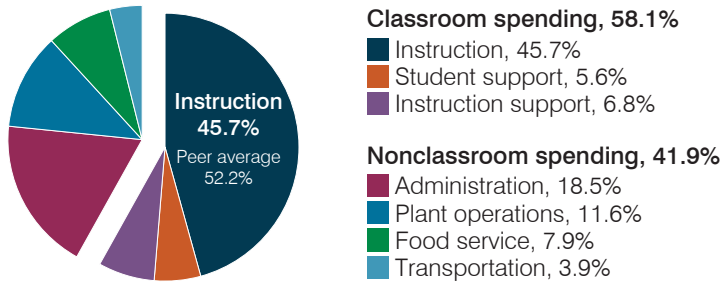
Maricopa County  
 Peer groups: Operational 8 and T-2, Achievement 14<sup>1</sup>  
 Legislative district(s): 19  
 District location: City  
 Number of schools: 3  
 Graduation rate (2018): N/A

Students attending; Size: 842; Medium  
 5-year change in students attending: 2% increase  
 Special education population: 11%  
 English learner population: 11%  
 Poverty rate (2018): 25%  
 Free/reduced meal eligibility: 82%

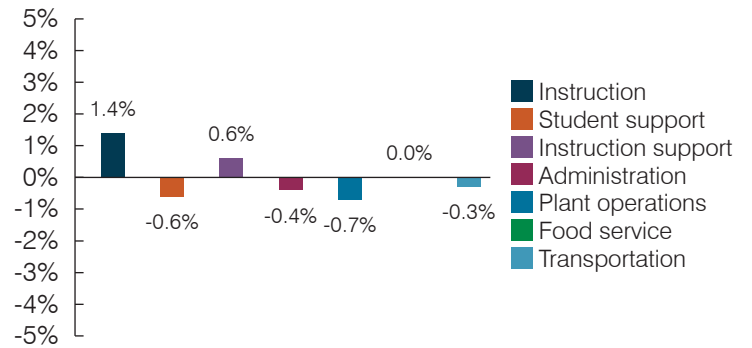
## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	45.7

## Spending by operational area



## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

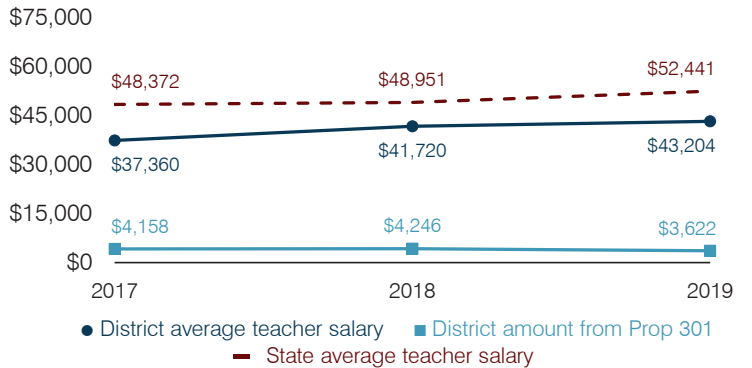


## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,698	\$1,047	\$903
	Students per administrative position	35	65	66
Plant operations	Cost per square foot	\$3.54	\$6.60	\$6.49
	Square footage per student	302	145	158
Food service	Cost per meal	\$2.78	\$2.91	\$3.08
Transportation	Cost per mile	\$2.80	\$6.82	\$4.29
	Cost per rider	\$741	\$1,386	\$1,424



## Average teacher salary and other measures

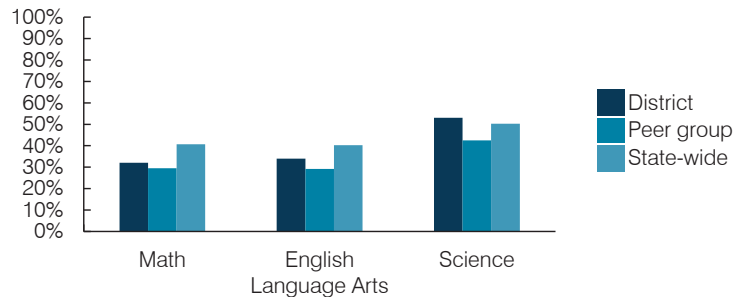


## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,221	\$ 4,193	\$ 4,648	\$ 4,869
Student support	535	515	678	754
Instruction support	599	619	551	497
Administration	1,735	1,698	1,047	903
Plant operations	1,040	1,067	972	1,027
Food service	653	719	672	438
Transportation	392	355	345	417
<b>Total operational</b>	<b>9,175</b>	<b>9,166</b>	<b>8,913</b>	<b>8,905</b>
Land and buildings	6,292	2,238	1,393	1,086
Equipment	3,556	1,372	556	496
Interest	1,885	2,200	344	261
Other	291	555	203	180
<b>Total nonoperational</b>	<b>12,024</b>	<b>6,365</b>	<b>2,496</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 21,199</b>	<b>\$ 15,531</b>	<b>\$ 11,409</b>	<b>\$ 10,928</b>

Measure	2017	2018	2019
Students per teacher	19.7	20.8	19.6
Average years of teacher experience	6.6	6.3	7.2
Percentage of teachers in first 3 years	18%	11%	9%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.



# Roosevelt Elementary School District

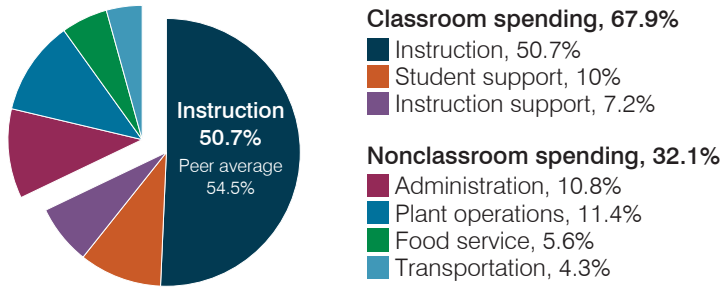
Maricopa County  
 Peer groups: Operational 7 and T-2, Achievement 14<sup>1</sup>  
 Legislative district(s): 27  
 District location: City  
 Number of schools: 18  
 Graduation rate (2018): N/A

Students attending; Size: 8,197; Large  
 5-year change in students attending: 12% decrease  
 Special education population: 13%  
 English learner population: 13%  
 Poverty rate (2018): 29%  
 Free/reduced meal eligibility: 89%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	50.7

## Spending by operational area



## Operational measures relative to peer averages

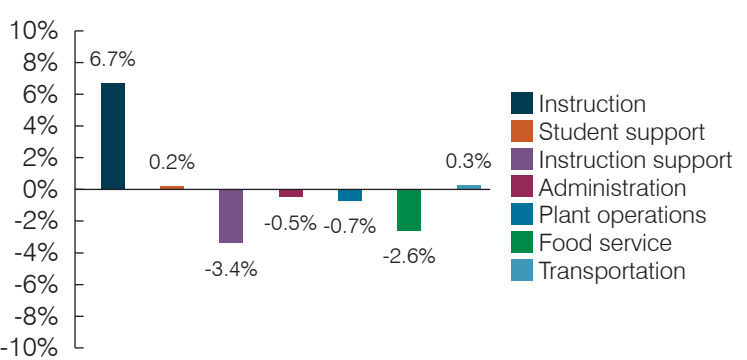
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,137	\$887	\$903
	Students per administrative position	58	73	66
Plant operations	Cost per square foot	\$6.64	\$6.31	\$6.49
	Square footage per student	181	142	158
Food service	Cost per meal	\$2.45	\$2.97	\$3.08
Transportation	Cost per mile	\$7.00	\$6.82	\$4.29
	Cost per rider	\$1,293	\$1,386	\$1,424



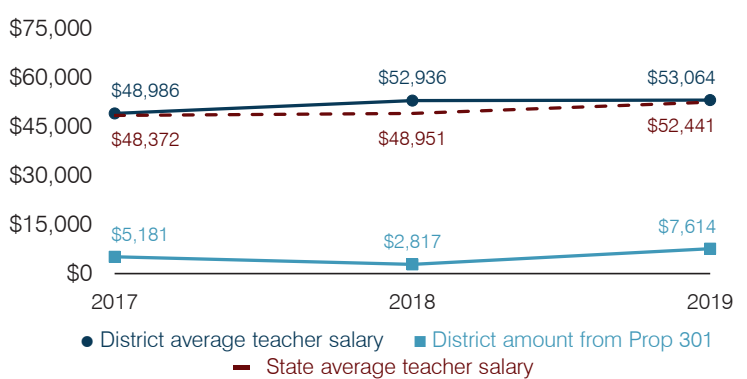
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,019	\$ 5,345	\$ 4,824	\$ 4,869
Student support	1,176	1,053	760	754
Instruction support	611	755	554	497
Administration	1,189	1,137	887	903
Plant operations	1,114	1,205	892	1,027
Food service	577	592	608	438
Transportation	428	458	342	417
<b>Total operational</b>	<b>10,114</b>	<b>10,545</b>	<b>8,867</b>	<b>8,905</b>
Land and buildings	120	1,493	1,189	1,086
Equipment	434	690	508	496
Interest	289	320	230	261
Other	13	14	177	180
<b>Total nonoperational</b>	<b>856</b>	<b>2,517</b>	<b>2,104</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 10,970</b>	<b>\$ 13,062</b>	<b>\$10,971</b>	<b>\$10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

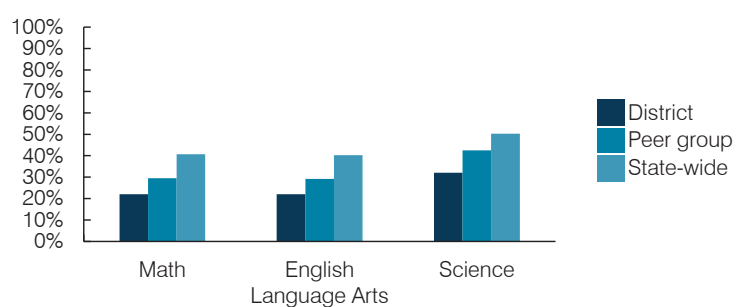


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	19.2	18.9	18.2
Average years of teacher experience	9.3	9.8	10.4
Percentage of teachers in first 3 years	22%	18%	13%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Round Valley Unified School District

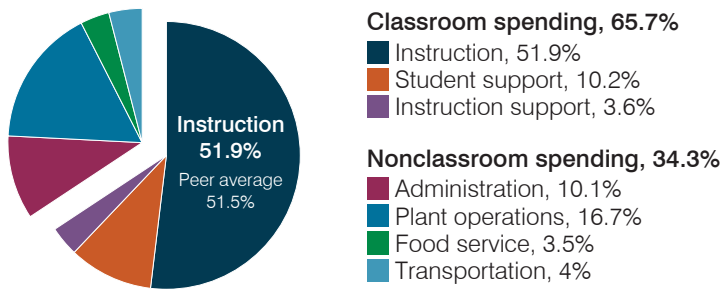
Apache County  
 Peer groups: Operational 5 and T-9, Achievement 5<sup>1</sup>  
 Legislative district(s): 7  
 District location: Town  
 Number of schools: 3  
 Graduation rate (2018): 77%

Students attending; Size: 1,248; Medium  
 5-year change in students attending: 3% decrease  
 Special education population: 14%  
 English learner population: 5%  
 Poverty rate (2018): 26%  
 Free/reduced meal eligibility: 37%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	51.9

## Spending by operational area



## Operational measures relative to peer averages

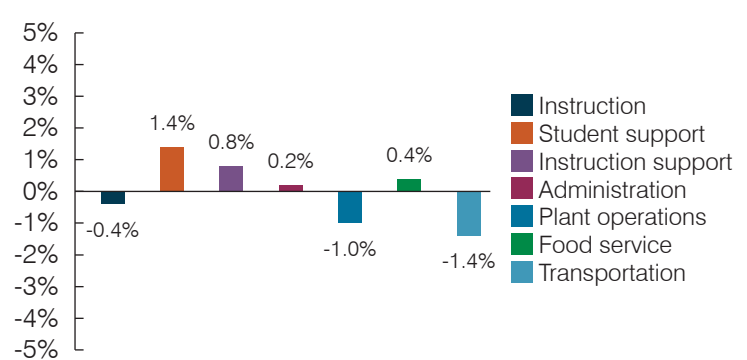
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$952	\$1,190	\$903
	Students per administrative position	51	60	66
Plant operations	Cost per square foot	\$3.70	\$5.67	\$6.49
	Square footage per student	425	257	158
Food service	Cost per meal	\$4.28	\$3.60	\$3.08
Transportation	Cost per mile	\$2.02	\$2.74	\$4.29
	Cost per rider	\$1,533	\$1,641	\$1,424



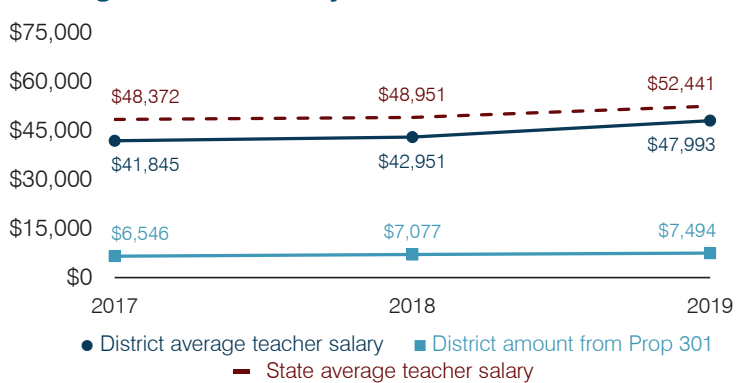
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,347	\$ 4,878	\$ 5,148	\$ 4,869
Student support	812	956	655	754
Instruction support	326	339	436	497
Administration	905	952	1,190	903
Plant operations	1,440	1,574	1,416	1,027
Food service	292	326	428	438
Transportation	373	376	546	417
<b>Total operational</b>	<b>8,495</b>	<b>9,401</b>	<b>9,819</b>	<b>8,905</b>
Land and buildings	58	288	1,012	1,086
Equipment	60	197	658	496
Interest	162	139	238	261
Other	5	23	84	180
<b>Total nonoperational</b>	<b>285</b>	<b>647</b>	<b>1,992</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 8,780</b>	<b>\$ 10,048</b>	<b>\$ 11,811</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

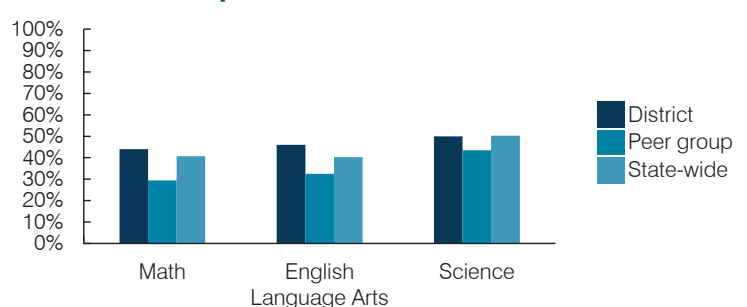


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	20.1	19.8	19.8
Average years of teacher experience	12.1	13.3	14.0
Percentage of teachers in first 3 years	17%	9%	6%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Sacaton Elementary School District

Pinal County

Peer groups: Operational 10 and T-8, Achievement 20<sup>1</sup>

Legislative district(s): 8

District location: Rural

Number of schools: 2

Graduation rate (2018): N/A

Students attending; Size: 576; Small

5-year change in students attending: 32% increase

Special education population: 25%

English learner population: 1%

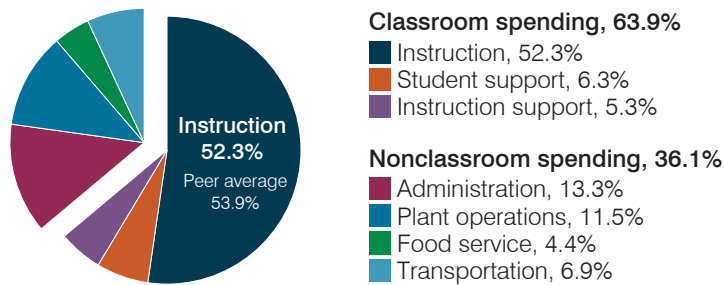
Poverty rate (2018): 40%

Free/reduced meal eligibility: N/A

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	52.3

## Spending by operational area



## Operational measures relative to peer averages

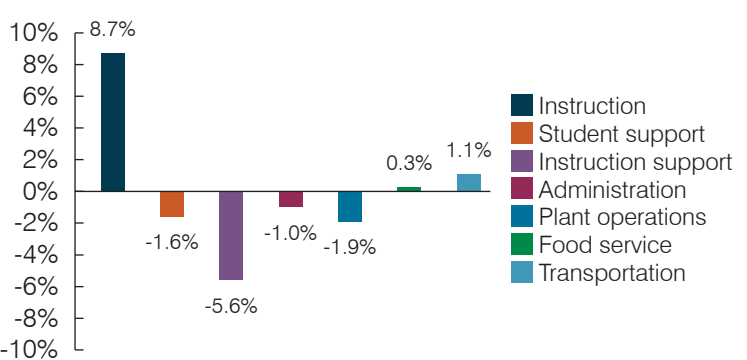
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,532	\$1,326	\$903
	Students per administrative position	34	52	66
Plant operations	Cost per square foot	\$8.46	\$6.87	\$6.49
	Square footage per student	258	196	158
Food service	Cost per meal	\$3.53	\$3.37	\$3.08
Transportation	Cost per mile	\$5.06	\$3.26	\$4.29
	Cost per rider	\$1,713	\$1,447	\$1,424



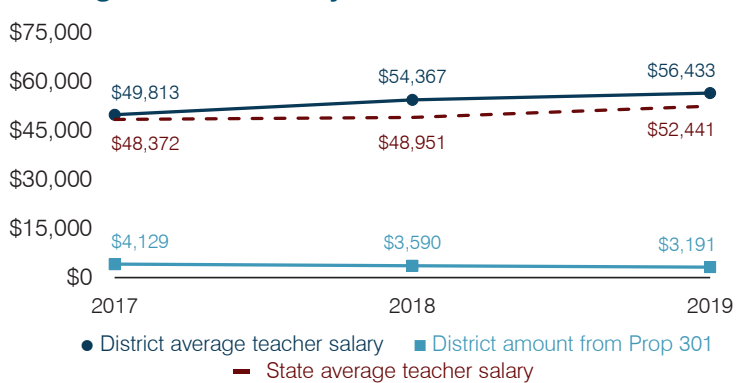
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 10,134	\$ 9,923	\$ 5,443	\$ 4,869
Student support	1,079	1,201	538	754
Instruction support	1,036	1,015	403	497
Administration	2,783	2,532	1,326	903
Plant operations	2,287	2,186	1,175	1,027
Food service	923	829	588	438
Transportation	1,498	1,302	681	417
<b>Total operational</b>	<b>19,740</b>	<b>18,988</b>	<b>10,154</b>	<b>8,905</b>
Land and buildings	354	0	215	1,086
Equipment	1,666	1,630	769	496
Interest	0	0	129	261
Other	664	550	126	180
<b>Total nonoperational</b>	<b>2,684</b>	<b>2,180</b>	<b>1,239</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 22,424</b>	<b>\$ 21,168</b>	<b>\$ 11,393</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

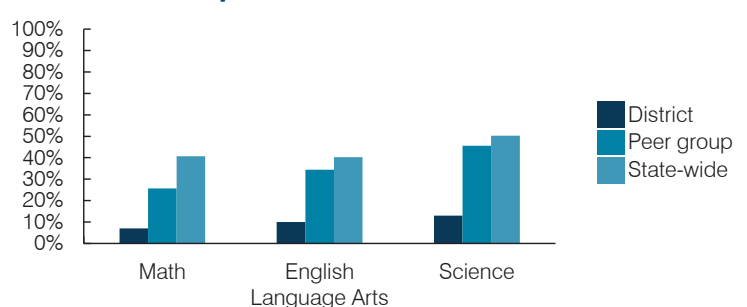


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	11.1	11.1	11.3
Average years of teacher experience	13.1	12.8	12.3
Percentage of teachers in first 3 years	14%	15%	13%

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Saddle Mountain Unified School District

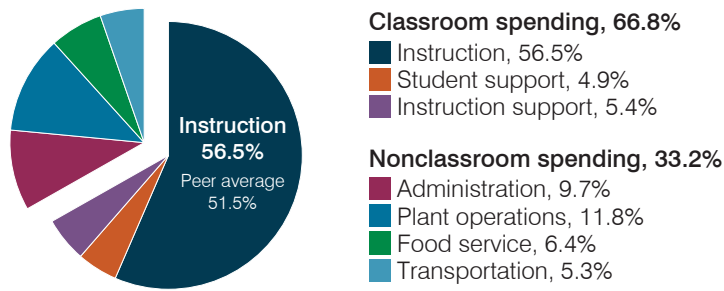
Maricopa County  
 Peer groups: Operational 5 and T-8, Achievement 4<sup>1</sup>  
 Legislative district(s): 13  
 District location: Rural  
 Number of schools: 3  
 Graduation rate (2018): 99%

Students attending; Size: 1,910; Medium  
 5-year change in students attending: 39% increase  
 Special education population: 16%  
 English learner population: 6%  
 Poverty rate (2018): 18%  
 Free/reduced meal eligibility: 63%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	56.5

## Spending by operational area



## Operational measures relative to peer averages

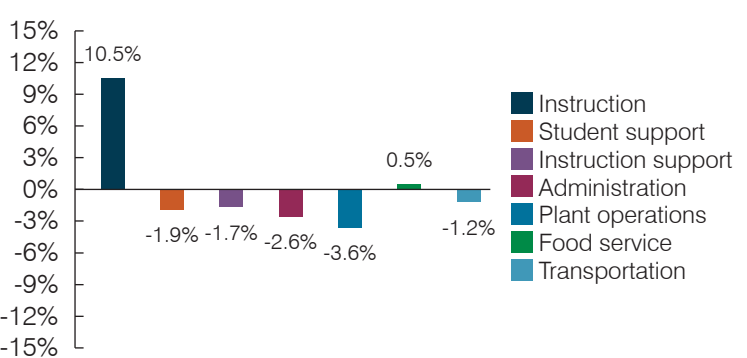
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$867	\$1,190	\$903
	Students per administrative position	76	60	66
Plant operations	Cost per square foot	\$6.19	\$5.67	\$6.49
	Square footage per student	170	257	158
Food service	Cost per meal	\$3.29	\$3.60	\$3.08
Transportation	Cost per mile	\$3.00	\$3.26	\$4.29
	Cost per rider	\$1,081	\$1,447	\$1,424



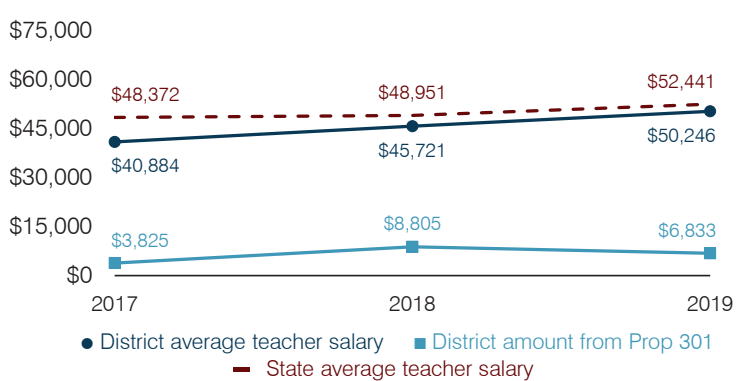
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,717	\$ 5,035	\$ 5,148	\$ 4,869
Student support	440	437	655	754
Instruction support	535	486	436	497
Administration	921	867	1,190	903
Plant operations	1,198	1,051	1,416	1,027
Food service	533	570	428	438
Transportation	465	469	546	417
<b>Total operational</b>	<b>8,809</b>	<b>8,915</b>	<b>9,819</b>	<b>8,905</b>
Land and buildings	501	221	1,012	1,086
Equipment	780	718	658	496
Interest	500	376	238	261
Other	61	24	84	180
<b>Total nonoperational</b>	<b>1,842</b>	<b>1,339</b>	<b>1,992</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 10,651</b>	<b>\$ 10,254</b>	<b>\$ 11,811</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

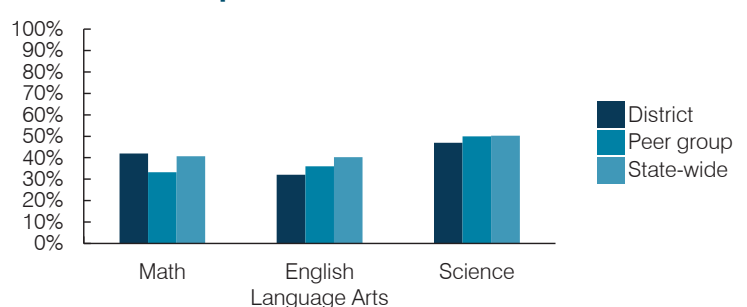


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	18.0	18.8	17.9
Average years of teacher experience	6.6	7.6	8.7
Percentage of teachers in first 3 years	31%	29%	18%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Safford Unified School District

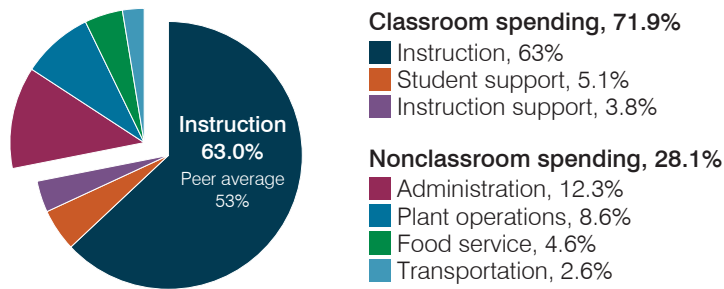
Graham County  
 Peer groups: Operational 4 and T-6, Achievement 5<sup>1</sup>  
 Legislative district(s): 14  
 District location: Town  
 Number of schools: 6  
 Graduation rate (2018): 83%

Students attending; Size: 2,891; Medium-large  
 5-year change in students attending: 9% decrease  
 Special education population: 14%  
 English learner population: 1%  
 Poverty rate (2018): 22%  
 Free/reduced meal eligibility: 49%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	63.0

## Spending by operational area



## Operational measures relative to peer averages

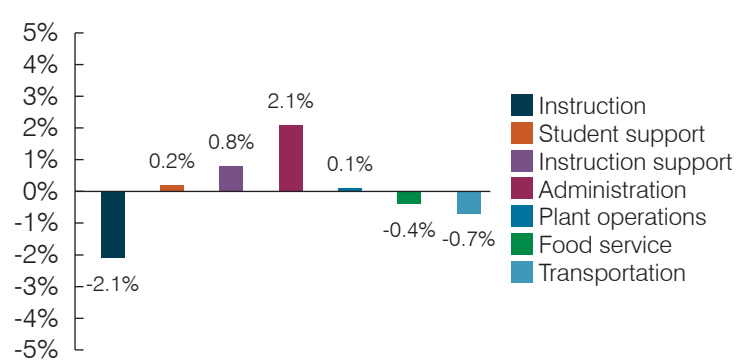
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$982	\$899	\$903
	Students per administrative position	71	68	66
Plant operations	Cost per square foot	\$4.14	\$5.82	\$6.49
	Square footage per student	166	180	158
Food service	Cost per meal	\$3.00	\$3.28	\$3.08
Transportation	Cost per mile	\$3.35	\$4.23	\$4.29
	Cost per rider	\$687	\$768	\$1,424



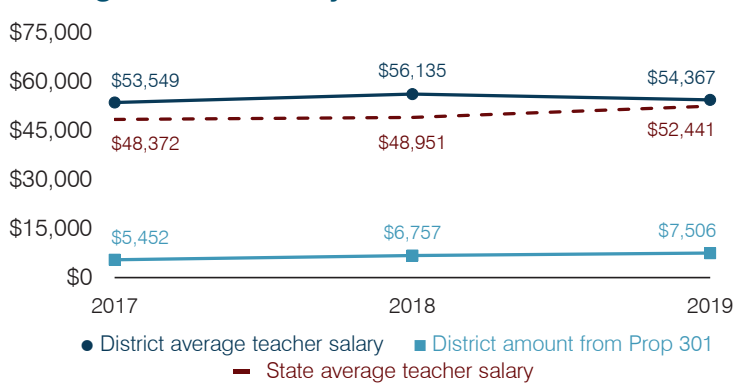
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,754	\$ 5,032	\$ 4,516	\$ 4,869
Student support	409	403	713	754
Instruction support	230	306	496	497
Administration	825	982	899	903
Plant operations	551	687	1,029	1,027
Food service	332	365	438	438
Transportation	211	210	444	417
<b>Total operational</b>	<b>7,312</b>	<b>7,985</b>	<b>8,535</b>	<b>8,905</b>
Land and buildings	920	1,502	565	1,086
Equipment	358	185	453	496
Interest	52	62	173	261
Other	32	43	70	180
<b>Total nonoperational</b>	<b>1,362</b>	<b>1,792</b>	<b>1,261</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 8,674</b>	<b>\$ 9,777</b>	<b>\$ 9,796</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

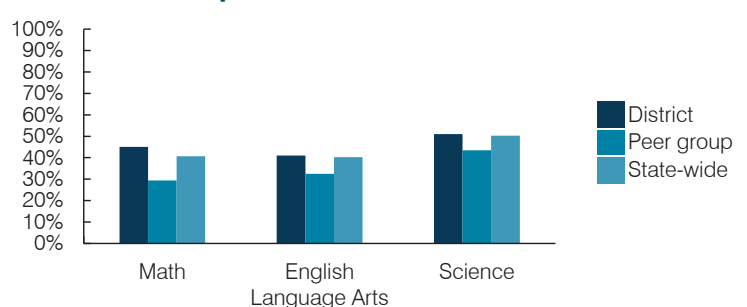


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	18.2	19.2	17.4
Average years of teacher experience	13.7	13.8	13.9
Percentage of teachers in first 3 years	15%	20%	19%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Sahuarita Unified School District

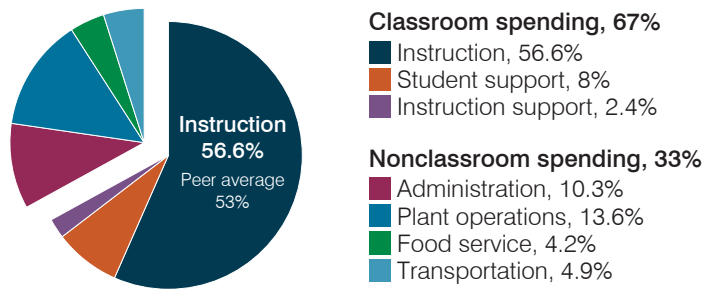
Pima County  
 Peer groups: Operational 4 and T-6, Achievement 4<sup>1</sup>  
 Legislative district(s): 2 and 14  
 District location: Town  
 Number of schools: 9  
 Graduation rate (2018): 86%

Students attending; Size: 6,171; Medium-large  
 5-year change in students attending: 12% increase  
 Special education population: 12%  
 English learner population: 2%  
 Poverty rate (2018): 11%  
 Free/reduced meal eligibility: 40%

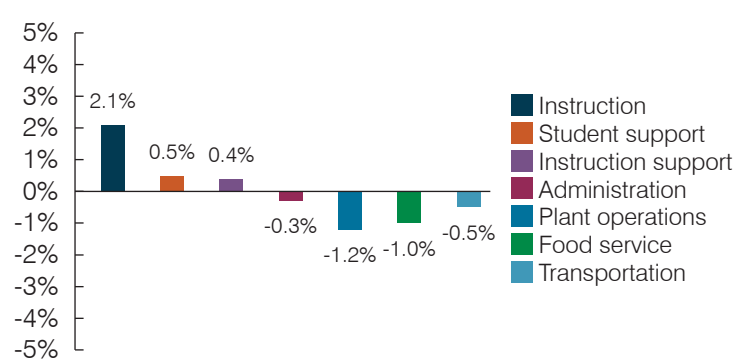
## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	56.6

## Spending by operational area



## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

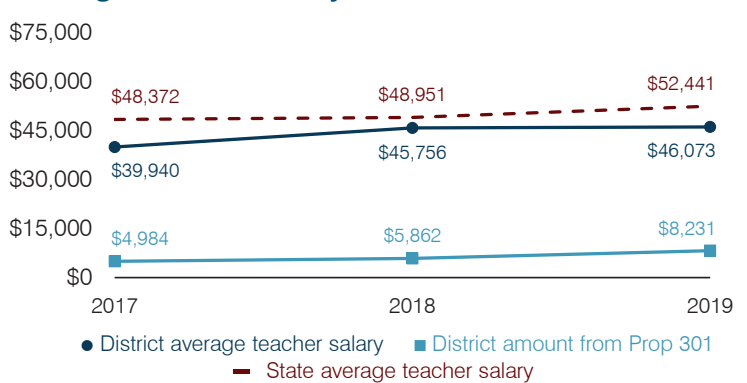


## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$834	\$899	\$903
	Students per administrative position	63	68	66
Plant operations	Cost per square foot	\$7.71	\$5.82	\$6.49
	Square footage per student	143	180	158
Food service	Cost per meal	\$3.05	\$3.28	\$3.08
Transportation	Cost per mile	\$3.53	\$4.23	\$4.29
	Cost per rider	\$815	\$768	\$1,424



## Average teacher salary and other measures

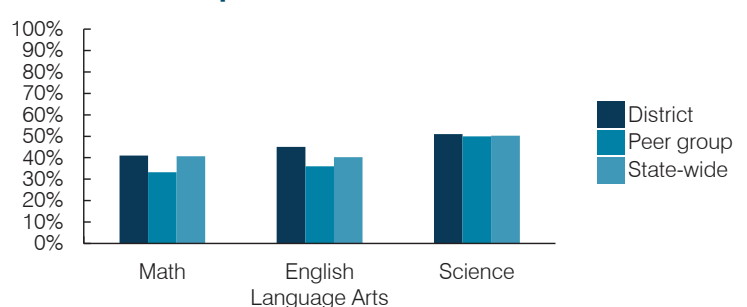


## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,014	\$ 4,598	\$ 4,516	\$ 4,869
Student support	552	647	713	754
Instruction support	169	200	496	497
Administration	766	834	899	903
Plant operations	1,014	1,106	1,029	1,027
Food service	311	339	438	438
Transportation	357	400	444	417
<b>Total operational</b>	<b>7,183</b>	<b>8,124</b>	<b>8,535</b>	<b>8,905</b>
Land and buildings	2,409	2,123	565	1,086
Equipment	320	453	453	496
Interest	418	396	173	261
Other	187	219	70	180
<b>Total nonoperational</b>	<b>3,334</b>	<b>3,191</b>	<b>1,261</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 10,517</b>	<b>\$ 11,315</b>	<b>\$ 9,796</b>	<b>\$ 10,928</b>

Measure	2017	2018	2019
Students per teacher	17.9	18.7	16.5
Average years of teacher experience	9.0	9.6	10.3
Percentage of teachers in first 3 years	21%	21%	16%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Salome Consolidated Elementary School District

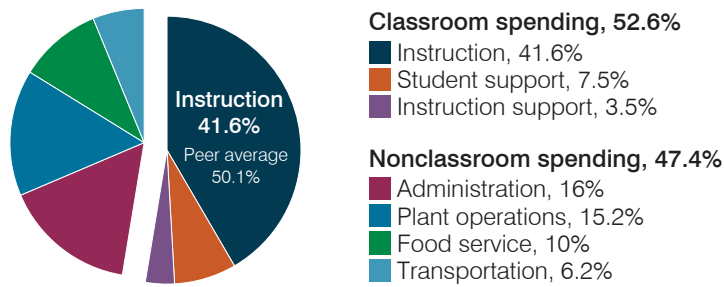
La Paz County  
 Peer groups: Operational 11 and T-11, Achievement 20<sup>1</sup>  
 Legislative district(s): 5  
 District location: Rural  
 Number of schools: 1  
 Graduation rate (2018): N/A

Students attending; Size: 104; Very small  
 5-year change in students attending: 2% decrease  
 Special education population: 17%  
 English learner population: 37%  
 Poverty rate (2018): 51%  
 Free/reduced meal eligibility: 85%

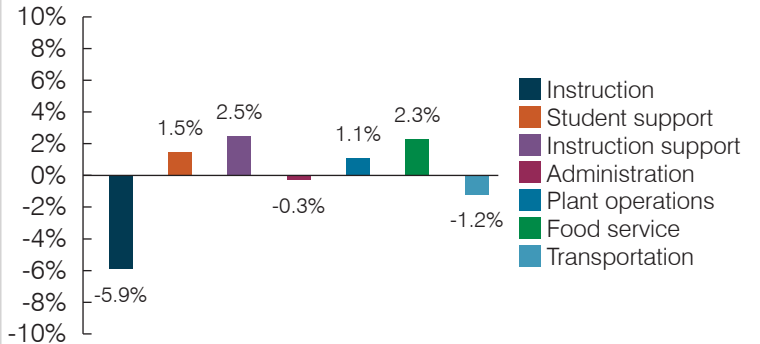
## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	41.6

## Spending by operational area



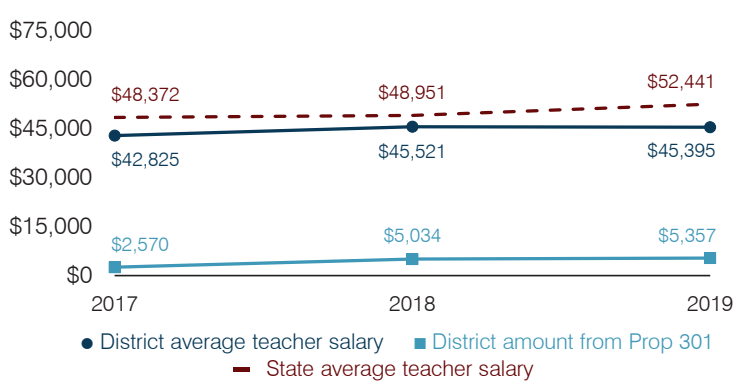
## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,111	\$3,398	\$903
	Students per administrative position	52	32	66
Plant operations	Cost per square foot	\$7.09	\$7.70	\$6.49
	Square footage per student	282	382	158
Food service	Cost per meal	\$5.77	\$5.47	\$3.08
Transportation	Cost per mile	\$4.12	\$2.28	\$4.29
	Cost per rider	\$1,044	\$1,665	\$1,424

## Average teacher salary and other measures

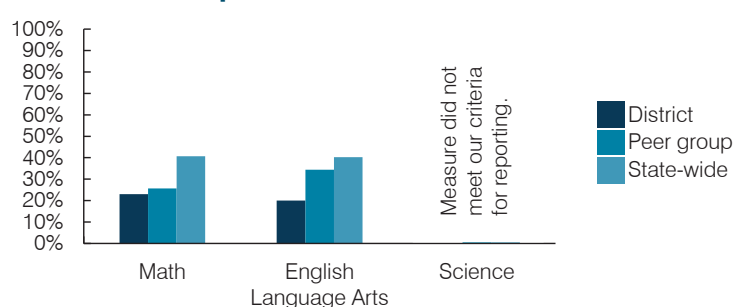


## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,146	\$ 5,485	\$ 9,084	\$ 4,869
Student support	817	991	756	754
Instruction support	379	466	438	497
Administration	1,730	2,111	3,398	903
Plant operations	1,748	2,001	2,665	1,027
Food service	1,179	1,317	917	438
Transportation	700	819	976	417
<b>Total operational</b>	<b>11,699</b>	<b>13,190</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	658	258	1,425	1,086
Equipment	132	514	1,013	496
Interest	40	7	28	261
Other	129	138	92	180
<b>Total nonoperational</b>	<b>959</b>	<b>917</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 12,658</b>	<b>\$ 14,107</b>	<b>\$ 20,792</b>	<b>\$ 10,928</b>

Measure	2017	2018	2019
Students per teacher	15.4	14.4	13.1
Average years of teacher experience	9.7	9.1	11.9
Percentage of teachers in first 3 years	11%	11%	0%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# San Carlos Unified School District

Gila County

Peer groups: Operational 5 and T-6, Achievement 7<sup>1</sup>

Legislative district(s): 7

District location: Town

Number of schools: 3

Graduation rate (2018): 62%

Students attending; Size: 1,424; Medium

5-year change in students attending: 1% increase

Special education population: 14%

English learner population: 2%

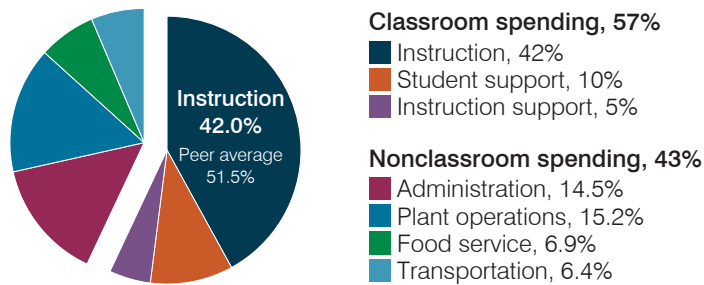
Poverty rate (2018): 38%

Free/reduced meal eligibility: 95%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	42.0

## Spending by operational area



## Operational measures relative to peer averages

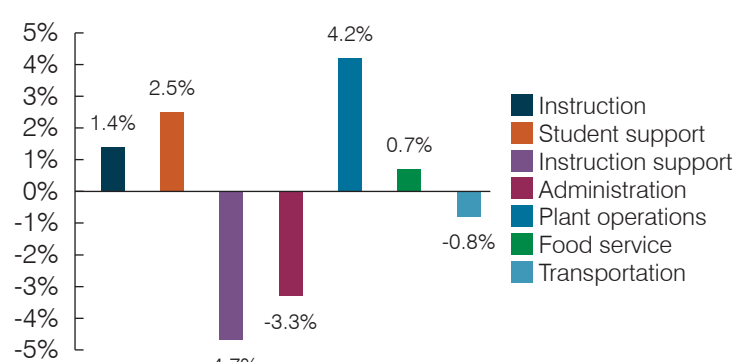
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,137	\$1,190	\$903
	Students per administrative position	47	60	66
Plant operations	Cost per square foot	\$8.60	\$5.67	\$6.49
	Square footage per student	260	257	158
Food service	Cost per meal	\$4.31	\$3.60	\$3.08
Transportation	Cost per mile	\$6.19	\$4.23	\$4.29
	Cost per rider	\$1,837	\$768	\$1,424



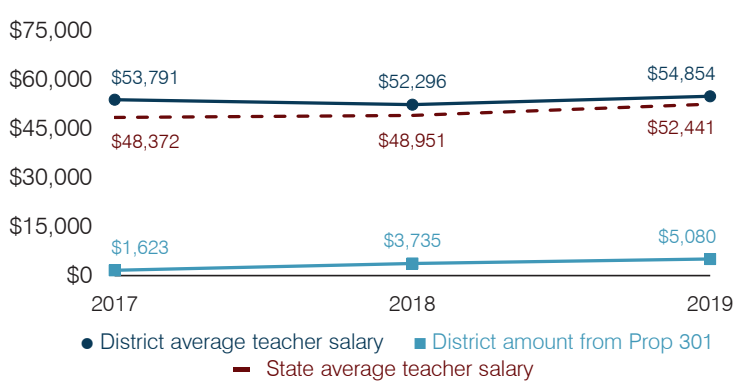
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 6,392	\$ 6,181	\$ 5,148	\$ 4,869
Student support	1,184	1,464	655	754
Instruction support	664	732	436	497
Administration	2,330	2,137	1,190	903
Plant operations	2,254	2,235	1,416	1,027
Food service	981	1,017	428	438
Transportation	968	935	546	417
<b>Total operational</b>	<b>14,773</b>	<b>14,701</b>	<b>9,819</b>	<b>8,905</b>
Land and buildings	114	253	1,012	1,086
Equipment	889	2,959	658	496
Interest	0	0	238	261
Other	0	0	84	180
<b>Total nonoperational</b>	<b>1,003</b>	<b>3,212</b>	<b>1,992</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 15,776</b>	<b>\$ 17,913</b>	<b>\$ 11,811</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

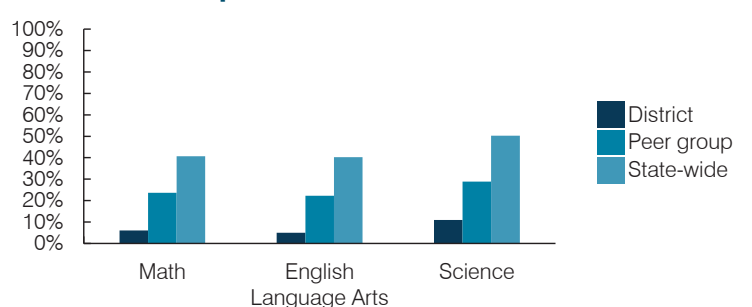


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	15.3	14.4	15.4
Average years of teacher experience	9.8	9.9	12.7
Percentage of teachers in first 3 years	26%	29%	14%

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.



# San Fernando Elementary School District

Pima County

Peer groups: Operational 11 and Achievement 16<sup>1</sup>

Legislative district(s): 2

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 14; Very small

5-year change in students attending: 43% decrease

Special education population: 0%

English learner population: 78%

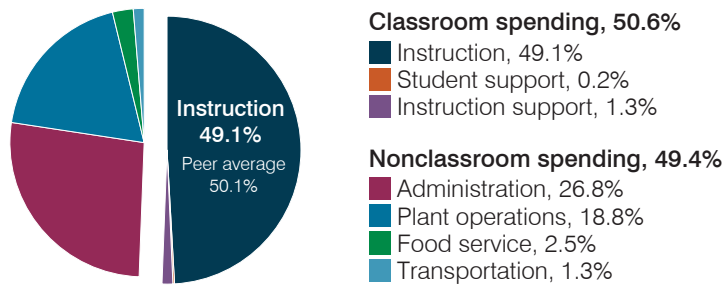
Poverty rate (2018): 0%

Free/reduced meal eligibility: N/A

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	49.1

## Spending by operational area



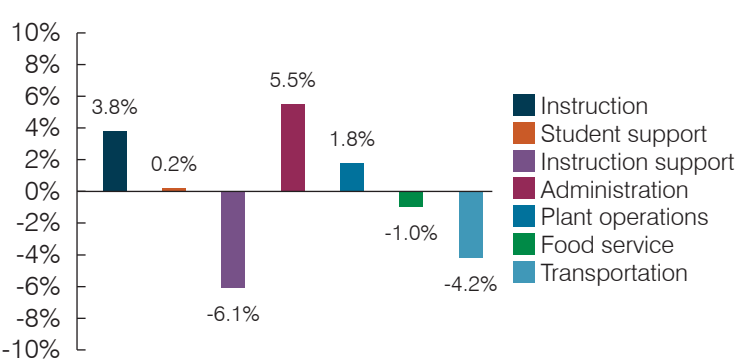
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$7,416	\$3,398	\$903
	Students per administrative position	10	32	66
Plant operations	Cost per square foot	\$15.25	\$7.70	\$6.49
	Square footage per student	342	382	158
Food service	Cost per meal	N/A	\$5.47	\$3.08
Transportation	Cost per mile	N/A	N/A	\$4.29
	Cost per rider	N/A	N/A	\$1,424

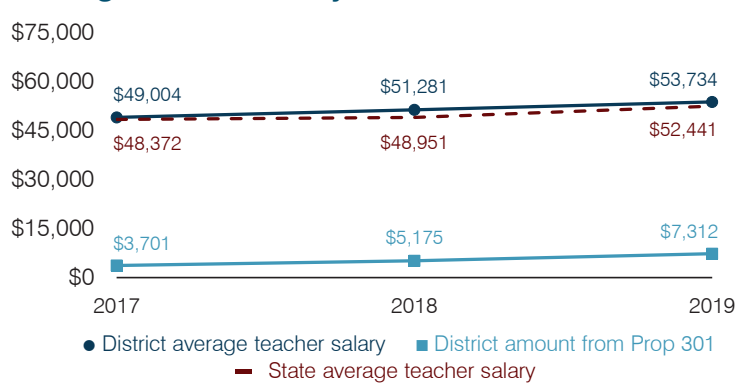
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 10,284	\$ 13,598	\$ 9,084	\$ 4,869
Student support	101	62	756	754
Instruction support	193	368	438	497
Administration	3,877	7,416	3,398	903
Plant operations	3,866	5,211	2,665	1,027
Food service	250	689	917	438
Transportation	146	341	976	417
<b>Total operational</b>	<b>18,717</b>	<b>27,685</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	77	99	1,425	1,086
Equipment	605	2,708	1,013	496
Interest	0	0	28	261
Other	0	0	92	180
<b>Total nonoperational</b>	<b>682</b>	<b>2,807</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 19,399</b>	<b>\$ 30,492</b>	<b>\$ 20,792</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	10.5	8.8	9.0
Average years of teacher experience	23.5	24.5	25.5
Percentage of teachers in first 3 years	0%	0%	0%

## Students who passed State assessments<sup>2</sup>

Measure did not meet our criteria for reporting.

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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# San Simon Unified School District

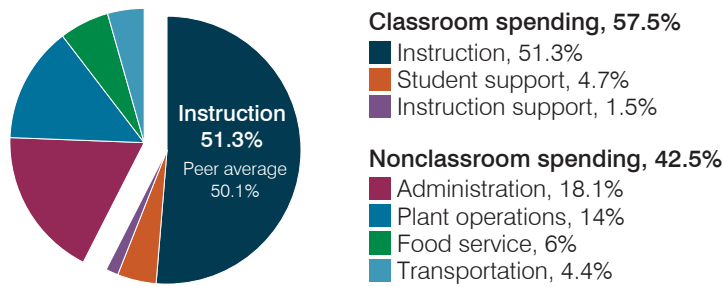
Cochise County  
 Peer groups: Operational 11 and T-11, Achievement 4<sup>1</sup>  
 Legislative district(s): 14  
 District location: Rural  
 Number of schools: 1  
 Graduation rate (2018): N/A

Students attending; Size: 120; Very small  
 5-year change in students attending: 17% decrease  
 Special education population: 7%  
 English learner population: 14%  
 Poverty rate (2018): 11%  
 Free/reduced meal eligibility: 68%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	51.3

## Spending by operational area



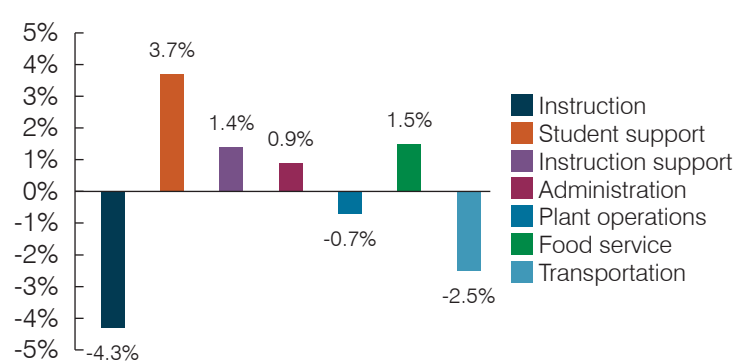
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,009	\$3,398	\$903
	Students per administrative position	30	32	66
Plant operations	Cost per square foot	\$6.23	\$7.70	\$6.49
	Square footage per student	375	382	158
Food service	Cost per meal	\$7.00	\$5.47	\$3.08
Transportation	Cost per mile	\$0.74	\$2.28	\$4.29
	Cost per rider	\$846	\$1,665	\$1,424

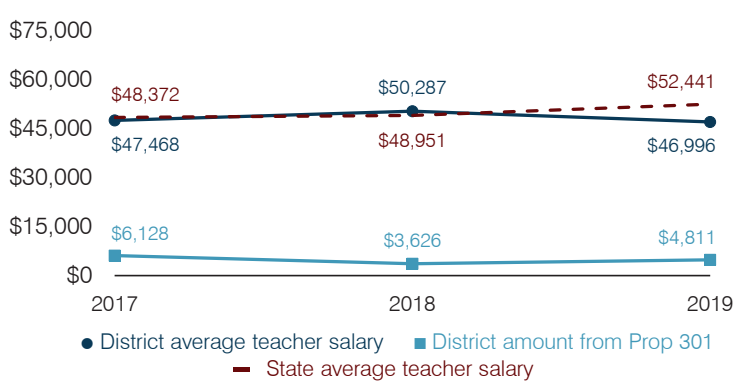
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 8,033	\$ 8,543	\$ 9,084	\$ 4,869
Student support	534	786	756	754
Instruction support	151	251	438	497
Administration	2,928	3,009	3,398	903
Plant operations	2,534	2,335	2,665	1,027
Food service	865	990	917	438
Transportation	970	725	976	417
<b>Total operational</b>	<b>16,015</b>	<b>16,639</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	365	196	1,425	1,086
Equipment	671	501	1,013	496
Interest	0	0	28	261
Other	0	0	92	180
<b>Total nonoperational</b>	<b>1,036</b>	<b>697</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 17,051</b>	<b>\$ 17,336</b>	<b>\$20,792</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

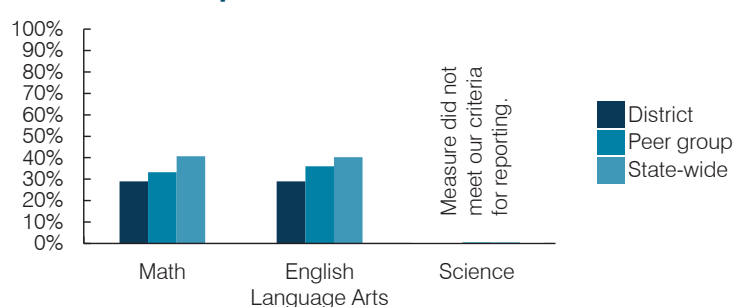


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	11.2	11.2	10.0
Average years of teacher experience	16.7	17.7	16.7
Percentage of teachers in first 3 years	0%	0%	4%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Sanders Unified School District

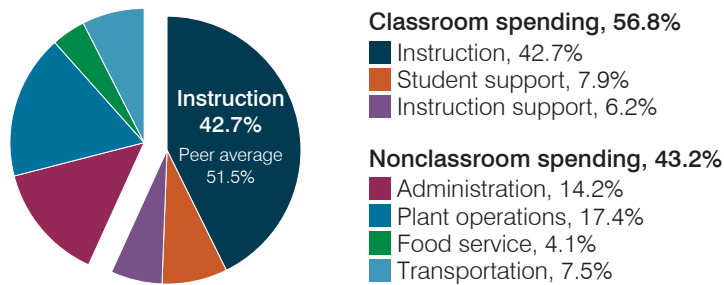
Apache County  
 Peer groups: Operational 5 and T-10, Achievement 7<sup>1</sup>  
 Legislative district(s): 7  
 District location: Rural  
 Number of schools: 3  
 Graduation rate (2018): 57%

Students attending; Size: 662; Medium  
 5-year change in students attending: 14% decrease  
 Special education population: 13%  
 English learner population: 11%  
 Poverty rate (2018): 46%  
 Free/reduced meal eligibility: N/A

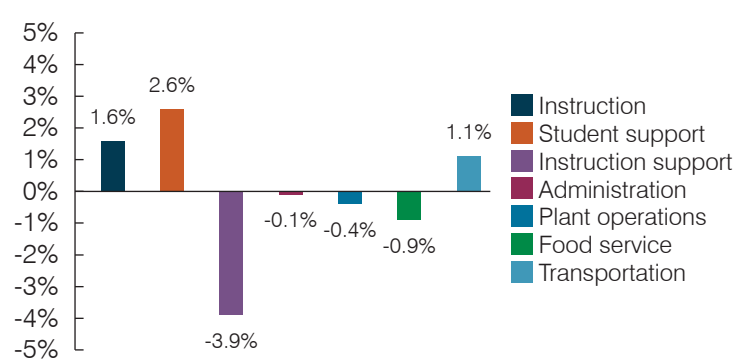
## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	42.7

## Spending by operational area



## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

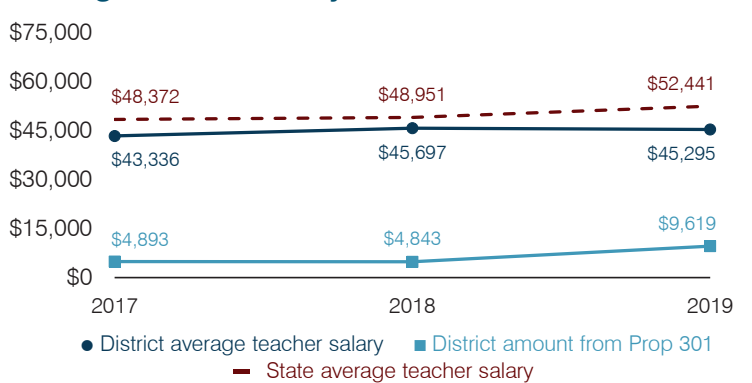


## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,474	\$1,190	\$903
	Students per administrative position	30	60	66
Plant operations	Cost per square foot	\$5.93	\$5.67	\$6.49
	Square footage per student	512	257	158
Food service	Cost per meal	\$3.38	\$3.60	\$3.08
Transportation	Cost per mile	\$2.63	\$2.20	\$4.29
	Cost per rider	\$1,909	\$1,962	\$1,424



## Average teacher salary and other measures

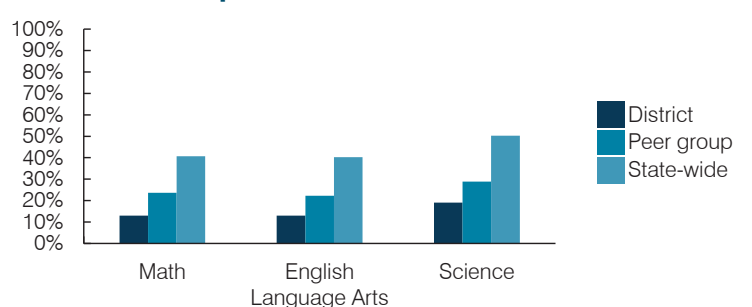


Measure	2017	2018	2019
Students per teacher	11.8	12.1	11.8
Average years of teacher experience	7.5	10.2	11.1
Percentage of teachers in first 3 years	44%	29%	26%

## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 6,624	\$ 7,439	\$ 5,148	\$ 4,869
Student support	1,281	1,367	655	754
Instruction support	1,425	1,081	436	497
Administration	2,440	2,474	1,190	903
Plant operations	2,946	3,036	1,416	1,027
Food service	744	708	428	438
Transportation	1,259	1,312	546	417
<b>Total operational</b>	<b>16,719</b>	<b>17,417</b>	<b>9,819</b>	<b>8,905</b>
Land and buildings	213	270	1,012	1,086
Equipment	358	441	658	496
Interest	0	0	238	261
Other	1	2	84	180
<b>Total nonoperational</b>	<b>572</b>	<b>713</b>	<b>1,992</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 17,291</b>	<b>\$ 18,130</b>	<b>\$ 11,811</b>	<b>\$ 10,928</b>

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Santa Cruz Elementary School District

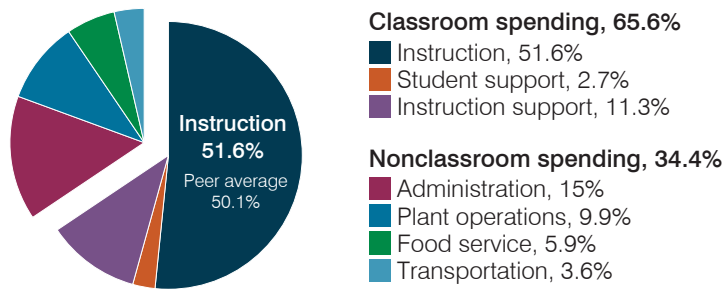
Santa Cruz County  
 Peer groups: Operational 11 and T-11, Achievement 18<sup>1</sup>  
 Legislative district(s): 2  
 District location: Rural  
 Number of schools: 1  
 Graduation rate (2018): N/A

Students attending; Size: 188; Very small  
 5-year change in students attending: 19% increase  
 Special education population: 7%  
 English learner population: 22%  
 Poverty rate (2018): 25%  
 Free/reduced meal eligibility: 75%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	51.6

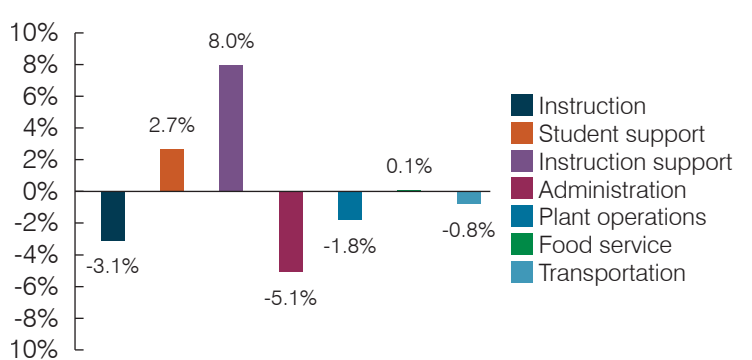
## Spending by operational area



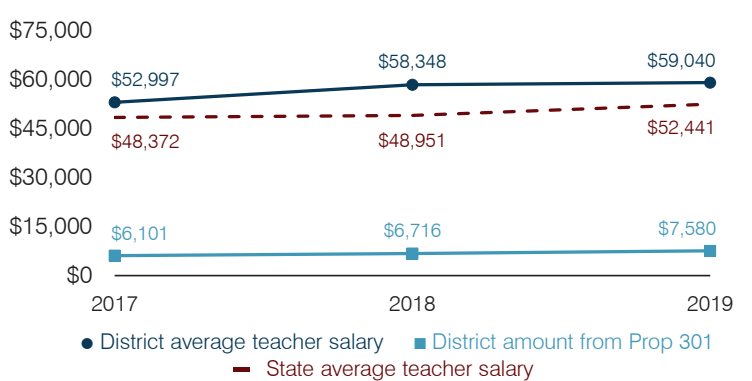
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,847	\$3,398	\$903
	Students per administrative position	54	32	66
Plant operations	Cost per square foot	\$8.94	\$7.70	\$6.49
	Square footage per student	137	382	158
Food service	Cost per meal	\$5.80	\$5.47	\$3.08
Transportation	Cost per mile	\$2.24	\$2.28	\$4.29
	Cost per rider	\$891	\$1,665	\$1,424

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



## Average teacher salary and other measures

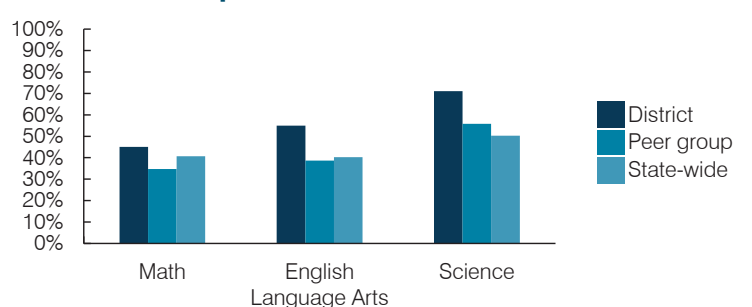


## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,127	\$ 6,368	\$ 9,084	\$ 4,869
Student support	261	333	756	754
Instruction support	982	1,397	438	497
Administration	1,735	1,847	3,398	903
Plant operations	1,069	1,230	2,665	1,027
Food service	673	728	917	438
Transportation	407	446	976	417
<b>Total operational</b>	<b>10,254</b>	<b>12,349</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	561	859	1,425	1,086
Equipment	354	611	1,013	496
Interest	18	21	28	261
Other	0	0	92	180
<b>Total nonoperational</b>	<b>933</b>	<b>1,491</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 11,187</b>	<b>\$ 13,840</b>	<b>\$ 20,792</b>	<b>\$ 10,928</b>

Measure	2017	2018	2019
Students per teacher	16.5	15.8	13.4
Average years of teacher experience	13.5	14.5	15.9
Percentage of teachers in first 3 years	0%	7%	0%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Santa Cruz Valley Unified School District

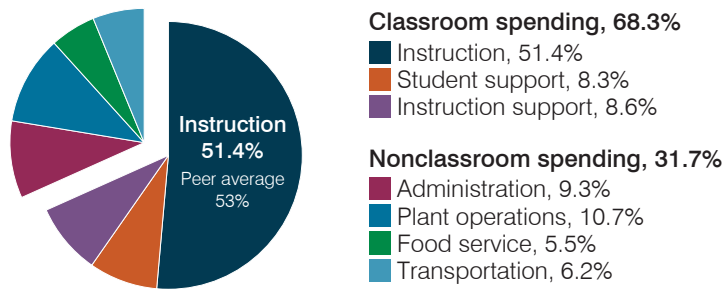
Santa Cruz County  
 Peer groups: Operational 4 and T-7, Achievement 6<sup>1</sup>  
 Legislative district(s): 2  
 District location: Town  
 Number of schools: 5  
 Graduation rate (2018): 95%

Students attending; Size: 3,291; Medium-large  
 5-year change in students attending: 3% increase  
 Special education population: 10%  
 English learner population: 13%  
 Poverty rate (2018): 27%  
 Free/reduced meal eligibility: 75%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	51.4

## Spending by operational area



## Operational measures relative to peer averages

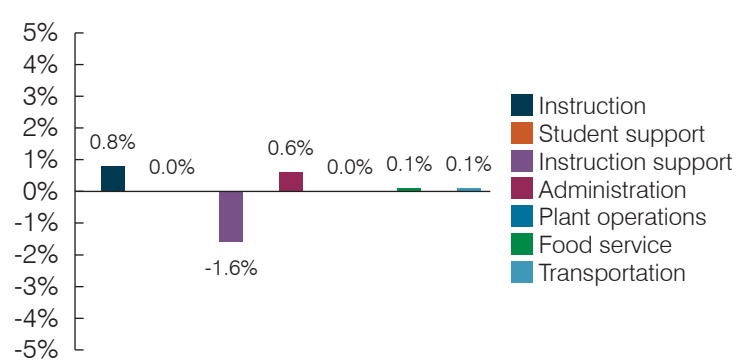
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$779	\$899	\$903
	Students per administrative position	65	68	66
Plant operations	Cost per square foot	\$5.98	\$5.82	\$6.49
	Square footage per student	150	180	158
Food service	Cost per meal	\$2.80	\$3.28	\$3.08
Transportation	Cost per mile	\$3.58	\$3.70	\$4.29
	Cost per rider	\$887	\$1,127	\$1,424



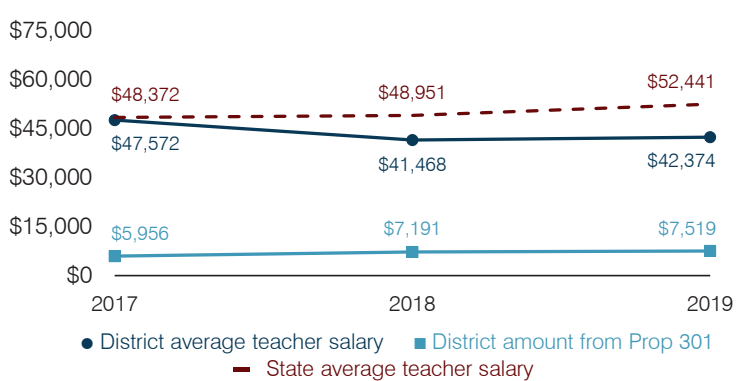
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,238	\$ 4,309	\$ 4,516	\$ 4,869
Student support	674	701	713	754
Instruction support	698	720	496	497
Administration	761	779	899	903
Plant operations	915	899	1,029	1,027
Food service	472	461	438	438
Transportation	475	518	444	417
<b>Total operational</b>	<b>8,233</b>	<b>8,387</b>	<b>8,535</b>	<b>8,905</b>
Land and buildings	7	131	565	1,086
Equipment	158	189	453	496
Interest	56	38	173	261
Other	35	39	70	180
<b>Total nonoperational</b>	<b>256</b>	<b>397</b>	<b>1,261</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 8,489</b>	<b>\$ 8,784</b>	<b>\$ 9,796</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

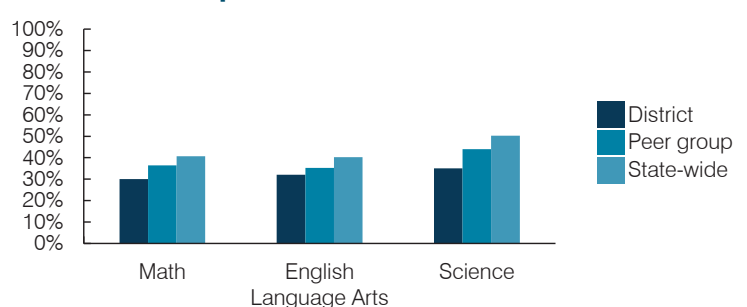


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	20.0	16.6	16.5
Average years of teacher experience	10.6	10.5	11.4
Percentage of teachers in first 3 years	14%	18%	15%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Santa Cruz Valley Union High School District

Pinal County

Peer groups: Operational 6 and T-10, Achievement 11<sup>1</sup>

Legislative district(s): 8 and 11

District location: Town

Number of schools: 1

Graduation rate (2018): 81%

Students attending; Size: 402; Small

5-year change in students attending: 5% increase

Special education population: 13%

English learner population: 5%

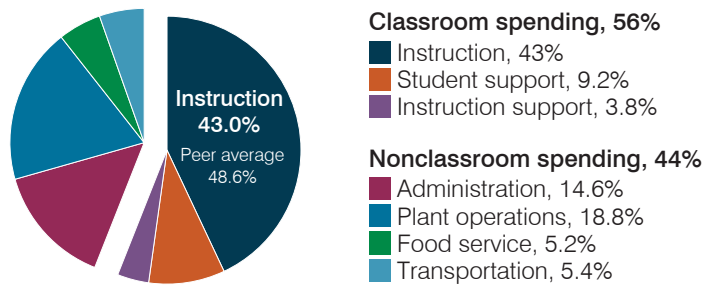
Poverty rate (2018): 21%

Free/reduced meal eligibility: 86%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	43.0

## Spending by operational area



## Operational measures relative to peer averages

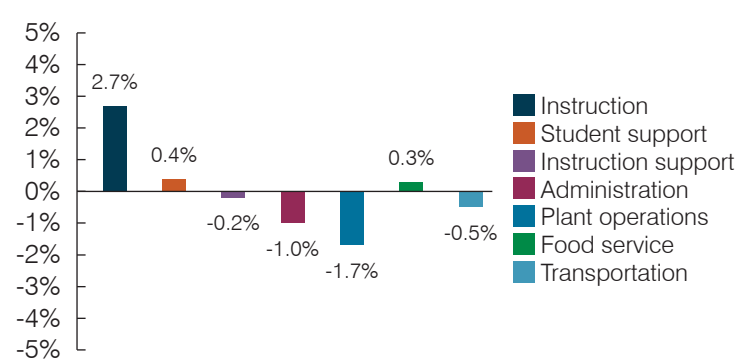
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,732	\$1,750	\$903
	Students per administrative position	41	45	66
Plant operations	Cost per square foot	\$5.91	\$5.35	\$6.49
	Square footage per student	377	315	158
Food service	Cost per meal	\$4.50	\$3.77	\$3.08
Transportation	Cost per mile	\$3.63	\$2.20	\$4.29
	Cost per rider	\$3,121	\$1,962	\$1,424



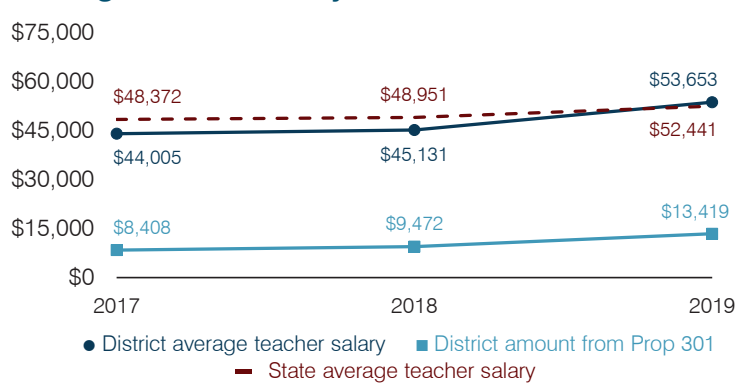
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,578	\$ 5,089	\$ 5,732	\$ 4,869
Student support	1,045	1,091	763	754
Instruction support	487	442	364	497
Administration	1,579	1,732	1,750	903
Plant operations	2,100	2,229	1,697	1,027
Food service	568	612	545	438
Transportation	656	644	616	417
<b>Total operational</b>	<b>11,013</b>	<b>11,839</b>	<b>11,467</b>	<b>8,905</b>
Land and buildings	5,279	2,727	757	1,086
Equipment	1,246	1,334	692	496
Interest	467	352	152	261
Other	9	13	64	180
<b>Total nonoperational</b>	<b>7,001</b>	<b>4,426</b>	<b>1,665</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 18,014</b>	<b>\$ 16,265</b>	<b>\$ 13,132</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

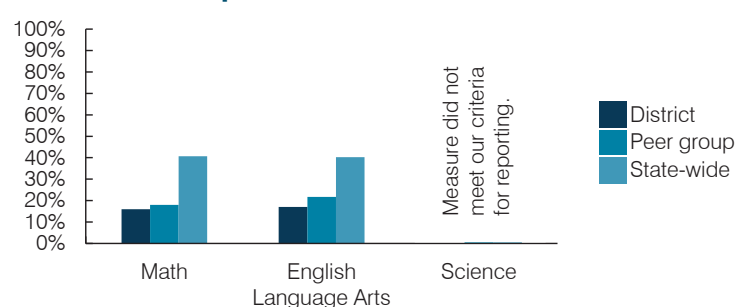


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	19.3	21.7	20.1
Average years of teacher experience	10.2	9.6	11.1
Percentage of teachers in first 3 years	5%	0%	6%

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Scottsdale Unified School District

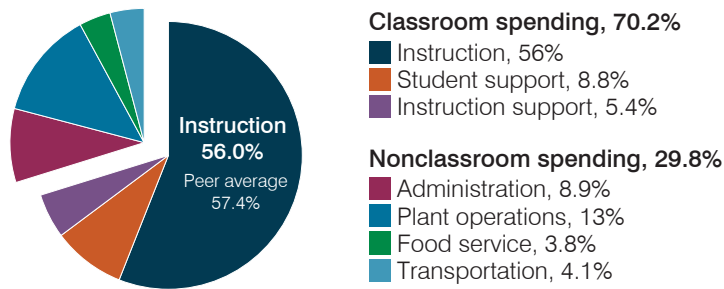
Maricopa County  
 Peer groups: Operational 1 and T-4, Achievement 2<sup>1</sup>  
 Legislative district(s): 23, 24, 26, and 28  
 District location: City  
 Number of schools: 29  
 Graduation rate (2018): 92%

Students attending; Size: 21,643; Very large  
 5-year change in students attending: 10% decrease  
 Special education population: 10%  
 English learner population: 3%  
 Poverty rate (2018): 8%  
 Free/reduced meal eligibility: 24%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	56.0

## Spending by operational area



## Operational measures relative to peer averages

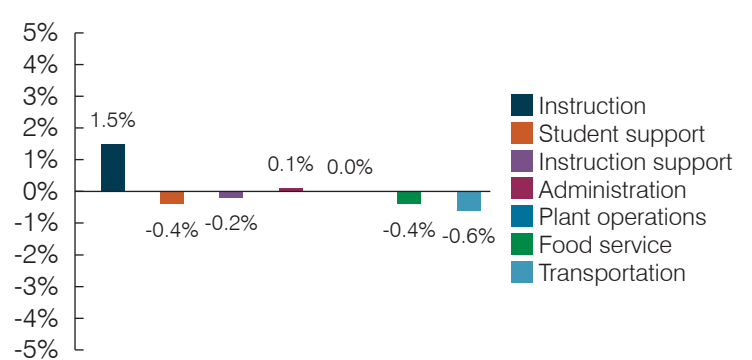
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$787	\$746	\$903
	Students per administrative position	77	78	66
Plant operations	Cost per square foot	\$6.01	\$6.37	\$6.49
	Square footage per student	191	150	158
Food service	Cost per meal	\$2.54	\$2.92	\$3.08
Transportation	Cost per mile	\$4.59	\$4.02	\$4.29
	Cost per rider	\$1,564	\$1,407	\$1,424



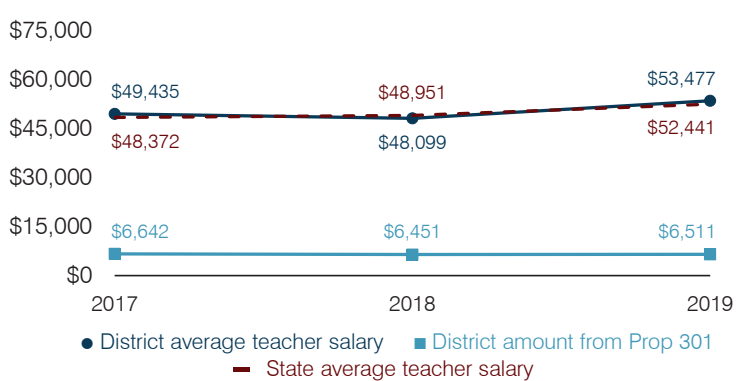
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,400	\$ 4,945	\$ 4,901	\$ 4,869
Student support	706	779	773	754
Instruction support	431	472	427	497
Administration	762	787	746	903
Plant operations	1,160	1,147	949	1,027
Food service	318	338	341	438
Transportation	317	360	381	417
<b>Total operational</b>	<b>8,094</b>	<b>8,828</b>	<b>8,518</b>	<b>8,905</b>
Land and buildings	1,764	1,316	658	1,086
Equipment	551	563	376	496
Interest	363	603	288	261
Other	236	264	217	180
<b>Total nonoperational</b>	<b>2,914</b>	<b>2,746</b>	<b>1,539</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 11,008</b>	<b>\$ 11,574</b>	<b>\$ 10,057</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

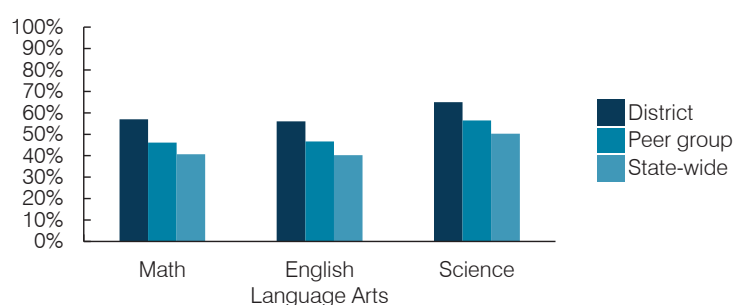


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	18.3	17.3	17.2
Average years of teacher experience	13.9	13.5	13.6
Percentage of teachers in first 3 years	13%	20%	19%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Sedona-Oak Creek Joint Unified School District

Yavapai County

Peer groups: Operational 5 and T-7, Achievement 4<sup>1</sup>

Legislative district(s): 6

District location: Town

Number of schools: 2

Graduation rate (2018): 86%

Students attending; Size: 773; Medium

5-year change in students attending: 34% decrease

Special education population: 9%

English learner population: 10%

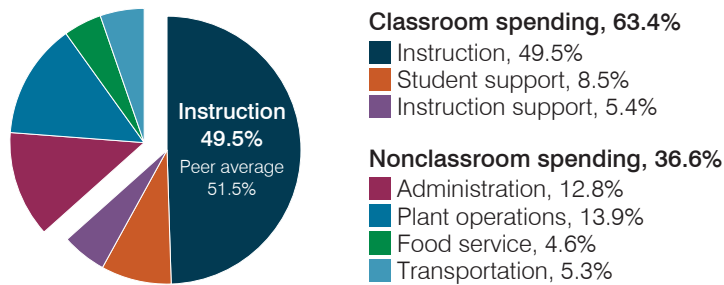
Poverty rate (2018): 13%

Free/reduced meal eligibility: 57%

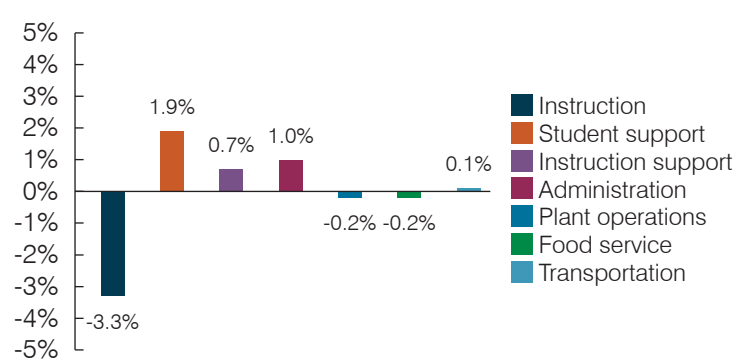
## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	49.5

## Spending by operational area



## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

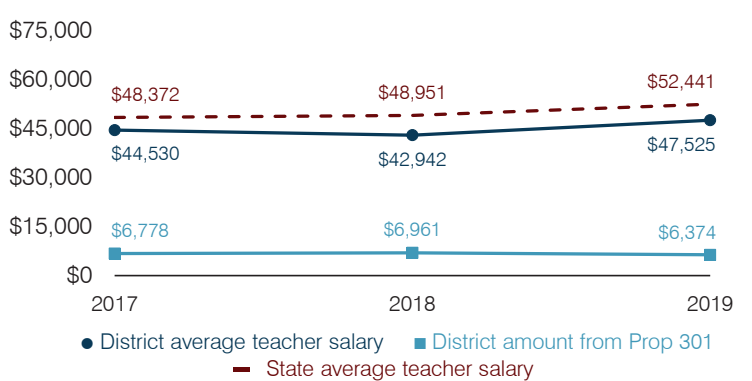


## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,315	\$1,190	\$903
	Students per administrative position	49	60	66
Plant operations	Cost per square foot	\$3.15	\$5.67	\$6.49
	Square footage per student	453	257	158
Food service	Cost per meal	\$4.76	\$3.60	\$3.08
Transportation	Cost per mile	\$4.29	\$3.70	\$4.29
	Cost per rider	\$1,436	\$1,127	\$1,424



## Average teacher salary and other measures

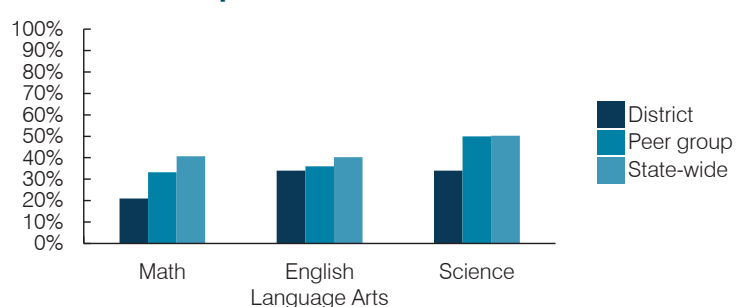


## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,477	\$ 5,077	\$ 5,148	\$ 4,869
Student support	761	868	655	754
Instruction support	508	556	436	497
Administration	1,283	1,315	1,190	903
Plant operations	1,510	1,429	1,416	1,027
Food service	416	468	428	438
Transportation	508	541	546	417
<b>Total operational</b>	<b>10,463</b>	<b>10,254</b>	<b>9,819</b>	<b>8,905</b>
Land and buildings	81	124	1,012	1,086
Equipment	449	209	658	496
Interest	2,658	2,644	238	261
Other	187	387	84	180
<b>Total nonoperational</b>	<b>3,375</b>	<b>3,364</b>	<b>1,992</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 13,838</b>	<b>\$ 13,618</b>	<b>\$ 11,811</b>	<b>\$ 10,928</b>

Measure	2017	2018	2019
Students per teacher	17.7	14.5	16.5
Average years of teacher experience	13.8	14.8	11.7
Percentage of teachers in first 3 years	11%	6%	24%

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.



# Seligman Unified School District

Yavapai County

Peer groups: Operational 11 and T-11, Achievement 5<sup>1</sup>

Legislative district(s): 1

District location: Rural

Number of schools: 2

Graduation rate (2018): 75%

Students attending; Size: 101; Very small

5-year change in students attending: 28% decrease

Special education population: 16%

English learner population: 0%

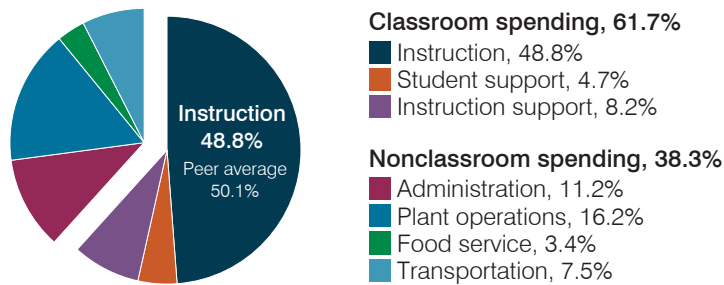
Poverty rate (2018): 25%

Free/reduced meal eligibility: 65%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	48.8

## Spending by operational area



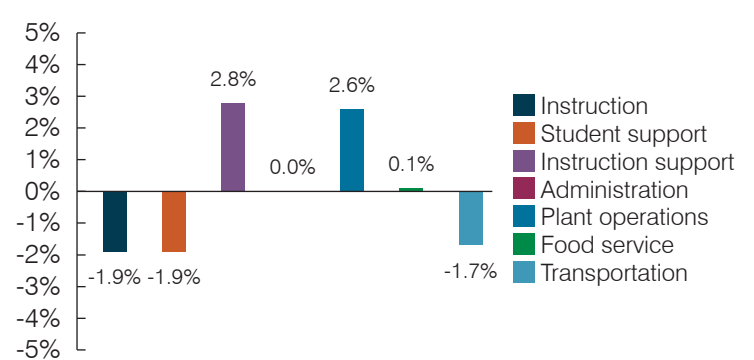
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,923	\$3,398	\$903
	Students per administrative position	23	32	66
Plant operations	Cost per square foot	\$4.75	\$7.70	\$6.49
	Square footage per student	891	382	158
Food service	Cost per meal	\$5.46	\$5.47	\$3.08
Transportation	Cost per mile	\$1.95	\$2.28	\$4.29
	Cost per rider	\$2,707	\$1,665	\$1,424

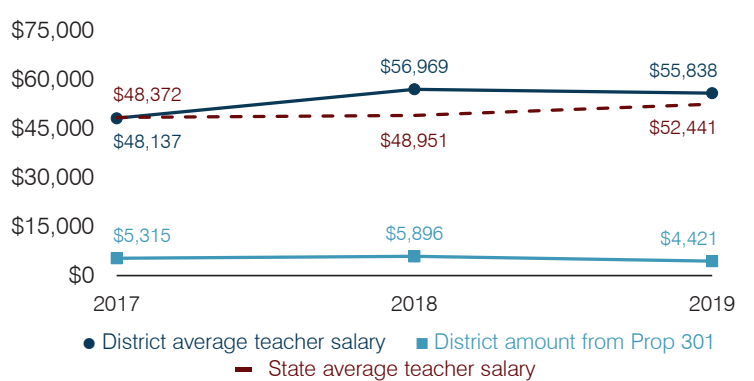
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 9,492	\$ 12,768	\$ 9,084	\$ 4,869
Student support	995	1,241	756	754
Instruction support	1,667	2,151	438	497
Administration	2,416	2,923	3,398	903
Plant operations	3,547	4,232	2,665	1,027
Food service	835	879	917	438
Transportation	1,433	1,950	976	417
<b>Total operational</b>	<b>20,385</b>	<b>26,144</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	1,443	4,574	1,425	1,086
Equipment	882	1,885	1,013	496
Interest	42	37	28	261
Other	121	219	92	180
<b>Total nonoperational</b>	<b>2,488</b>	<b>6,715</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 22,873</b>	<b>\$ 32,859</b>	<b>\$ 20,792</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

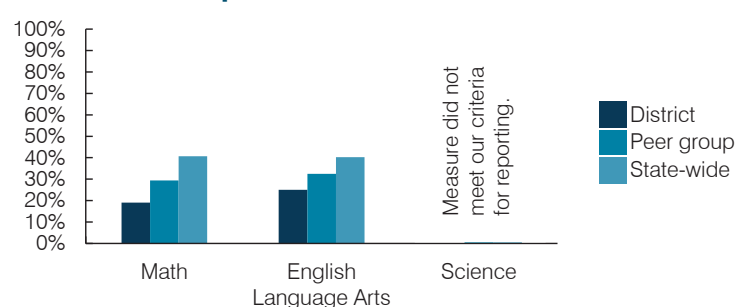


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	9.6	11.2	7.8
Average years of teacher experience	12.6	11.9	16.9
Percentage of teachers in first 3 years	0%	8%	38%

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Sentinel Elementary School District

Maricopa County

Peer groups: Operational 11 and T-11, Achievement 16<sup>1</sup>

Legislative district(s): 4

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 34; Very small

5-year change in students attending: 17% increase

Special education population: 9%

English learner population: 0%

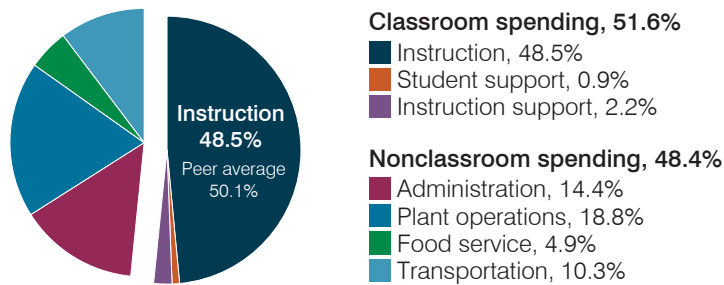
Poverty rate (2018): 0%

Free/reduced meal eligibility: 74%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	48.5

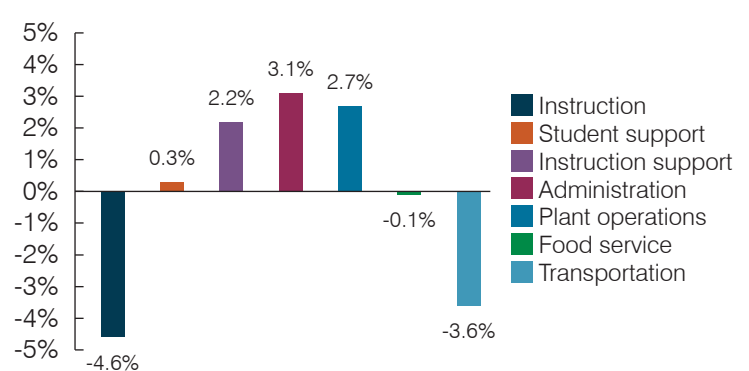
## Spending by operational area



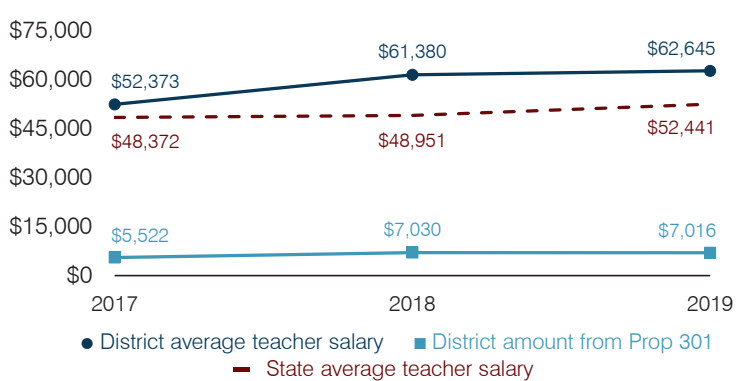
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$4,619	\$3,398	\$903
	Students per administrative position	17	32	66
Plant operations	Cost per square foot	\$15.28	\$7.70	\$6.49
	Square footage per student	394	382	158
Food service	Cost per meal	\$6.78	\$5.47	\$3.08
Transportation	Cost per mile	\$2.28	\$2.28	\$4.29
	Cost per rider	\$3,065	\$1,665	\$1,424

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



## Average teacher salary and other measures

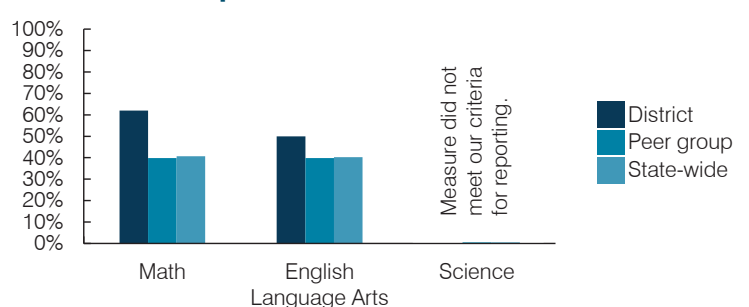


## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 14,749	\$ 15,504	\$ 9,084	\$ 4,869
Student support	140	290	756	754
Instruction support	682	711	438	497
Administration	4,031	4,619	3,398	903
Plant operations	5,780	6,021	2,665	1,027
Food service	1,812	1,554	917	438
Transportation	3,071	3,290	976	417
<b>Total operational</b>	<b>30,265</b>	<b>31,989</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	0	3,489	1,425	1,086
Equipment	1,815	1,903	1,013	496
Interest	15	7	28	261
Other	0	0	92	180
<b>Total nonoperational</b>	<b>1,830</b>	<b>5,399</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 32,095</b>	<b>\$ 37,388</b>	<b>\$ 20,792</b>	<b>\$ 10,928</b>

Measure	2017	2018	2019
Students per teacher	6.9	8.6	9.8
Average years of teacher experience	16.7	17.1	17.7
Percentage of teachers in first 3 years	0%	0%	0%

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Show Low Unified School District

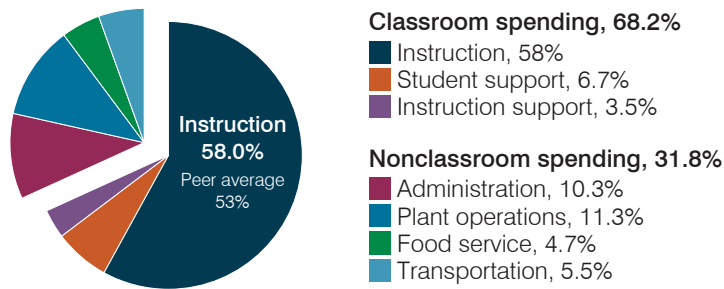
Navajo County  
 Peer groups: Operational 4 and T-8, Achievement 7<sup>1</sup>  
 Legislative district(s): 6 and 7  
 District location: Rural  
 Number of schools: 5  
 Graduation rate (2018): 82%

Students attending; Size: 2,408; Medium-large  
 5-year change in students attending: 3% increase  
 Special education population: 14%  
 English learner population: 2%  
 Poverty rate (2018): 34%  
 Free/reduced meal eligibility: 49%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	58.0

## Spending by operational area



## Operational measures relative to peer averages

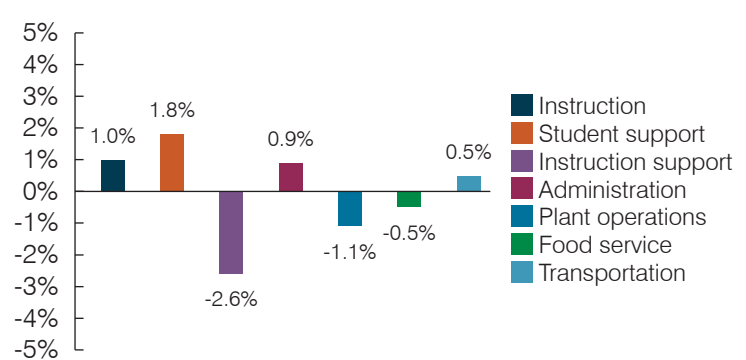
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$831	\$899	\$903
	Students per administrative position	67	68	66
Plant operations	Cost per square foot	\$4.90	\$5.82	\$6.49
	Square footage per student	185	180	158
Food service	Cost per meal	\$4.04	\$3.28	\$3.08
Transportation	Cost per mile	NR	\$3.26	\$4.29
	Cost per rider	NR	\$1,447	\$1,424



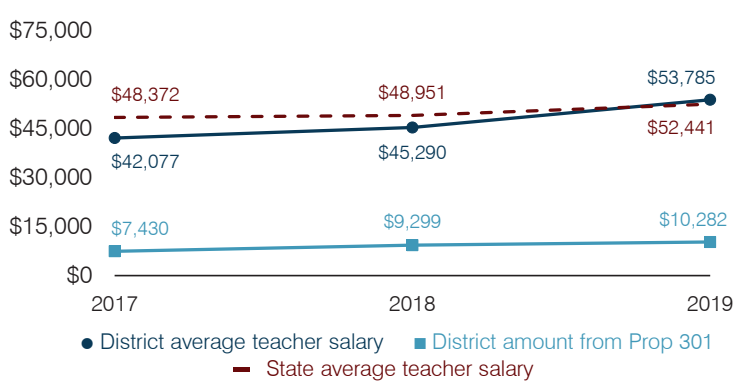
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,421	\$ 4,648	\$ 4,516	\$ 4,869
Student support	507	537	713	754
Instruction support	334	281	496	497
Administration	691	831	899	903
Plant operations	867	907	1,029	1,027
Food service	345	376	438	438
Transportation	361	440	444	417
<b>Total operational</b>	<b>7,526</b>	<b>8,020</b>	<b>8,535</b>	<b>8,905</b>
Land and buildings	133	2,372	565	1,086
Equipment	764	375	453	496
Interest	151	213	173	261
Other	51	27	70	180
<b>Total nonoperational</b>	<b>1,099</b>	<b>2,987</b>	<b>1,261</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 8,625</b>	<b>\$ 11,007</b>	<b>\$ 9,796</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

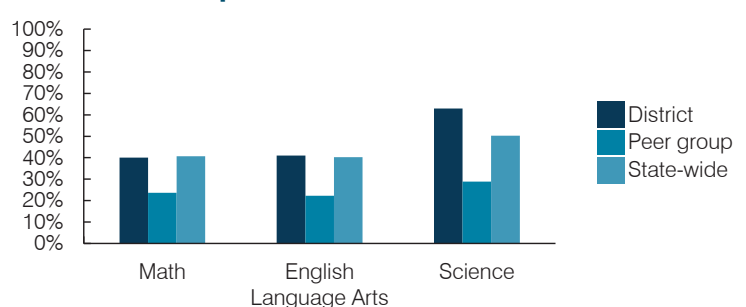


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	18.0	19.3	20.2
Average years of teacher experience	10.3	10.8	11.2
Percentage of teachers in first 3 years	21%	18%	15%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Sierra Vista Unified School District

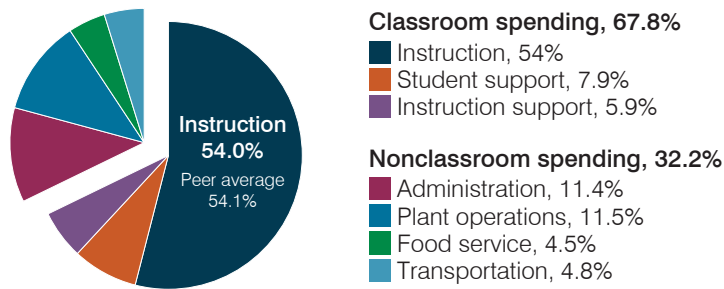
Cochise County  
 Peer groups: Operational 3 and T-3, Achievement 3<sup>1</sup>  
 Legislative district(s): 14  
 District location: City  
 Number of schools: 8  
 Graduation rate (2018): 91%

Students attending; Size: 5,335; Medium-large  
 5-year change in students attending: 2% decrease  
 Special education population: 12%  
 English learner population: 2%  
 Poverty rate (2018): 19%  
 Free/reduced meal eligibility: 45%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	54.0

## Spending by operational area



## Operational measures relative to peer averages

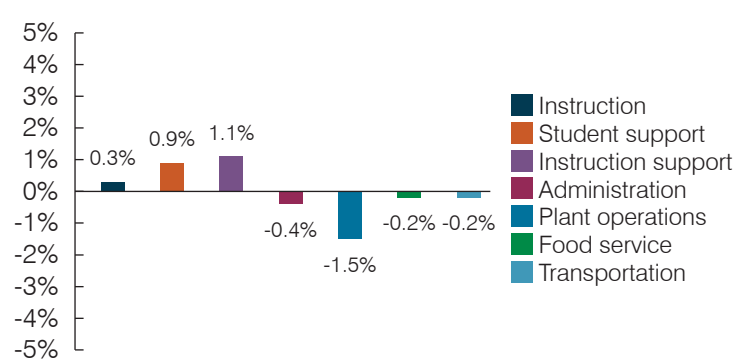
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$926	\$887	\$903
	Students per administrative position	61	68	66
Plant operations	Cost per square foot	\$5.79	\$5.90	\$6.49
	Square footage per student	161	159	158
Food service	Cost per meal	\$3.36	\$3.35	\$3.08
Transportation	Cost per mile	\$3.42	\$4.60	\$4.29
	Cost per rider	\$1,048	\$1,224	\$1,424

Very low Low Comparable High Very high

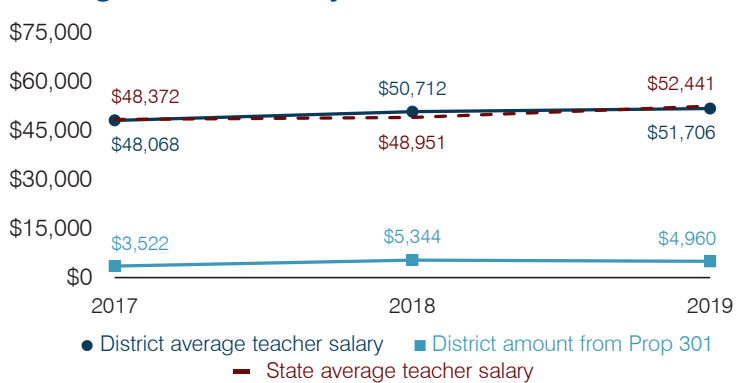
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,181	\$ 4,385	\$ 4,496	\$ 4,869
Student support	612	642	730	754
Instruction support	467	481	377	497
Administration	847	926	887	903
Plant operations	863	930	977	1,027
Food service	347	365	353	438
Transportation	355	392	428	417
<b>Total operational</b>	<b>7,672</b>	<b>8,121</b>	<b>8,248</b>	<b>8,905</b>
Land and buildings	850	902	1,367	1,086
Equipment	1,134	568	508	496
Interest	78	129	319	261
Other	61	59	194	180
<b>Total nonoperational</b>	<b>2,123</b>	<b>1,658</b>	<b>2,388</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 9,795</b>	<b>\$ 9,779</b>	<b>\$10,636</b>	<b>\$10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

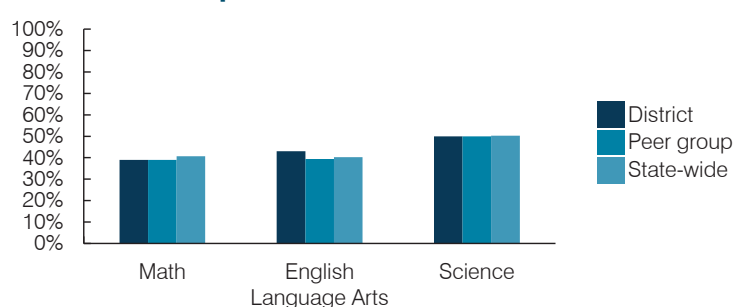


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	19.0	20.7	19.4
Average years of teacher experience	12.4	12.9	12.2
Percentage of teachers in first 3 years	8%	6%	10%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Skull Valley Elementary School District

Yavapai County

Peer groups: Operational 11 and T-11, Achievement 16<sup>1</sup>

Legislative district(s): 1

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 19; Very small

5-year change in students attending: 8% decrease

Special education population: 54%

English learner population: 0%

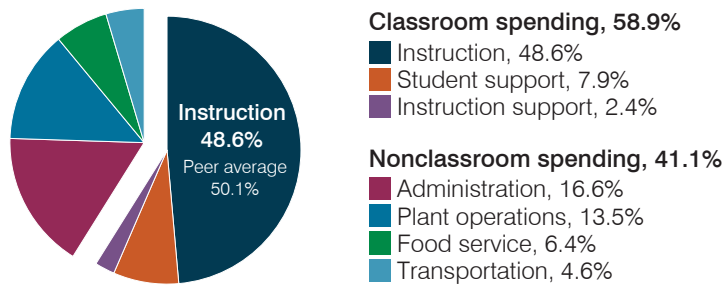
Poverty rate (2018): 11%

Free/reduced meal eligibility: 45%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	48.6

## Spending by operational area



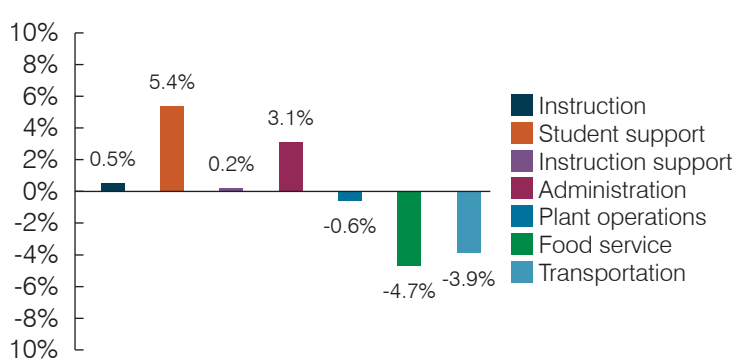
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$4,567	\$3,398	\$903
	Students per administrative position	14	32	66
Plant operations	Cost per square foot	\$8.23	\$7.70	\$6.49
	Square footage per student	451	382	158
Food service	Cost per meal	\$11.96	\$5.47	\$3.08
Transportation	Cost per mile	\$3.47	\$2.28	\$4.29
	Cost per rider	\$1,317	\$1,665	\$1,424

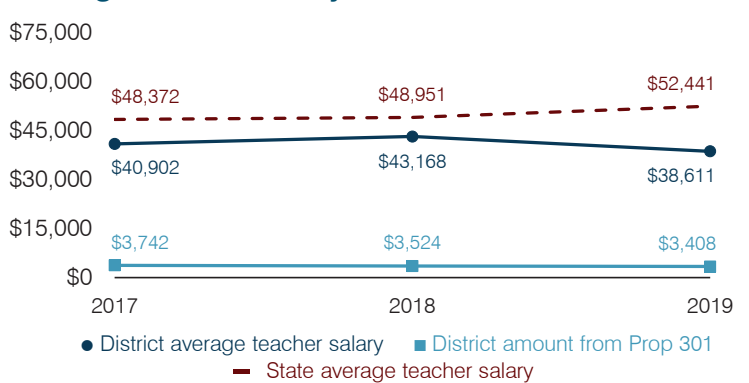
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 9,446	\$ 13,368	\$ 9,084	\$ 4,869
Student support	1,330	2,185	756	754
Instruction support	402	659	438	497
Administration	3,354	4,567	3,398	903
Plant operations	2,595	3,717	2,665	1,027
Food service	1,702	1,761	917	438
Transportation	870	1,252	976	417
<b>Total operational</b>	<b>19,699</b>	<b>27,509</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	185	300	1,425	1,086
Equipment	19	1,735	1,013	496
Interest	0	0	28	261
Other	0	0	92	180
<b>Total nonoperational</b>	<b>204</b>	<b>2,035</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 19,903</b>	<b>\$ 29,544</b>	<b>\$ 20,792</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	7.2	10.1	7.2
Average years of teacher experience	13.5	17.0	7.4
Percentage of teachers in first 3 years	0%	0%	0%

## Students who passed State assessments<sup>2</sup>

Measure did not meet our criteria for reporting.

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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Snowflake Unified School District

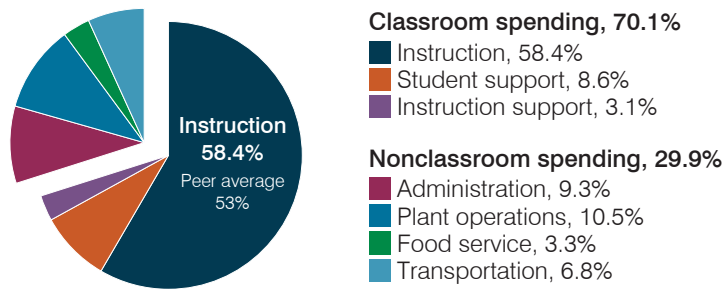
Navajo County  
 Peer groups: Operational 4 and T-7, Achievement 6<sup>1</sup>  
 Legislative district(s): 6  
 District location: Town  
 Number of schools: 6  
 Graduation rate (2018): 92%

Students attending; Size: 2,492; Medium-large  
 5-year change in students attending: 6% increase  
 Special education population: 14%  
 English learner population: 1%  
 Poverty rate (2018): 33%  
 Free/reduced meal eligibility: 42%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	58.4

## Spending by operational area



## Operational measures relative to peer averages

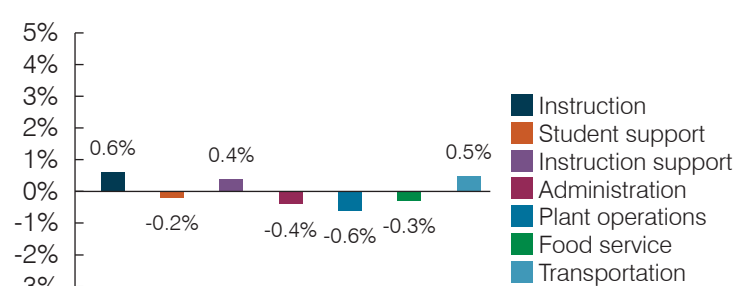
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$673	\$899	\$903
	Students per administrative position	122	68	66
Plant operations	Cost per square foot	\$4.41	\$5.82	\$6.49
	Square footage per student	172	180	158
Food service	Cost per meal	\$3.76	\$3.28	\$3.08
Transportation	Cost per mile	\$5.50	\$3.70	\$4.29
	Cost per rider	\$1,892	\$1,127	\$1,424



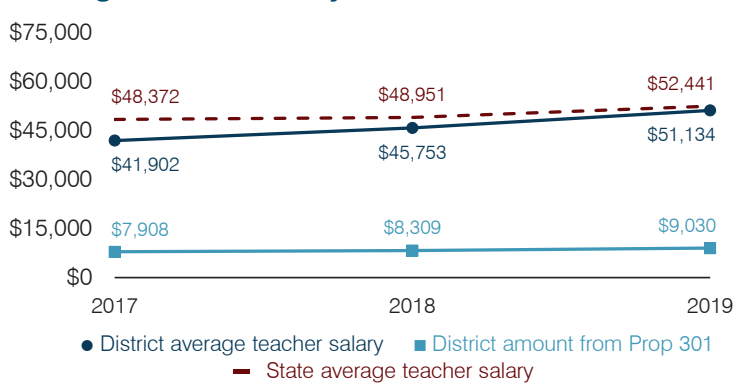
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,691	\$ 4,222	\$ 4,516	\$ 4,869
Student support	547	623	713	754
Instruction support	200	228	496	497
Administration	619	673	899	903
Plant operations	772	758	1,029	1,027
Food service	229	236	438	438
Transportation	444	495	444	417
<b>Total operational</b>	<b>6,502</b>	<b>7,235</b>	<b>8,535</b>	<b>8,905</b>
Land and buildings	89	73	565	1,086
Equipment	209	237	453	496
Interest	97	85	173	261
Other	5	3	70	180
<b>Total nonoperational</b>	<b>400</b>	<b>398</b>	<b>1,261</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 6,902</b>	<b>\$ 7,633</b>	<b>\$ 9,796</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

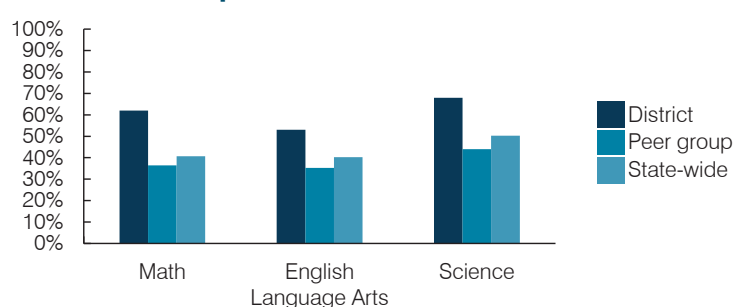


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	21.2	22.3	21.0
Average years of teacher experience	12.9	12.8	12.5
Percentage of teachers in first 3 years	14%	21%	19%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Solomon Elementary School District

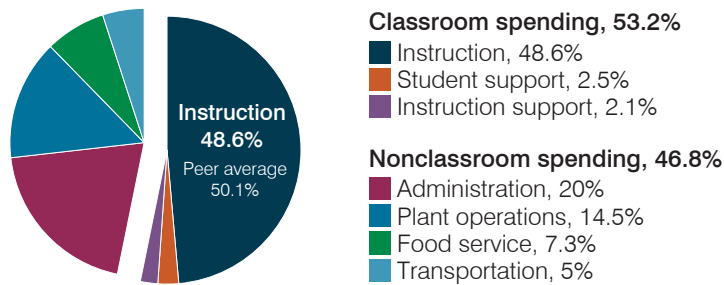
Graham County  
 Peer groups: Operational 11 and T-11, Achievement 17<sup>1</sup>  
 Legislative district(s): 14  
 District location: Town  
 Number of schools: 1  
 Graduation rate (2018): N/A

Students attending; Size: 181; Very small  
 5-year change in students attending: 3% decrease  
 Special education population: 10%  
 English learner population: 0%  
 Poverty rate (2018): 15%  
 Free/reduced meal eligibility: 64%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	48.6

## Spending by operational area



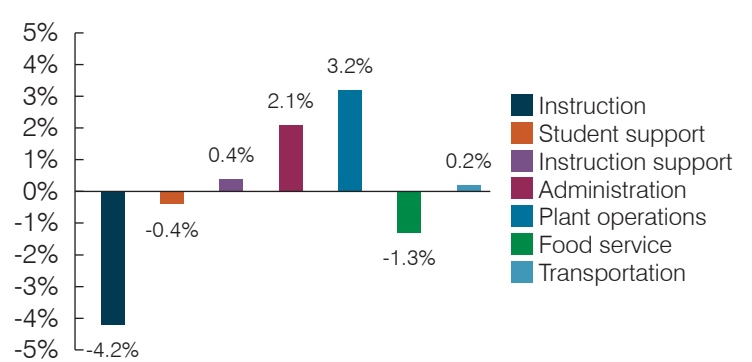
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,000	\$3,398	\$903
	Students per administrative position	46	32	66
Plant operations	Cost per square foot	\$5.93	\$7.70	\$6.49
	Square footage per student	245	382	158
Food service	Cost per meal	\$3.65	\$5.47	\$3.08
Transportation	Cost per mile	\$2.78	\$2.28	\$4.29
	Cost per rider	NR	\$1,665	\$1,424

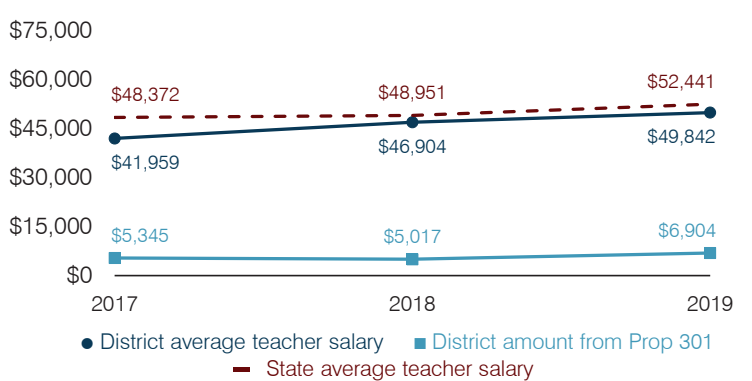
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,562	\$ 4,864	\$ 9,084	\$ 4,869
Student support	251	254	756	754
Instruction support	155	206	438	497
Administration	1,942	2,000	3,398	903
Plant operations	1,085	1,453	2,665	1,027
Food service	774	733	917	438
Transportation	486	495	976	417
<b>Total operational</b>	<b>9,255</b>	<b>10,005</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	2,526	1,691	1,425	1,086
Equipment	287	906	1,013	496
Interest	0	0	28	261
Other	1	16	92	180
<b>Total nonoperational</b>	<b>2,814</b>	<b>2,613</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 12,069</b>	<b>\$ 12,618</b>	<b>\$20,792</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

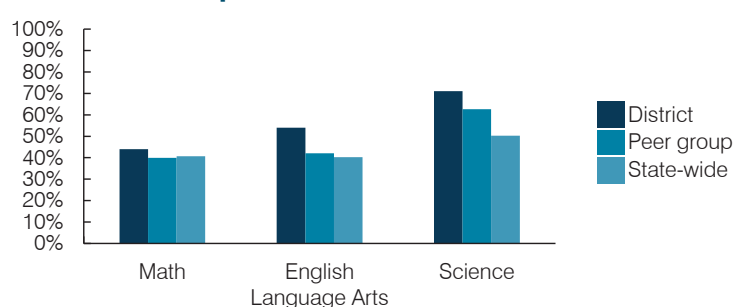


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	16.6	20.9	16.9
Average years of teacher experience	15.2	15.7	16.7
Percentage of teachers in first 3 years	0%	0%	0%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Somerton Elementary School District

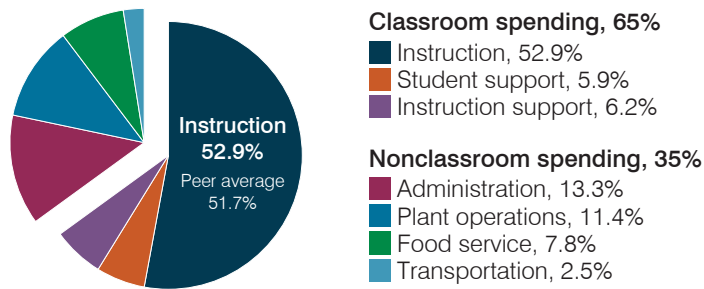
Yuma County  
 Peer groups: Operational 9 and T-6, Achievement 20<sup>1</sup>  
 Legislative district(s): 4  
 District location: Town  
 Number of schools: 5  
 Graduation rate (2018): N/A

Students attending; Size: 2,841; Medium-large  
 5-year change in students attending: 7% increase  
 Special education population: 11%  
 English learner population: 25%  
 Poverty rate (2018): 33%  
 Free/reduced meal eligibility: 87%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	52.9

## Spending by operational area



## Operational measures relative to peer averages

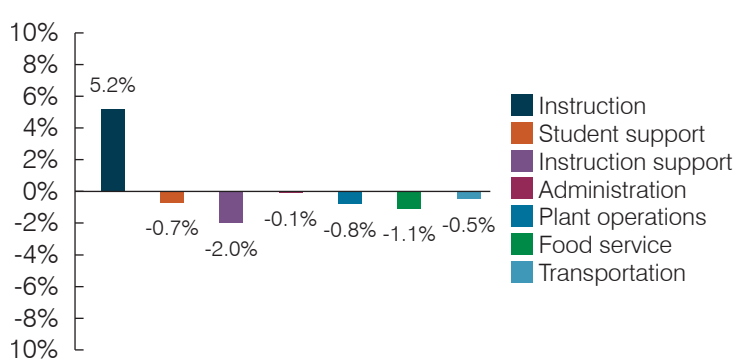
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,054	\$1,141	\$903
	Students per administrative position	58	60	66
Plant operations	Cost per square foot	\$7.33	\$6.68	\$6.49
	Square footage per student	123	161	158
Food service	Cost per meal	\$2.78	\$3.16	\$3.08
Transportation	Cost per mile	\$3.60	\$4.23	\$4.29
	Cost per rider	\$629	\$768	\$1,424



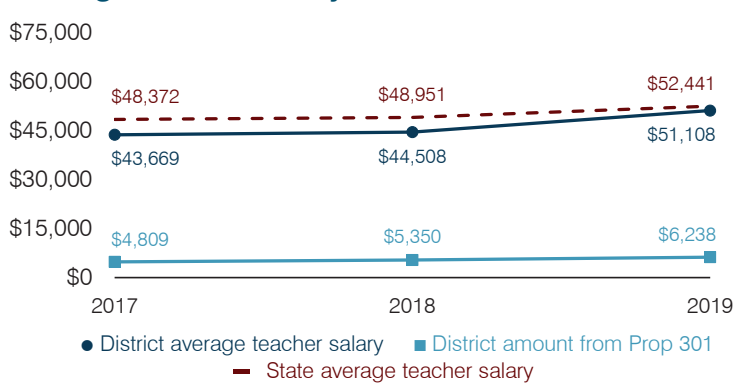
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,584	\$ 4,187	\$ 4,638	\$ 4,869
Student support	486	469	567	754
Instruction support	450	492	481	497
Administration	1,033	1,054	1,141	903
Plant operations	917	898	1,054	1,027
Food service	590	618	599	438
Transportation	174	194	498	417
<b>Total operational</b>	<b>7,234</b>	<b>7,912</b>	<b>8,978</b>	<b>8,905</b>
Land and buildings	646	454	265	1,086
Equipment	282	358	486	496
Interest	59	64	72	261
Other	140	126	134	180
<b>Total nonoperational</b>	<b>1,127</b>	<b>1,002</b>	<b>957</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 8,361</b>	<b>\$ 8,914</b>	<b>\$ 9,935</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

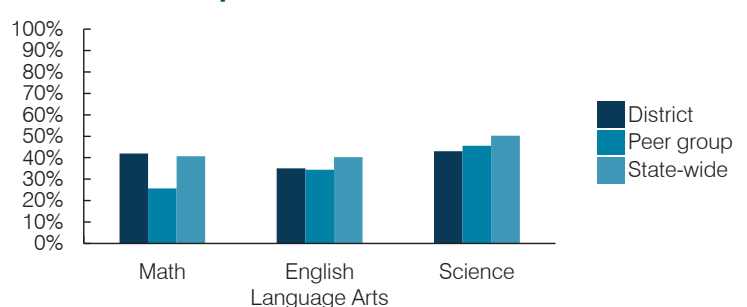


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	20.6	20.8	19.3
Average years of teacher experience	9.2	9.8	9.9
Percentage of teachers in first 3 years	14%	15%	20%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.



# Sonoita Elementary School District

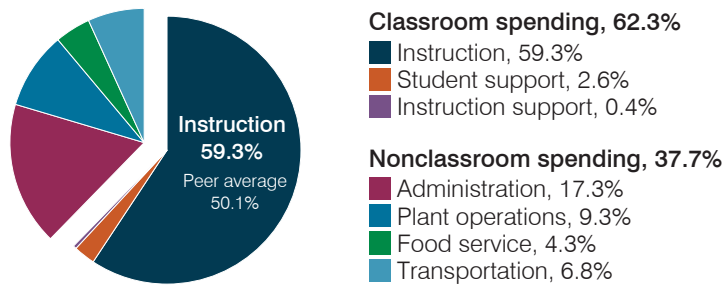
Santa Cruz County  
 Peer groups: Operational 11 and T-11, Achievement 17<sup>1</sup>  
 Legislative district(s): 2  
 District location: Rural  
 Number of schools: 1  
 Graduation rate (2018): N/A

Students attending; Size: 122; Very small  
 5-year change in students attending: 15% increase  
 Special education population: 19%  
 English learner population: 0%  
 Poverty rate (2018): 21%  
 Free/reduced meal eligibility: 24%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	59.3

## Spending by operational area



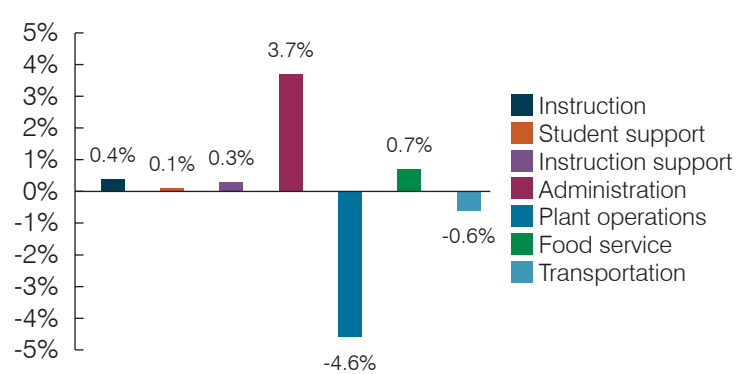
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,693	\$3,398	\$903
	Students per administrative position	31	32	66
Plant operations	Cost per square foot	\$5.55	\$7.70	\$6.49
	Square footage per student	260	382	158
Food service	Cost per meal	\$5.90	\$5.47	\$3.08
Transportation	Cost per mile	\$4.64	\$2.28	\$4.29
	Cost per rider	\$2,351	\$1,665	\$1,424

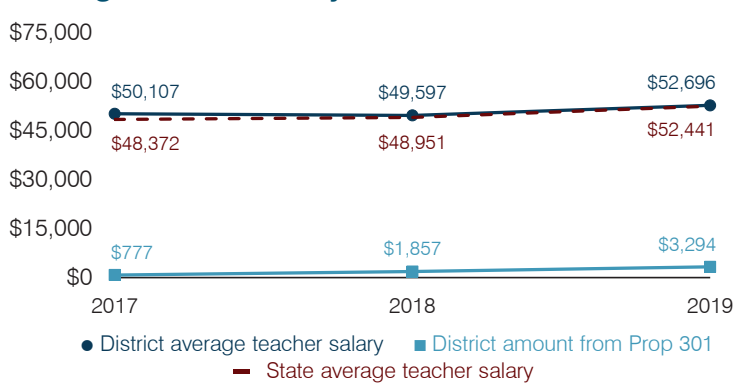
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 11,655	\$ 9,222	\$ 9,084	\$ 4,869
Student support	507	400	756	754
Instruction support	93	73	438	497
Administration	4,014	2,693	3,398	903
Plant operations	1,891	1,442	2,665	1,027
Food service	769	667	917	438
Transportation	672	1,057	976	417
<b>Total operational</b>	<b>19,601</b>	<b>15,554</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	217	107	1,425	1,086
Equipment	401	449	1,013	496
Interest	0	0	28	261
Other	0	0	92	180
<b>Total nonoperational</b>	<b>618</b>	<b>556</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 20,219</b>	<b>\$ 16,110</b>	<b>\$20,792</b>	<b>\$10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

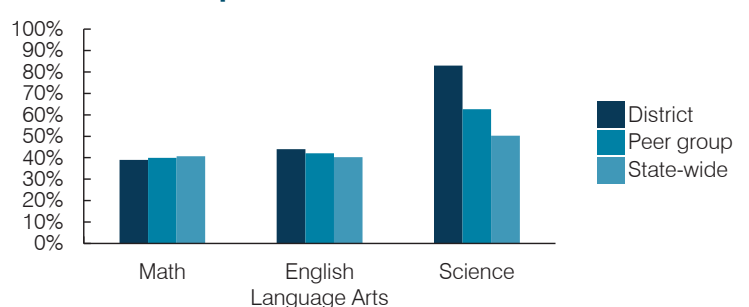


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	7.7	7.6	10.2
Average years of teacher experience	9.6	10.4	12.5
Percentage of teachers in first 3 years	30%	30%	25%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# St. David Unified School District

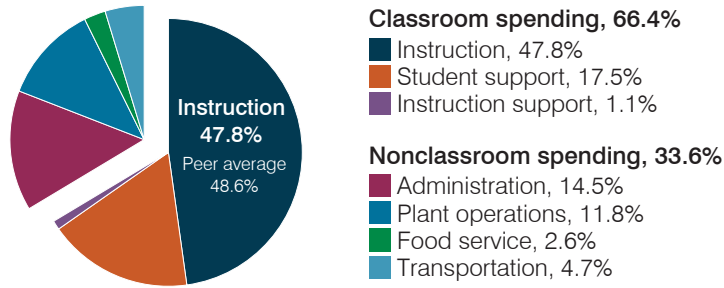
Cochise County  
 Peer groups: Operational 6 and T-8, Achievement 4<sup>1</sup>  
 Legislative district(s): 14  
 District location: Rural  
 Number of schools: 2  
 Graduation rate (2018): 97%

Students attending; Size: 341; Small  
 5-year change in students attending: 16% decrease  
 Special education population: 19%  
 English learner population: 0%  
 Poverty rate (2018): 18%  
 Free/reduced meal eligibility: 53%

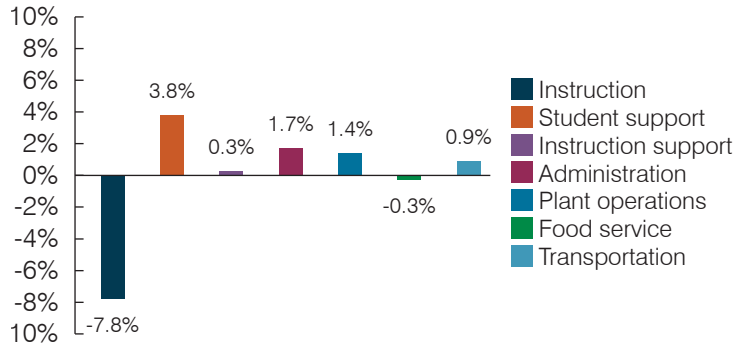
## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	47.8

## Spending by operational area



## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

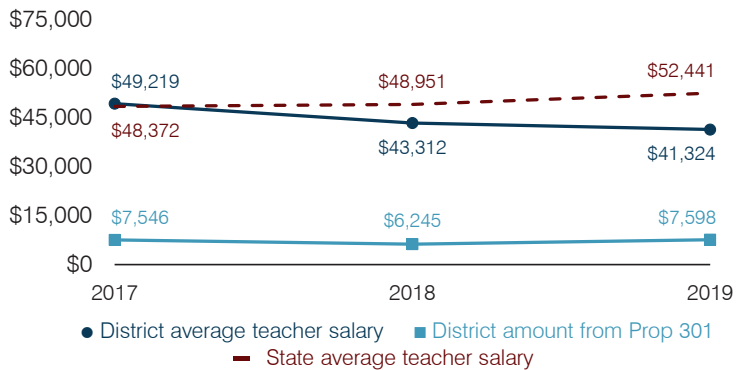


## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,561	\$1,750	\$903
	Students per administrative position	43	45	66
Plant operations	Cost per square foot	\$5.48	\$5.35	\$6.49
	Square footage per student	233	315	158
Food service	Cost per meal	\$3.48	\$3.77	\$3.08
Transportation	Cost per mile	\$3.09	\$3.26	\$4.29
	Cost per rider	\$1,450	\$1,447	\$1,424



## Average teacher salary and other measures

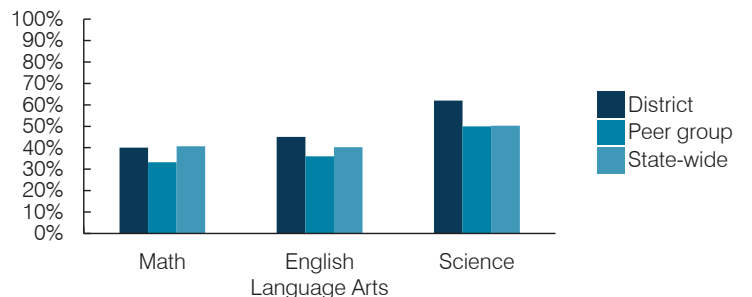


## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,169	\$ 5,163	\$ 5,732	\$ 4,869
Student support	986	1,891	763	754
Instruction support	86	122	364	497
Administration	1,383	1,561	1,750	903
Plant operations	1,304	1,278	1,697	1,027
Food service	252	283	545	438
Transportation	443	506	616	417
<b>Total operational</b>	<b>9,623</b>	<b>10,804</b>	<b>11,467</b>	<b>8,905</b>
Land and buildings	500	34	757	1,086
Equipment	137	359	692	496
Interest	11	2	152	261
Other	9	78	64	180
<b>Total nonoperational</b>	<b>657</b>	<b>473</b>	<b>1,665</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 10,280</b>	<b>\$ 11,277</b>	<b>\$ 13,132</b>	<b>\$ 10,928</b>

Measure	2017	2018	2019
Students per teacher	15.1	14.0	15.3
Average years of teacher experience	14.6	14.9	14.4
Percentage of teachers in first 3 years	12%	13%	10%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# St. Johns Unified School District

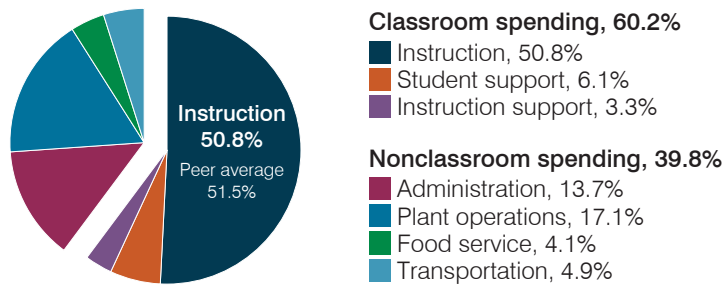
Apache County  
 Peer groups: Operational 5 and T-10, Achievement 6<sup>1</sup>  
 Legislative district(s): 7  
 District location: Town  
 Number of schools: 4  
 Graduation rate (2018): 87%

Students attending; Size: 827; Medium  
 5-year change in students attending: 3% increase  
 Special education population: 16%  
 English learner population: 0%  
 Poverty rate (2018): 33%  
 Free/reduced meal eligibility: 51%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	50.8

## Spending by operational area



## Operational measures relative to peer averages

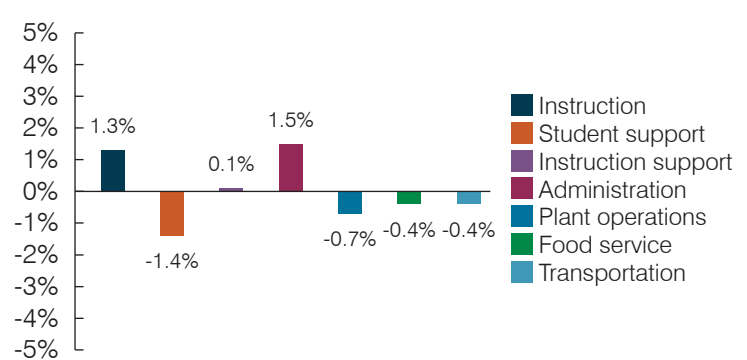
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,293	\$1,190	\$903
	Students per administrative position	40	60	66
Plant operations	Cost per square foot	\$4.50	\$5.67	\$6.49
	Square footage per student	359	257	158
Food service	Cost per meal	\$4.94	\$3.60	\$3.08
Transportation	Cost per mile	\$1.33	\$2.20	\$4.29
	Cost per rider	\$1,826	\$1,962	\$1,424



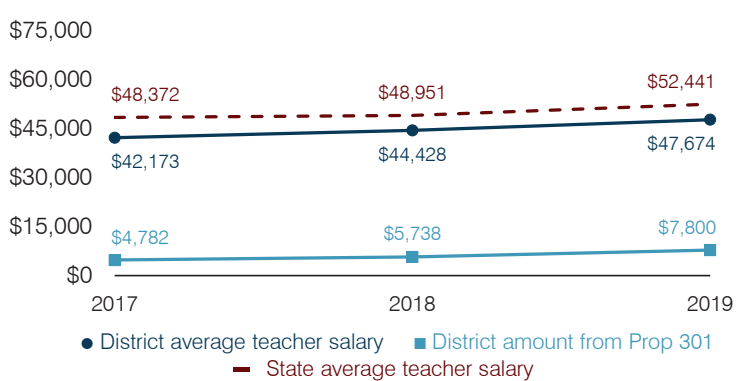
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,741	\$ 4,800	\$ 5,148	\$ 4,869
Student support	499	580	655	754
Instruction support	222	314	436	497
Administration	1,617	1,293	1,190	903
Plant operations	1,624	1,615	1,416	1,027
Food service	366	392	428	438
Transportation	414	461	546	417
<b>Total operational</b>	<b>9,483</b>	<b>9,455</b>	<b>9,819</b>	<b>8,905</b>
Land and buildings	940	215	1,012	1,086
Equipment	401	1,034	658	496
Interest	0	0	238	261
Other	4	7	84	180
<b>Total nonoperational</b>	<b>1,345</b>	<b>1,256</b>	<b>1,992</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 10,828</b>	<b>\$ 10,711</b>	<b>\$ 11,811</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

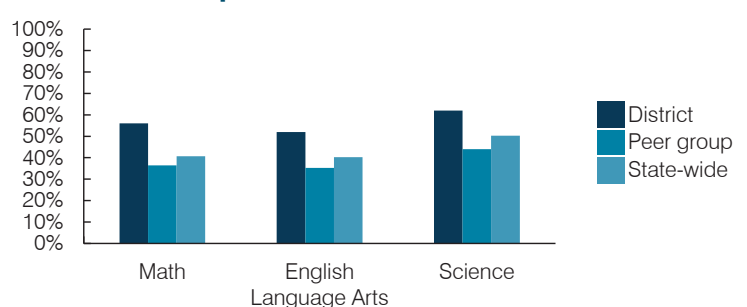


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	16.8	17.3	17.6
Average years of teacher experience	16.8	16.9	14.7
Percentage of teachers in first 3 years	6%	11%	9%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Stanfield Elementary School District

Pinal County

Peer groups: Operational 10 and T-8, Achievement 16<sup>1</sup>

Legislative district(s): 4 and 11

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 442; Small

5-year change in students attending: 11% decrease

Special education population: 14%

English learner population: 15%

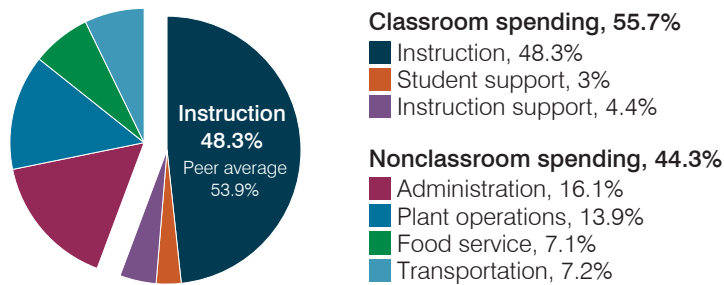
Poverty rate (2018): 14%

Free/reduced meal eligibility: 81%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	48.3

## Spending by operational area



## Operational measures relative to peer averages

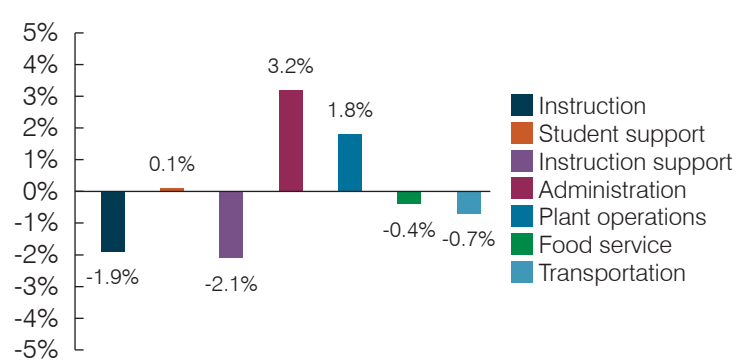
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,801	\$1,326	\$903
	Students per administrative position	44	52	66
Plant operations	Cost per square foot	\$7.04	\$6.87	\$6.49
	Square footage per student	220	196	158
Food service	Cost per meal	\$2.97	\$3.37	\$3.08
Transportation	Cost per mile	\$2.96	\$3.26	\$4.29
	Cost per rider	\$1,110	\$1,447	\$1,424



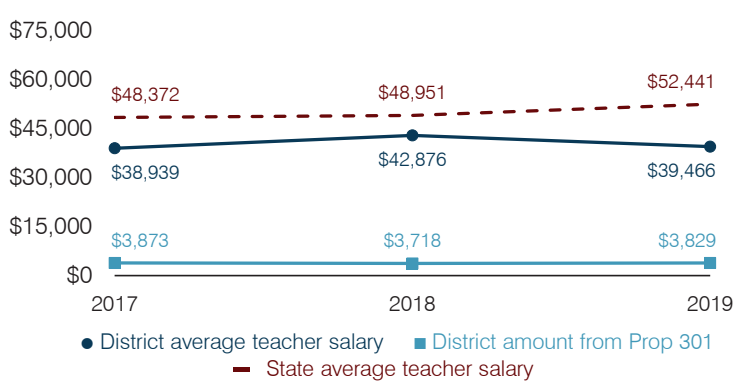
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,766	\$ 5,409	\$ 5,443	\$ 4,869
Student support	432	337	538	754
Instruction support	645	498	403	497
Administration	1,915	1,801	1,326	903
Plant operations	1,355	1,553	1,175	1,027
Food service	736	801	588	438
Transportation	785	803	681	417
<b>Total operational</b>	<b>10,634</b>	<b>11,202</b>	<b>10,154</b>	<b>8,905</b>
Land and buildings	62	404	215	1,086
Equipment	747	2,779	769	496
Interest	0	0	129	261
Other	0	0	126	180
<b>Total nonoperational</b>	<b>809</b>	<b>3,183</b>	<b>1,239</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 11,443</b>	<b>\$ 14,385</b>	<b>\$ 11,393</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

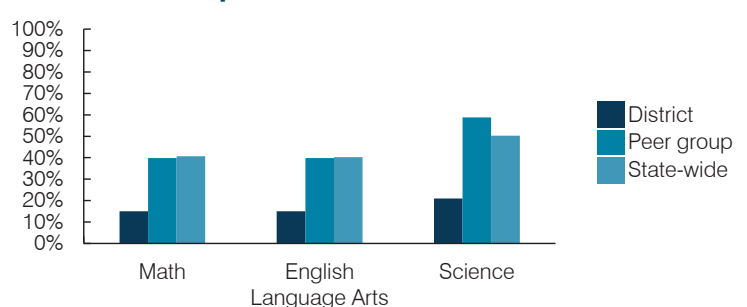


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	14.5	14.5	13.0
Average years of teacher experience	13.0	11.9	12.3
Percentage of teachers in first 3 years	10%	18%	13%

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Sunnyside Unified School District

Pima County

Peer groups: Operational 2 and T-2, Achievement 6<sup>1</sup>

Legislative district(s): 2, 3, and 4

District location: City

Number of schools: 21

Graduation rate (2018): 78%

Students attending; Size: 15,333; Large

5-year change in students attending: 8% decrease

Special education population: 11%

English learner population: 13%

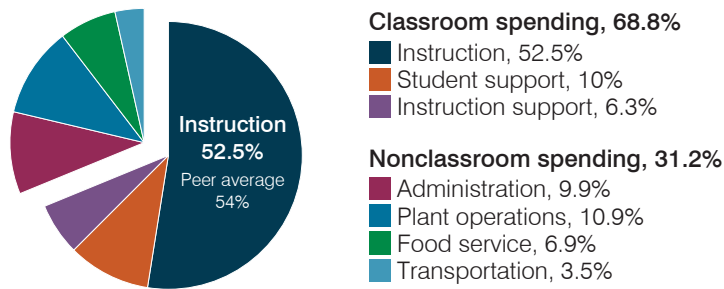
Poverty rate (2018): 31%

Free/reduced meal eligibility: 81%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	52.5

## Spending by operational area



## Operational measures relative to peer averages

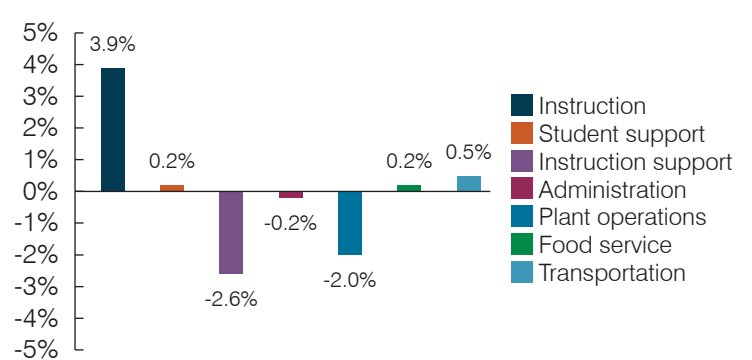
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$785	\$842	\$903
	Students per administrative position	58	66	66
Plant operations	Cost per square foot	\$6.78	\$6.59	\$6.49
	Square footage per student	127	150	158
Food service	Cost per meal	\$3.34	\$3.25	\$3.08
Transportation	Cost per mile	\$4.75	\$6.82	\$4.29
	Cost per rider	\$1,040	\$1,386	\$1,424



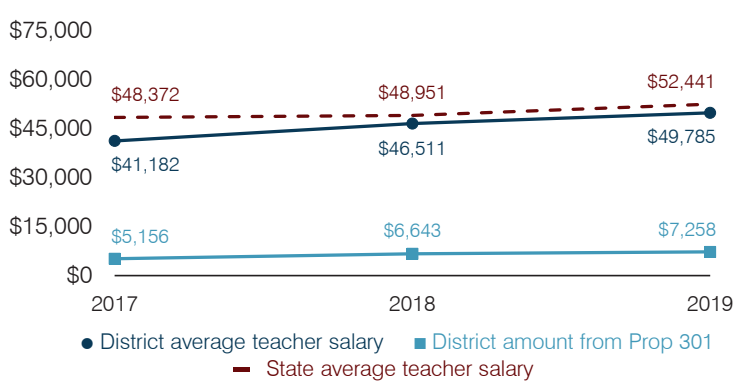
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,763	\$ 4,169	\$ 4,521	\$ 4,869
Student support	737	793	688	754
Instruction support	509	500	540	497
Administration	801	785	842	903
Plant operations	811	863	976	1,027
Food service	525	551	358	438
Transportation	230	282	457	417
<b>Total operational</b>	<b>7,376</b>	<b>7,943</b>	<b>8,382</b>	<b>8,905</b>
Land and buildings	299	169	1,683	1,086
Equipment	267	357	540	496
Interest	166	169	254	261
Other	77	85	172	180
<b>Total nonoperational</b>	<b>809</b>	<b>780</b>	<b>2,649</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 8,185</b>	<b>\$ 8,723</b>	<b>\$11,031</b>	<b>\$10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

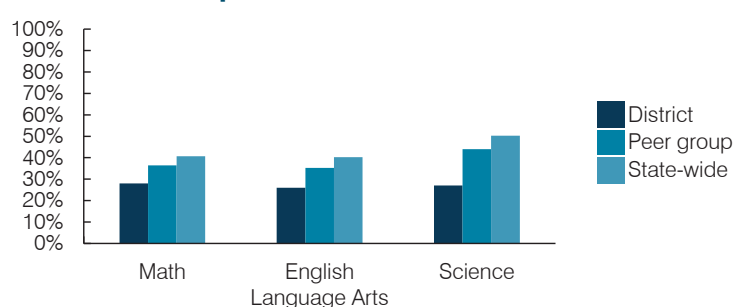


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	18.2	20.5	18.9
Average years of teacher experience	11.7	12.1	12.1
Percentage of teachers in first 3 years	20%	19%	17%

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Superior Unified School District

Pinal County

Peer groups: Operational 6 and T-7, Achievement 5<sup>1</sup>

Legislative district(s): 8

District location: Town

Number of schools: 2

Graduation rate (2018): 97%

Students attending; Size: 343; Small

5-year change in students attending: 15% decrease

Special education population: 12%

English learner population: 3%

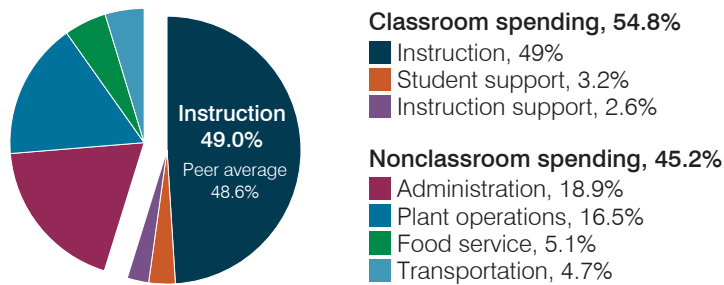
Poverty rate (2018): 24%

Free/reduced meal eligibility: 74%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	49.0

## Spending by operational area



## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,142	\$1,750	\$903
	Students per administrative position	33	45	66
Plant operations	Cost per square foot	\$6.42	\$5.35	\$6.49
	Square footage per student	291	315	158
Food service	Cost per meal	\$3.06	\$3.77	\$3.08
Transportation	Cost per mile	\$4.28	\$3.70	\$4.29
	Cost per rider	\$1,857	\$1,127	\$1,424



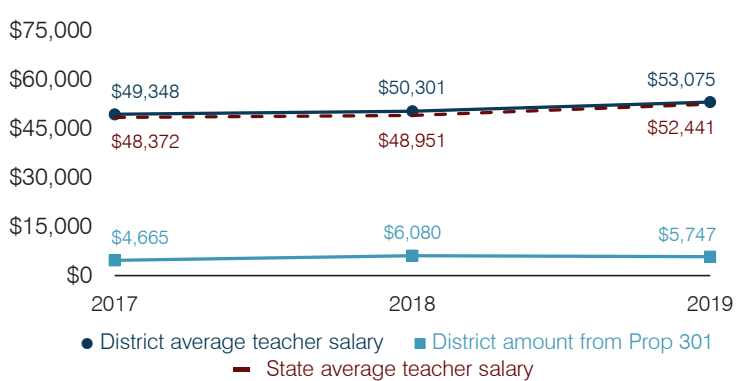
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,324	\$ 5,561	\$ 5,732	\$ 4,869
Student support	374	363	763	754
Instruction support	344	300	364	497
Administration	1,888	2,142	1,750	903
Plant operations	1,772	1,871	1,697	1,027
Food service	507	579	545	438
Transportation	398	530	616	417
<b>Total operational</b>	<b>10,607</b>	<b>11,346</b>	<b>11,467</b>	<b>8,905</b>
Land and buildings	50	386	757	1,086
Equipment	485	674	692	496
Interest	237	213	152	261
Other	49	130	64	180
<b>Total nonoperational</b>	<b>821</b>	<b>1,403</b>	<b>1,665</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 11,428</b>	<b>\$ 12,749</b>	<b>\$ 13,132</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

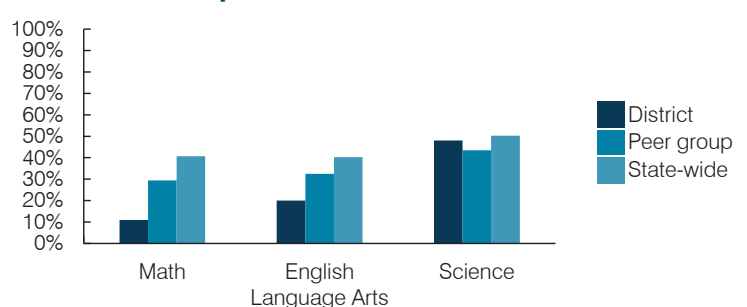


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	18.9	21.1	18.1
Average years of teacher experience	9.1	9.1	8.6
Percentage of teachers in first 3 years	5%	12%	14%

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Tanque Verde Unified School District

Pima County

Peer groups: Operational 3 and T-4, Achievement 1<sup>1</sup>

Legislative district(s): 10 and 14

District location: Suburb

Number of schools: 4

Graduation rate (2018): 96%

Students attending; Size: 2,017; Medium-large

5-year change in students attending: 5% increase

Special education population: 14%

English learner population: 0%

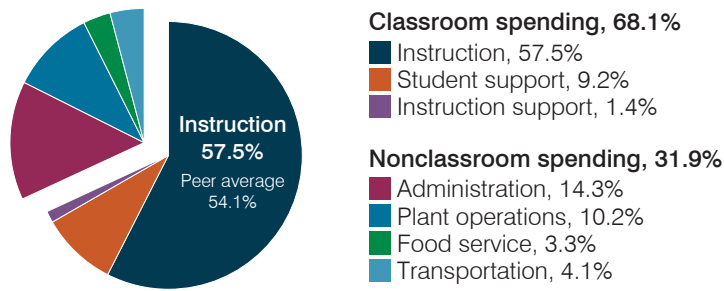
Poverty rate (2018): 5%

Free/reduced meal eligibility: 12%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	57.5

## Spending by operational area



## Operational measures relative to peer averages

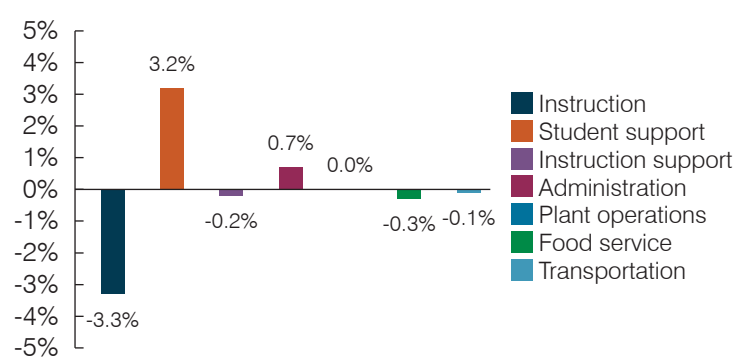
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,145	\$887	\$903
	Students per administrative position	72	68	66
Plant operations	Cost per square foot	\$5.88	\$5.90	\$6.49
	Square footage per student	139	159	158
Food service	Cost per meal	\$3.61	\$3.35	\$3.08
Transportation	Cost per mile	\$3.78	\$4.02	\$4.29
	Cost per rider	\$1,262	\$1,407	\$1,424



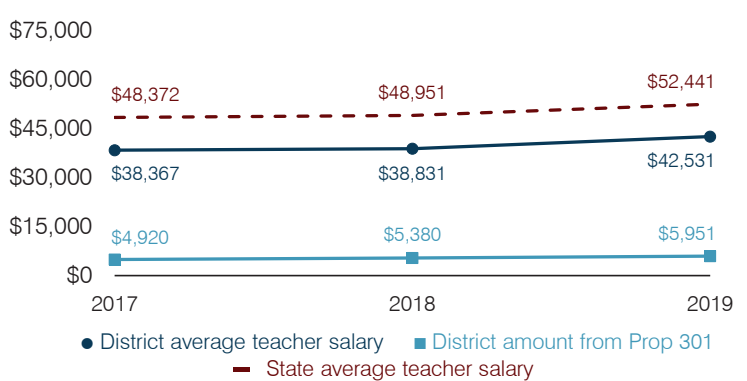
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,534	\$ 4,598	\$ 4,496	\$ 4,869
Student support	871	738	730	754
Instruction support	98	109	377	497
Administration	982	1,145	887	903
Plant operations	811	817	977	1,027
Food service	252	264	353	438
Transportation	268	325	428	417
<b>Total operational</b>	<b>7,816</b>	<b>7,996</b>	<b>8,248</b>	<b>8,905</b>
Land and buildings	63	676	1,367	1,086
Equipment	230	253	508	496
Interest	313	302	319	261
Other	170	291	194	180
<b>Total nonoperational</b>	<b>776</b>	<b>1,522</b>	<b>2,388</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 8,592</b>	<b>\$ 9,518</b>	<b>\$10,636</b>	<b>\$10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

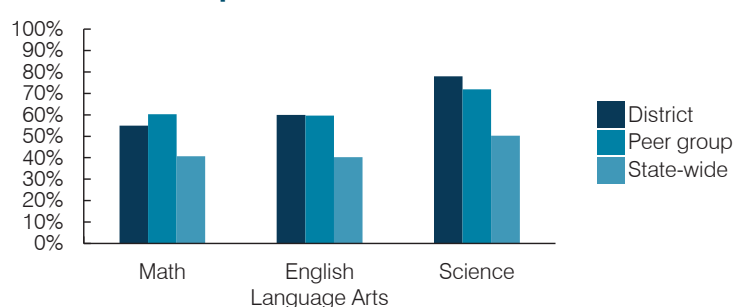


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	15.3	14.9	16.4
Average years of teacher experience	14.8	14.2	15.3
Percentage of teachers in first 3 years	9%	15%	6%

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Tempe Elementary School District

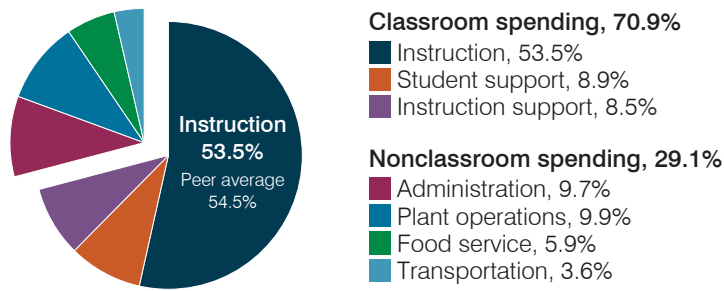
Maricopa County  
 Peer groups: Operational 7 and T-1, Achievement 13<sup>1</sup>  
 Legislative district(s): 18, 26, and 27  
 District location: City  
 Number of schools: 22  
 Graduation rate (2018): N/A

Students attending; Size: 11,191; Large  
 5-year change in students attending: 1% increase  
 Special education population: 13%  
 English learner population: 10%  
 Poverty rate (2018): 21%  
 Free/reduced meal eligibility: 68%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	53.5

## Spending by operational area



## Operational measures relative to peer averages

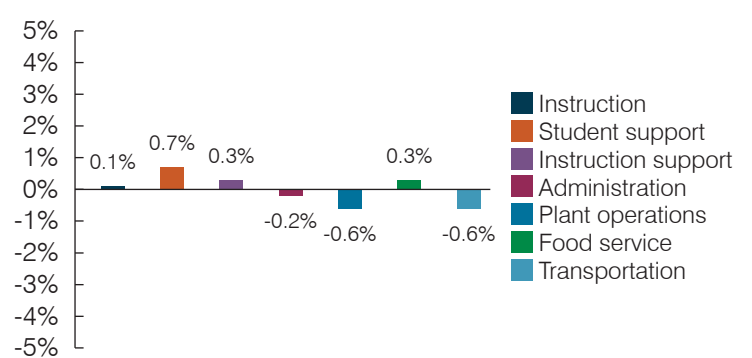
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$935	\$887	\$903
	Students per administrative position	58	73	66
Plant operations	Cost per square foot	\$6.02	\$6.31	\$6.49
	Square footage per student	159	142	158
Food service	Cost per meal	\$3.09	\$2.97	\$3.08
Transportation	Cost per mile	\$5.20	\$7.55	\$4.29
	Cost per rider	\$981	\$1,108	\$1,424



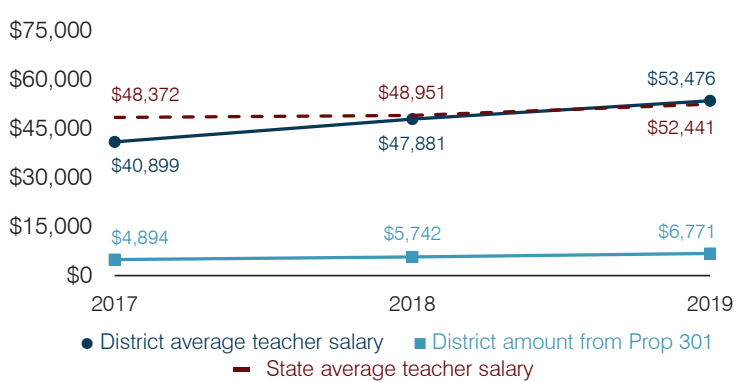
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,721	\$ 5,165	\$ 4,824	\$ 4,869
Student support	825	862	760	754
Instruction support	782	823	554	497
Administration	880	935	887	903
Plant operations	925	960	892	1,027
Food service	529	565	608	438
Transportation	341	348	342	417
<b>Total operational</b>	<b>9,003</b>	<b>9,658</b>	<b>8,867</b>	<b>8,905</b>
Land and buildings	1,220	3,351	1,189	1,086
Equipment	620	518	508	496
Interest	487	538	230	261
Other	145	138	177	180
<b>Total nonoperational</b>	<b>2,472</b>	<b>4,545</b>	<b>2,104</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 11,475</b>	<b>\$ 14,203</b>	<b>\$10,971</b>	<b>\$10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

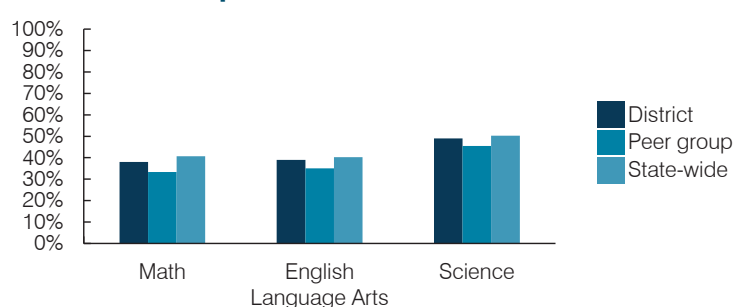


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	15.1	16.7	16.9
Average years of teacher experience	9.3	9.5	9.6
Percentage of teachers in first 3 years	26%	24%	25%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.



# Tempe Union High School District

Maricopa County

Peer groups: Operational 2 and T-3, Achievement 8<sup>1</sup>

Legislative district(s): 18, 26, and 27

District location: City

Number of schools: 7

Graduation rate (2018): 89%

Students attending; Size: 13,346; Large

5-year change in students attending: 3% decrease

Special education population: 8%

English learner population: 1%

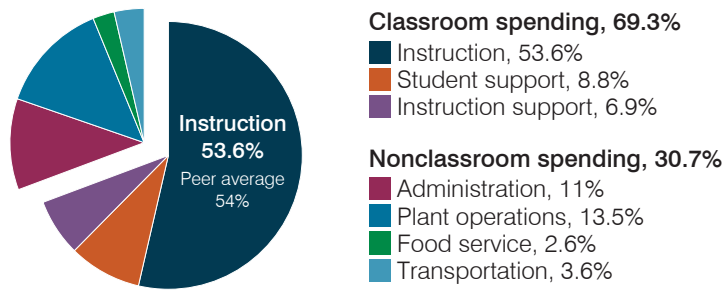
Poverty rate (2018): 10%

Free/reduced meal eligibility: 29%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	53.6

## Spending by operational area



## Operational measures relative to peer averages

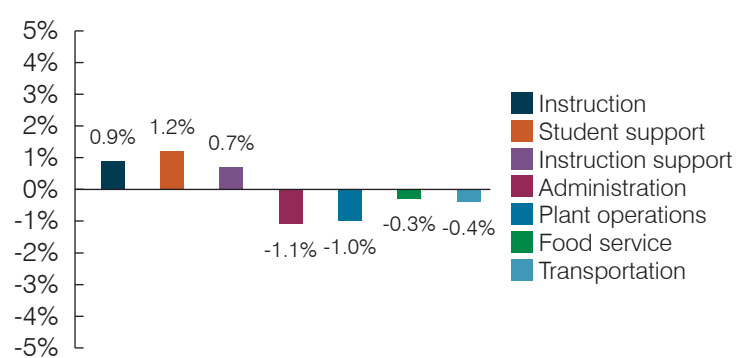
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$949	\$842	\$903
	Students per administrative position	67	66	66
Plant operations	Cost per square foot	\$6.66	\$6.59	\$6.49
	Square footage per student	174	150	158
Food service	Cost per meal	\$3.51	\$3.25	\$3.08
Transportation	Cost per mile	\$4.40	\$4.60	\$4.29
	Cost per rider	\$1,516	\$1,224	\$1,424



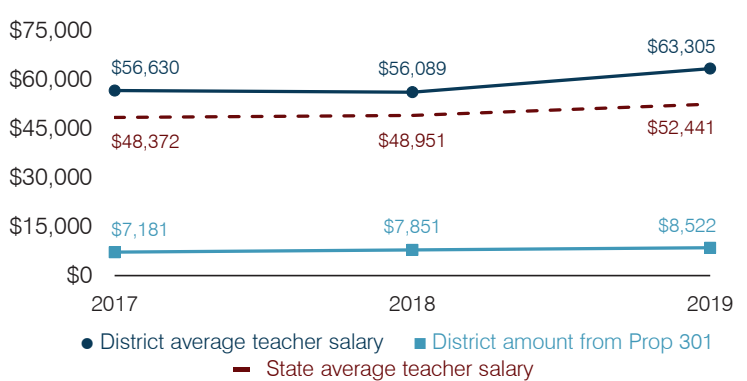
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,201	\$ 4,612	\$ 4,521	\$ 4,869
Student support	687	757	688	754
Instruction support	487	589	540	497
Administration	908	949	842	903
Plant operations	1,095	1,161	976	1,027
Food service	210	222	358	438
Transportation	284	308	457	417
<b>Total operational</b>	<b>7,872</b>	<b>8,598</b>	<b>8,382</b>	<b>8,905</b>
Land and buildings	268	132	1,683	1,086
Equipment	506	513	540	496
Interest	220	218	254	261
Other	131	158	172	180
<b>Total nonoperational</b>	<b>1,125</b>	<b>1,021</b>	<b>2,649</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 8,997</b>	<b>\$ 9,619</b>	<b>\$11,031</b>	<b>\$10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

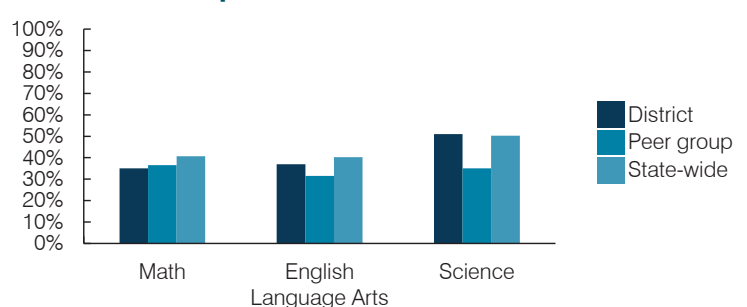


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	21.6	22.2	21.5
Average years of teacher experience	14.0	14.6	14.7
Percentage of teachers in first 3 years	7%	7%	7%

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Thatcher Unified School District

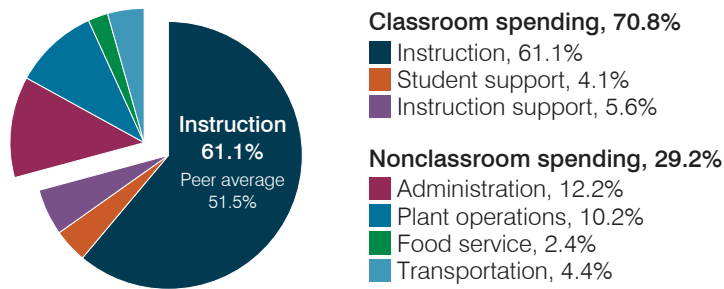
Graham County  
 Peer groups: Operational 5 and T-6, Achievement 4<sup>1</sup>  
 Legislative district(s): 14  
 District location: Town  
 Number of schools: 4  
 Graduation rate (2018): 97%

Students attending; Size: 1,718; Medium  
 5-year change in students attending: 7% increase  
 Special education population: 15%  
 English learner population: 0%  
 Poverty rate (2018): 19%  
 Free/reduced meal eligibility: 34%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	61.1

## Spending by operational area



## Operational measures relative to peer averages

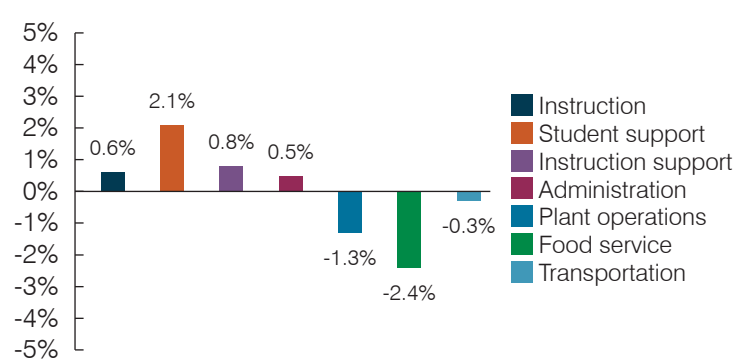
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$827	\$1,190	\$903
	Students per administrative position	75	60	66
Plant operations	Cost per square foot	\$4.20	\$5.67	\$6.49
	Square footage per student	166	257	158
Food service	Cost per meal	\$2.80	\$3.60	\$3.08
Transportation	Cost per mile	\$4.22	\$4.23	\$4.29
	Cost per rider	\$739	\$768	\$1,424



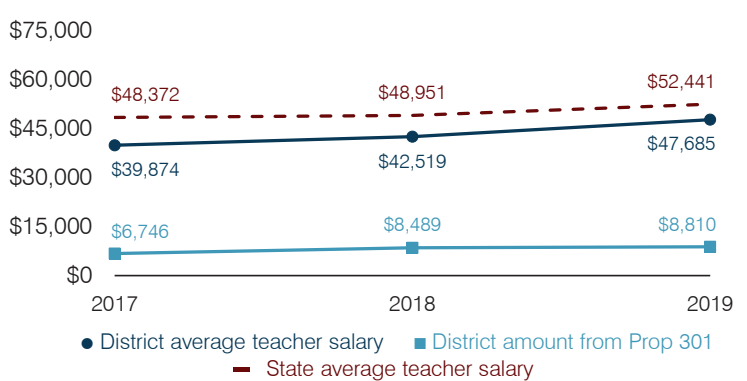
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,932	\$ 4,163	\$ 5,148	\$ 4,869
Student support	259	278	655	754
Instruction support	311	380	436	497
Administration	765	827	1,190	903
Plant operations	678	697	1,416	1,027
Food service	263	166	428	438
Transportation	286	299	546	417
<b>Total operational</b>	<b>6,494</b>	<b>6,810</b>	<b>9,819</b>	<b>8,905</b>
Land and buildings	549	47	1,012	1,086
Equipment	178	206	658	496
Interest	81	65	238	261
Other	12	17	84	180
<b>Total nonoperational</b>	<b>820</b>	<b>335</b>	<b>1,992</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 7,314</b>	<b>\$ 7,145</b>	<b>\$11,811</b>	<b>\$10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

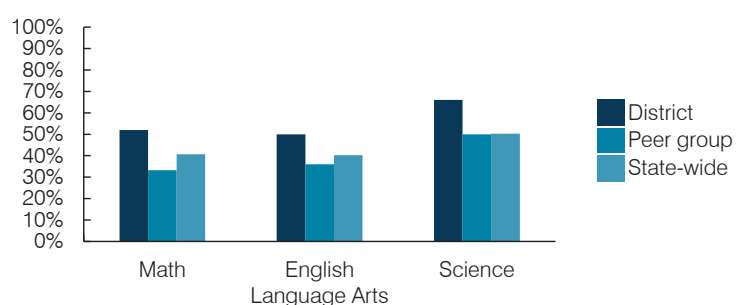


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	18.8	19.3	19.7
Average years of teacher experience	10.7	11.6	12.2
Percentage of teachers in first 3 years	24%	17%	16%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Tolleson Elementary School District

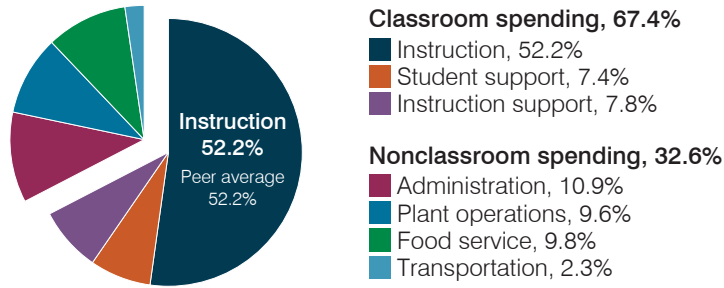
Maricopa County  
 Peer groups: Operational 8 and T-2, Achievement 14<sup>1</sup>  
 Legislative district(s): 19  
 District location: City  
 Number of schools: 4  
 Graduation rate (2018): N/A

Students attending; Size: 2,925; Medium-large  
 5-year change in students attending: 11% increase  
 Special education population: 12%  
 English learner population: 12%  
 Poverty rate (2018): 26%  
 Free/reduced meal eligibility: 85%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	52.2

## Spending by operational area



## Operational measures relative to peer averages

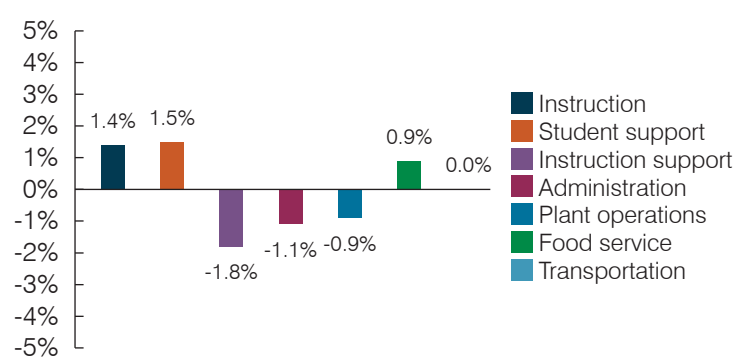
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$992	\$1,047	\$903
	Students per administrative position	82	65	66
Plant operations	Cost per square foot	\$6.56	\$6.60	\$6.49
	Square footage per student	134	145	158
Food service	Cost per meal	\$2.54	\$2.91	\$3.08
Transportation	Cost per mile	\$11.19	\$6.82	\$4.29
	Cost per rider	\$2,287	\$1,386	\$1,424



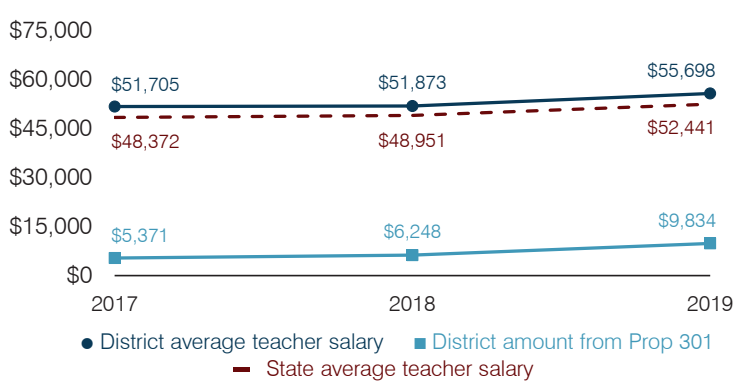
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,262	\$ 4,751	\$ 4,648	\$ 4,869
Student support	616	674	678	754
Instruction support	662	707	551	497
Administration	922	992	1,047	903
Plant operations	792	879	972	1,027
Food service	773	892	672	438
Transportation	188	214	345	417
<b>Total operational</b>	<b>8,215</b>	<b>9,109</b>	<b>8,913</b>	<b>8,905</b>
Land and buildings	161	3,173	1,393	1,086
Equipment	487	575	556	496
Interest	90	237	344	261
Other	243	220	203	180
<b>Total nonoperational</b>	<b>981</b>	<b>4,205</b>	<b>2,496</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 9,196</b>	<b>\$ 13,314</b>	<b>\$ 11,409</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

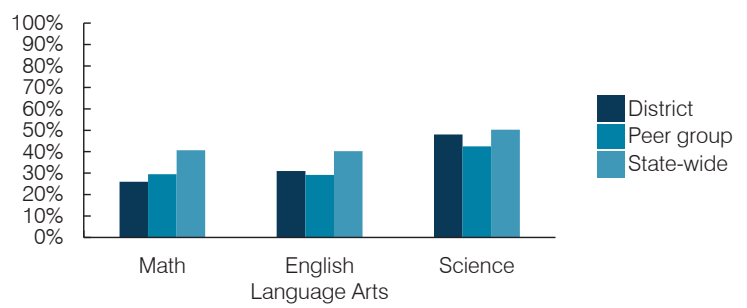


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	19.6	19.6	18.2
Average years of teacher experience	9.6	11.0	11.3
Percentage of teachers in first 3 years	28%	13%	19%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Tolleson Union High School District

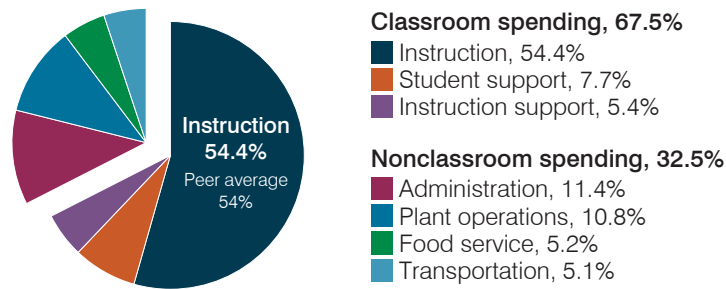
Maricopa County  
 Peer groups: Operational 2 and T-3, Achievement 8<sup>1</sup>  
 Legislative district(s): 19, 27, and 29  
 District location: City  
 Number of schools: 6  
 Graduation rate (2018): 90%

Students attending; Size: 11,678; Large  
 5-year change in students attending: 11% increase  
 Special education population: 11%  
 English learner population: 4%  
 Poverty rate (2018): 17%  
 Free/reduced meal eligibility: 65%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	54.4

## Spending by operational area



## Operational measures relative to peer averages

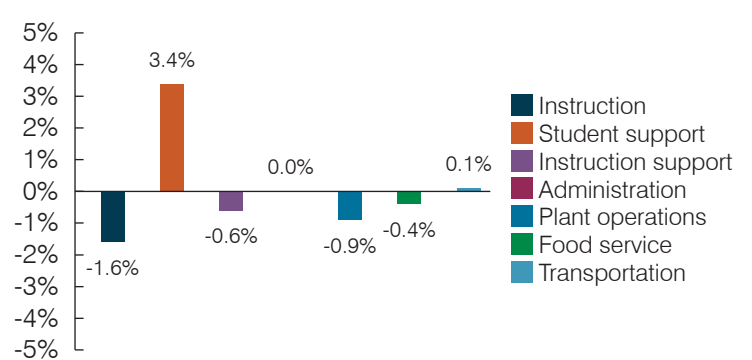
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$847	\$842	\$903
	Students per administrative position	80	66	66
Plant operations	Cost per square foot	\$7.21	\$6.59	\$6.49
	Square footage per student	112	150	158
Food service	Cost per meal	\$2.79	\$3.25	\$3.08
Transportation	Cost per mile	\$5.29	\$4.60	\$4.29
	Cost per rider	\$1,345	\$1,224	\$1,424



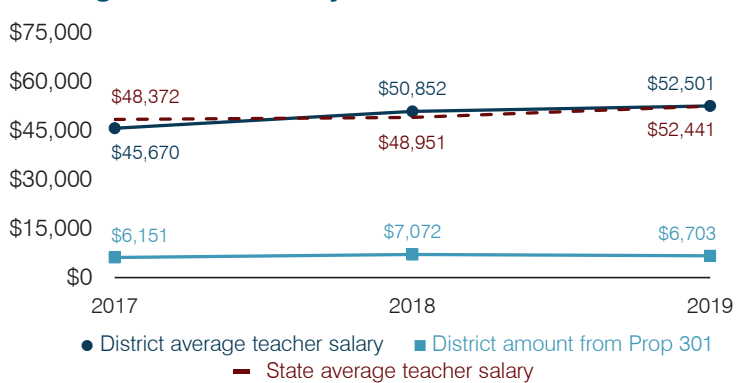
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,576	\$ 4,058	\$ 4,521	\$ 4,869
Student support	502	577	688	754
Instruction support	380	405	540	497
Administration	759	847	842	903
Plant operations	802	808	976	1,027
Food service	367	384	358	438
Transportation	373	384	457	417
<b>Total operational</b>	<b>6,759</b>	<b>7,463</b>	<b>8,382</b>	<b>8,905</b>
Land and buildings	544	9,486	1,683	1,086
Equipment	990	1,342	540	496
Interest	76	201	254	261
Other	41	38	172	180
<b>Total nonoperational</b>	<b>1,651</b>	<b>11,067</b>	<b>2,649</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 8,410</b>	<b>\$ 18,530</b>	<b>\$ 11,031</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

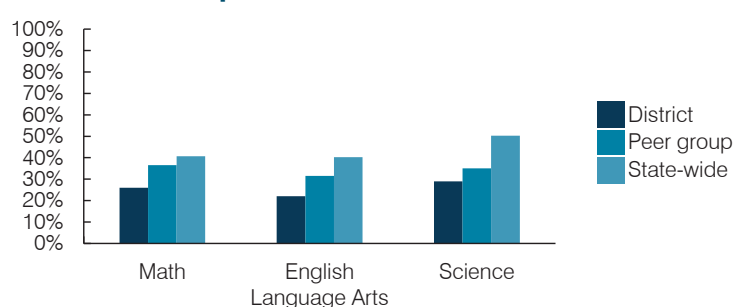


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	20.5	22.4	20.6
Average years of teacher experience	7.1	7.1	8.0
Percentage of teachers in first 3 years	39%	40%	33%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Toltec Elementary School District

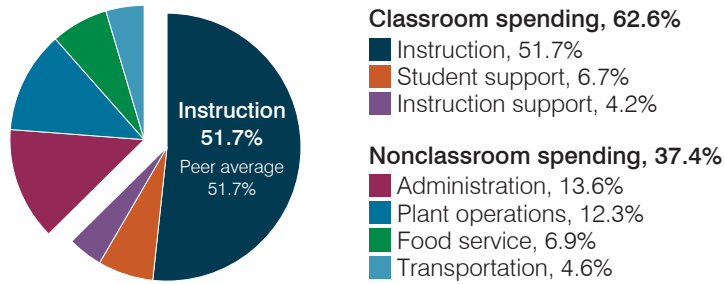
Pinal County  
 Peer groups: Operational 9 and T-6, Achievement 17<sup>1</sup>  
 Legislative district(s): 11  
 District location: Rural  
 Number of schools: 2  
 Graduation rate (2018): N/A

Students attending; Size: 975; Medium  
 5-year change in students attending: 13% decrease  
 Special education population: 18%  
 English learner population: 6%  
 Poverty rate (2018): 21%  
 Free/reduced meal eligibility: 86%

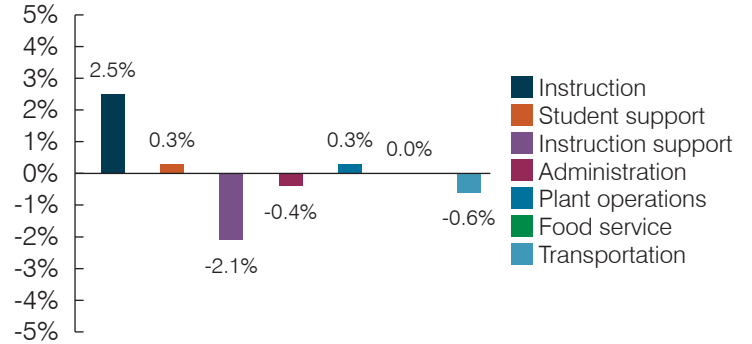
## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	51.7

## Spending by operational area



## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

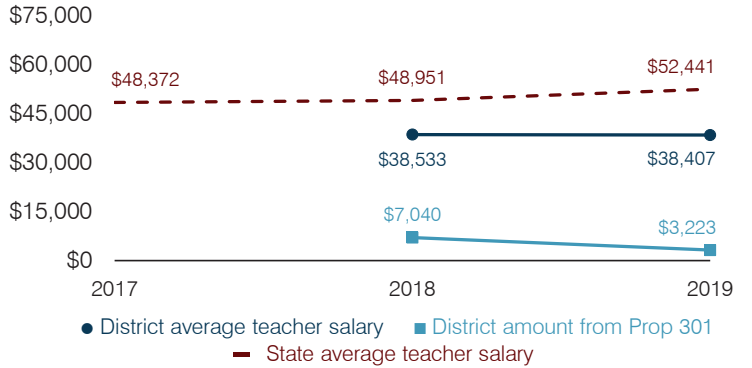


## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,094	\$1,141	\$903
	Students per administrative position	81	60	66
Plant operations	Cost per square foot	\$5.64	\$6.68	\$6.49
	Square footage per student	175	161	158
Food service	Cost per meal	\$2.73	\$3.16	\$3.08
Transportation	Cost per mile	\$4.75	\$4.23	\$4.29
	Cost per rider	\$930	\$768	\$1,424



## Average teacher salary and other measures

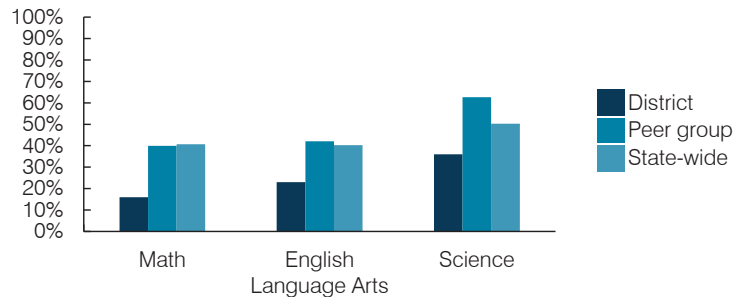


## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,739	\$ 4,153	\$ 4,638	\$ 4,869
Student support	518	535	567	754
Instruction support	367	335	481	497
Administration	798	1,094	1,141	903
Plant operations	970	986	1,054	1,027
Food service	524	558	599	438
Transportation	289	367	498	417
<b>Total operational</b>	<b>7,205</b>	<b>8,028</b>	<b>8,978</b>	<b>8,905</b>
Land and buildings	845	182	265	1,086
Equipment	222	558	486	496
Interest	111	91	72	261
Other	3	0	134	180
<b>Total nonoperational</b>	<b>1,181</b>	<b>831</b>	<b>957</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 8,386</b>	<b>\$ 8,859</b>	<b>\$ 9,935</b>	<b>\$ 10,928</b>

Measure	2017	2018	2019
Students per teacher	NR	18.1	17.1
Average years of teacher experience	10.1	5.3	7.0
Percentage of teachers in first 3 years	21%	57%	0%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Tombstone Unified School District

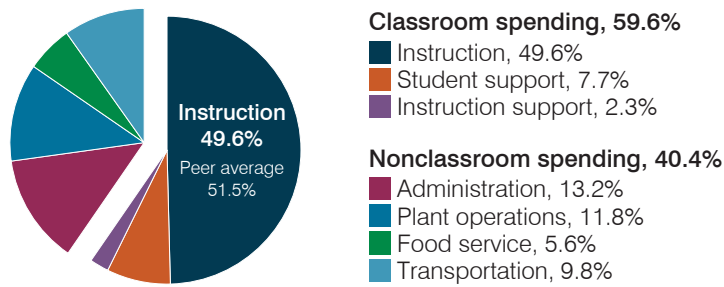
Cochise County  
 Peer groups: Operational 5 and T-9, Achievement 5<sup>1</sup>  
 Legislative district(s): 14  
 District location: Rural  
 Number of schools: 3  
 Graduation rate (2018): 94%

Students attending; Size: 805; Medium  
 5-year change in students attending: 14% decrease  
 Special education population: 18%  
 English learner population: 1%  
 Poverty rate (2018): 23%  
 Free/reduced meal eligibility: 65%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	49.6

## Spending by operational area



## Operational measures relative to peer averages

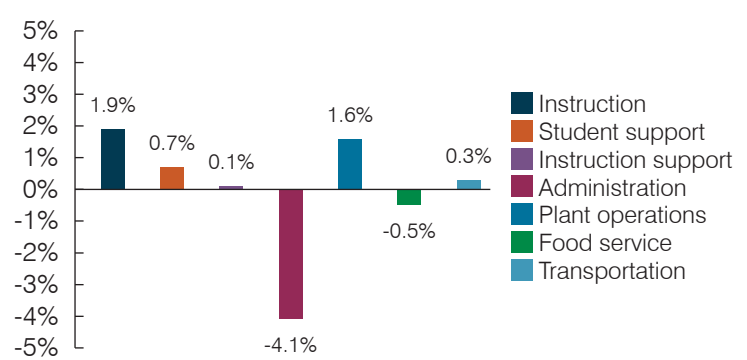
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,295	\$1,190	\$903
	Students per administrative position	46	60	66
Plant operations	Cost per square foot	\$4.04	\$5.67	\$6.49
	Square footage per student	288	257	158
Food service	Cost per meal	\$3.48	\$3.60	\$3.08
Transportation	Cost per mile	\$2.13	\$2.74	\$4.29
	Cost per rider	\$1,355	\$1,641	\$1,424



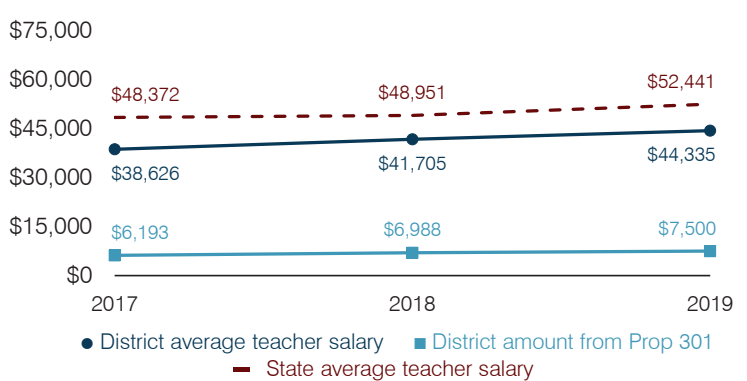
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,230	\$ 4,867	\$ 5,148	\$ 4,869
Student support	647	754	655	754
Instruction support	266	227	436	497
Administration	1,537	1,295	1,190	903
Plant operations	917	1,163	1,416	1,027
Food service	566	549	428	438
Transportation	940	968	546	417
<b>Total operational</b>	<b>9,103</b>	<b>9,823</b>	<b>9,819</b>	<b>8,905</b>
Land and buildings	96	282	1,012	1,086
Equipment	531	546	658	496
Interest	253	14	238	261
Other	0	(64)	84	180
<b>Total nonoperational</b>	<b>880</b>	<b>778</b>	<b>1,992</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 9,983</b>	<b>\$ 10,601</b>	<b>\$ 11,811</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

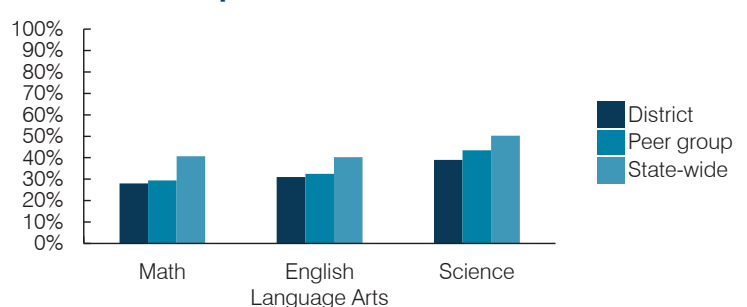


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	17.4	17.0	16.1
Average years of teacher experience	10.9	13.0	11.8
Percentage of teachers in first 3 years	9%	14%	20%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Tonto Basin Elementary School District

Gila County

Peer groups: Operational 11 and T-11, Achievement 19<sup>1</sup>

Legislative district(s): 6

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 67; Very small

5-year change in students attending: 19% increase

Special education population: 12%

English learner population: 0%

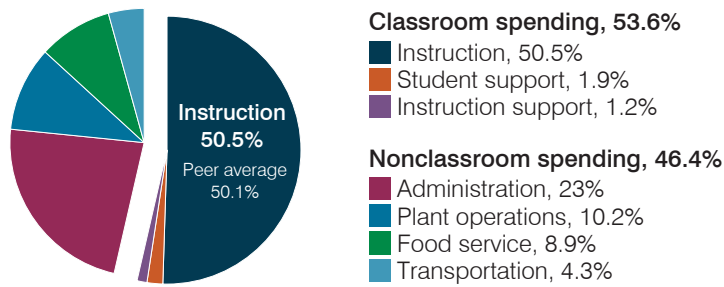
Poverty rate (2018): 29%

Free/reduced meal eligibility: 73%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	50.5

## Spending by operational area



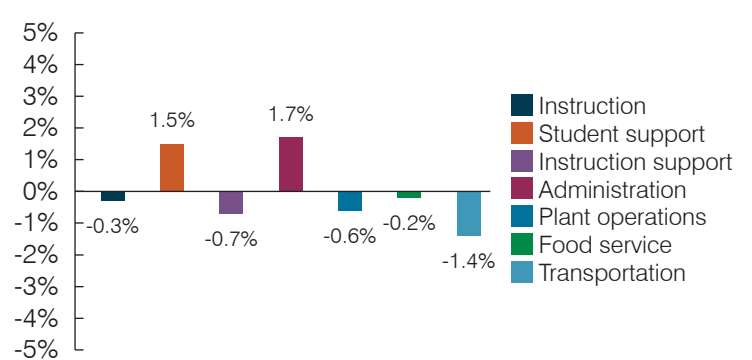
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$5,410	\$3,398	\$903
	Students per administrative position	16	32	66
Plant operations	Cost per square foot	\$9.57	\$7.70	\$6.49
	Square footage per student	252	382	158
Food service	Cost per meal	\$7.05	\$5.47	\$3.08
Transportation	Cost per mile	\$1.40	\$2.28	\$4.29
	Cost per rider	\$1,981	\$1,665	\$1,424

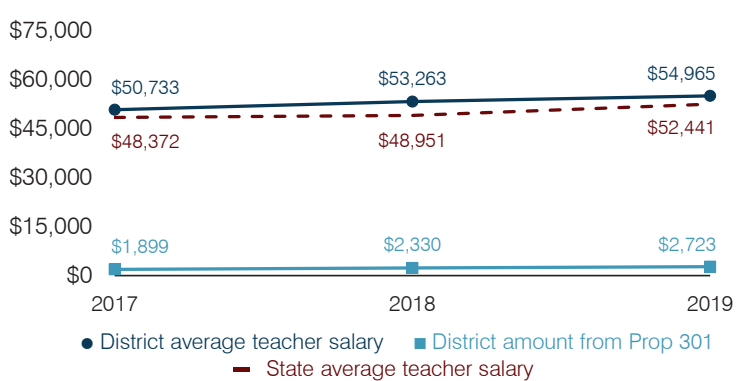
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 11,778	\$ 11,891	\$ 9,084	\$ 4,869
Student support	549	456	756	754
Instruction support	348	292	438	497
Administration	6,673	5,410	3,398	903
Plant operations	2,979	2,411	2,665	1,027
Food service	2,207	2,099	917	438
Transportation	1,344	1,004	976	417
<b>Total operational</b>	<b>25,878</b>	<b>23,563</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	995	15	1,425	1,086
Equipment	1,089	519	1,013	496
Interest	1	0	28	261
Other	37	533	92	180
<b>Total nonoperational</b>	<b>2,122</b>	<b>1,067</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 28,000</b>	<b>\$ 24,630</b>	<b>\$ 20,792</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

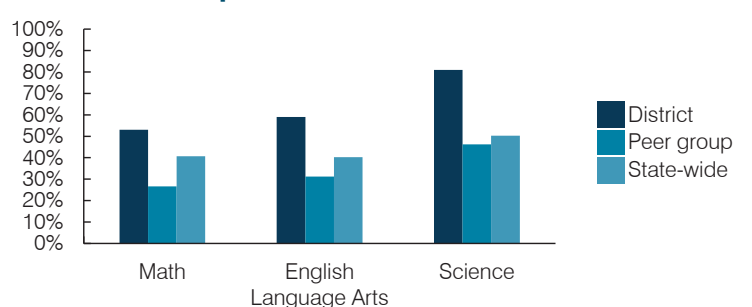


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	9.0	9.3	9.6
Average years of teacher experience	14.9	16.9	18.9
Percentage of teachers in first 3 years	0%	0%	0%

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Topock Elementary School District

Mohave County

Peer groups: Operational 11 and T-11, Achievement 17<sup>1</sup>

Legislative district(s): 5

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 92; Very small

5-year change in students attending: 19% decrease

Special education population: 10%

English learner population: 0%

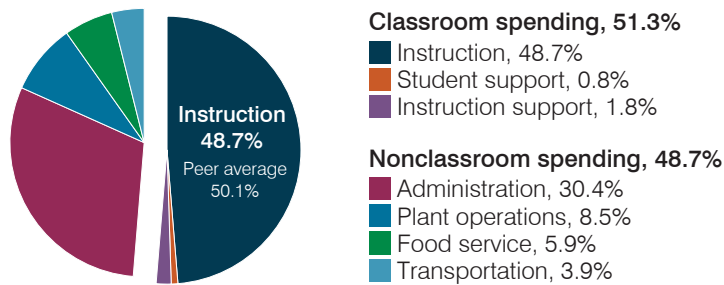
Poverty rate (2018): 21%

Free/reduced meal eligibility: 59%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	48.7

## Spending by operational area



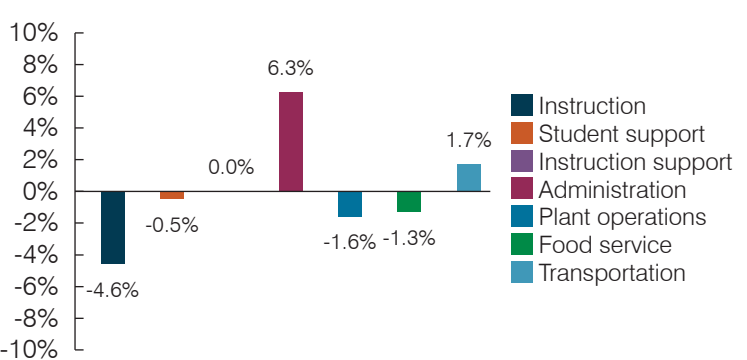
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$4,284	\$3,398	\$903
	Students per administrative position	23	32	66
Plant operations	Cost per square foot	\$4.24	\$7.70	\$6.49
	Square footage per student	283	382	158
Food service	Cost per meal	\$3.20	\$5.47	\$3.08
Transportation	Cost per mile	\$3.32	\$2.28	\$4.29
	Cost per rider	\$561	\$1,665	\$1,424

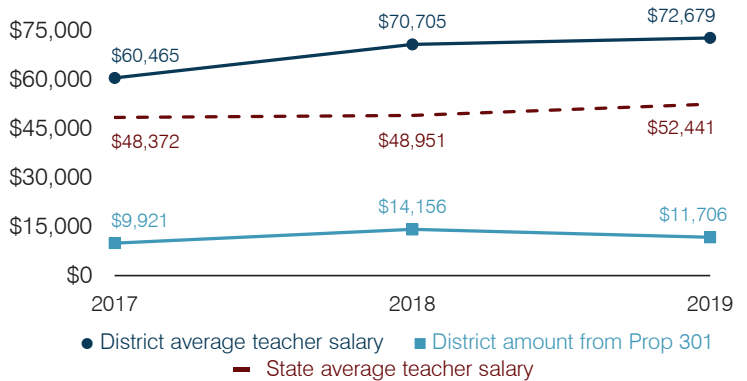
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,435	\$ 6,865	\$ 9,084	\$ 4,869
Student support	89	115	756	754
Instruction support	238	254	438	497
Administration	3,348	4,284	3,398	903
Plant operations	694	1,203	2,665	1,027
Food service	662	840	917	438
Transportation	523	546	976	417
<b>Total operational</b>	<b>10,989</b>	<b>14,107</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	234	374	1,425	1,086
Equipment	263	225	1,013	496
Interest	0	0	28	261
Other	792	871	92	180
<b>Total nonoperational</b>	<b>1,289</b>	<b>1,470</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 12,278</b>	<b>\$ 15,577</b>	<b>\$ 20,792</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

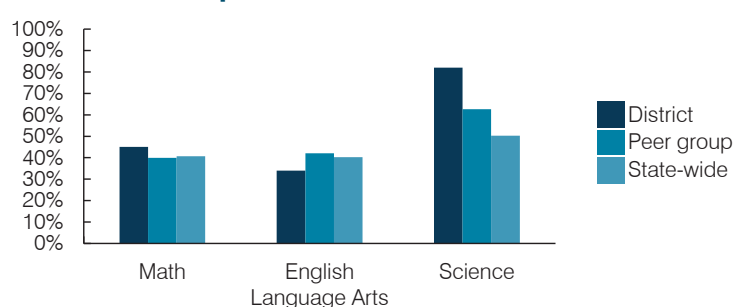


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	24.3	25.4	23.1
Average years of teacher experience	12.3	13.8	10.0
Percentage of teachers in first 3 years	0%	0%	0%

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.



# Tuba City Unified School District

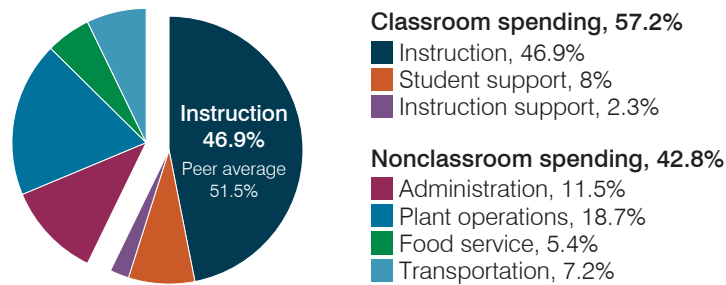
Coconino County  
 Peer groups: Operational 5 and T-10, Achievement 6<sup>1</sup>  
 Legislative district(s): 7  
 District location: Town  
 Number of schools: 6  
 Graduation rate (2018): 72%

Students attending; Size: 1,558; Medium  
 5-year change in students attending: Less than 1%  
 Special education population: 13%  
 English learner population: 5%  
 Poverty rate (2018): 32%  
 Free/reduced meal eligibility: 93%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	46.9

## Spending by operational area



## Operational measures relative to peer averages

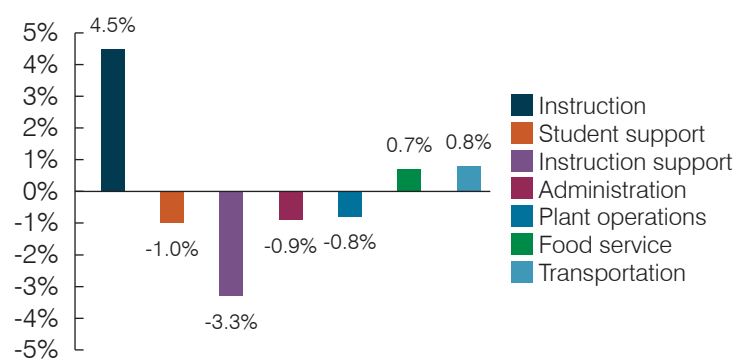
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,611	\$1,190	\$903
	Students per administrative position	53	60	66
Plant operations	Cost per square foot	\$7.13	\$5.67	\$6.49
	Square footage per student	368	257	158
Food service	Cost per meal	\$4.00	\$3.60	\$3.08
Transportation	Cost per mile	\$3.28	\$2.20	\$4.29
	Cost per rider	\$2,212	\$1,962	\$1,424



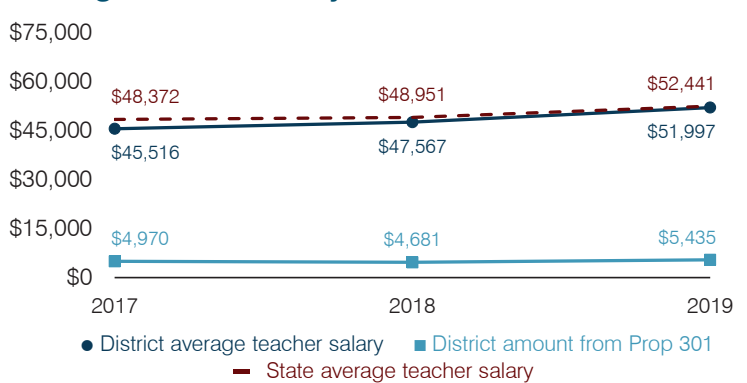
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,927	\$ 6,570	\$ 5,148	\$ 4,869
Student support	1,177	1,120	655	754
Instruction support	245	328	436	497
Administration	1,666	1,611	1,190	903
Plant operations	2,864	2,620	1,416	1,027
Food service	718	756	428	438
Transportation	960	1,013	546	417
<b>Total operational</b>	<b>13,557</b>	<b>14,018</b>	<b>9,819</b>	<b>8,905</b>
Land and buildings	2,659	470	1,012	1,086
Equipment	1,083	583	658	496
Interest	140	130	238	261
Other	29	11	84	180
<b>Total nonoperational</b>	<b>3,911</b>	<b>1,194</b>	<b>1,992</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 17,468</b>	<b>\$ 15,212</b>	<b>\$ 11,811</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

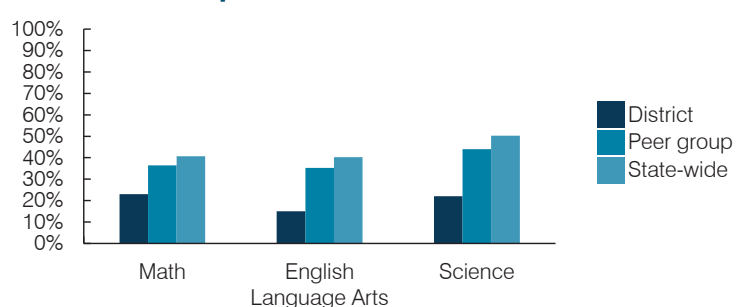


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	14.6	15.1	14.0
Average years of teacher experience	13.8	14.8	7.4
Percentage of teachers in first 3 years	9%	10%	30%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Tucson Unified School District

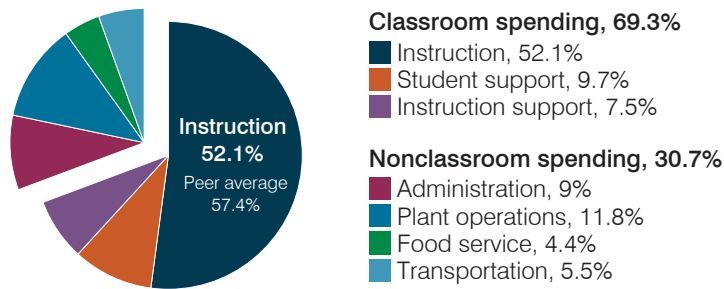
Pima County  
 Peer groups: Operational 1 and T-5, Achievement 3<sup>1</sup>  
 Legislative district(s): 2, 3, 4, 9, and 10  
 District location: City  
 Number of schools: 86  
 Graduation rate (2018): 84%

Students attending; Size: 42,551; Very large  
 5-year change in students attending: 9% decrease  
 Special education population: 14%  
 English learner population: 8%  
 Poverty rate (2018): 24%  
 Free/reduced meal eligibility: 62%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	52.1

## Spending by operational area



## Operational measures relative to peer averages

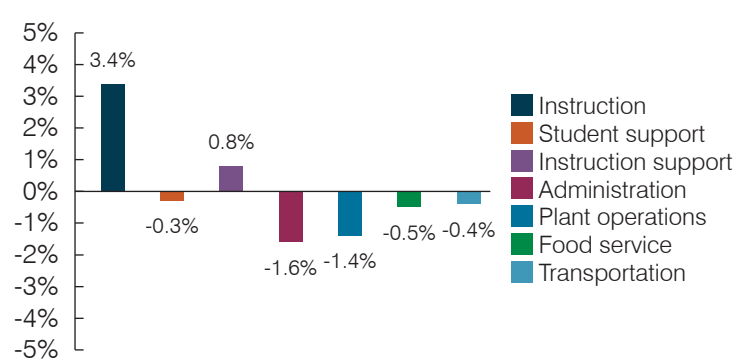
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$895	\$746	\$903
	Students per administrative position	48	78	66
Plant operations	Cost per square foot	\$6.11	\$6.37	\$6.49
	Square footage per student	192	150	158
Food service	Cost per meal	\$3.30	\$2.92	\$3.08
Transportation	Cost per mile	\$5.16	\$4.10	\$4.29
	Cost per rider	NR	\$1,775	\$1,424



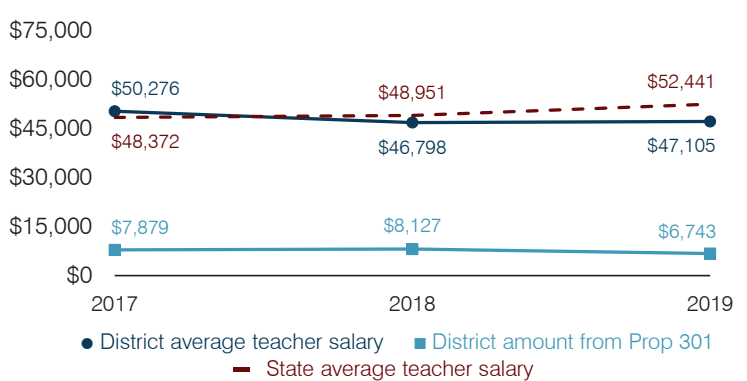
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,808	\$ 5,180	\$ 4,901	\$ 4,869
Student support	884	962	773	754
Instruction support	720	741	427	497
Administration	929	895	746	903
Plant operations	1,157	1,172	949	1,027
Food service	417	435	341	438
Transportation	486	549	381	417
<b>Total operational</b>	<b>9,401</b>	<b>9,934</b>	<b>8,518</b>	<b>8,905</b>
Land and buildings	192	251	658	1,086
Equipment	349	318	376	496
Interest	219	221	288	261
Other	177	160	217	180
<b>Total nonoperational</b>	<b>937</b>	<b>950</b>	<b>1,539</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 10,338</b>	<b>\$ 10,884</b>	<b>\$10,057</b>	<b>\$10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

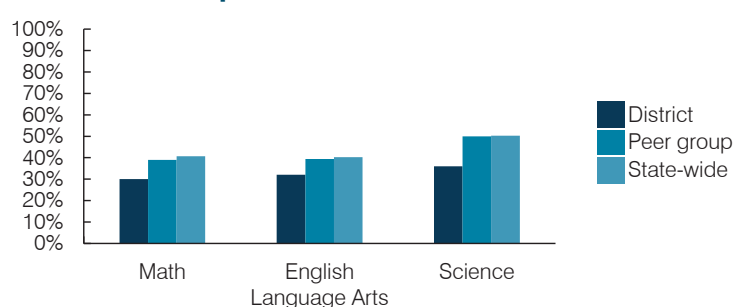


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	17.7	16.0	14.8
Average years of teacher experience	12.6	12.5	12.6
Percentage of teachers in first 3 years	16%	13%	16%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Union Elementary School District

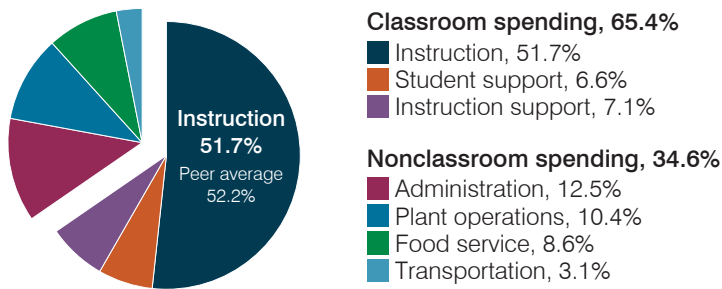
Maricopa County  
 Peer groups: Operational 8 and T-2, Achievement 13<sup>1</sup>  
 Legislative district(s): 19  
 District location: City  
 Number of schools: 3  
 Graduation rate (2018): N/A

Students attending; Size: 1,770; Medium  
 5-year change in students attending: 1% increase  
 Special education population: 13%  
 English learner population: 15%  
 Poverty rate (2018): 18%  
 Free/reduced meal eligibility: 84%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	51.7

## Spending by operational area



## Operational measures relative to peer averages

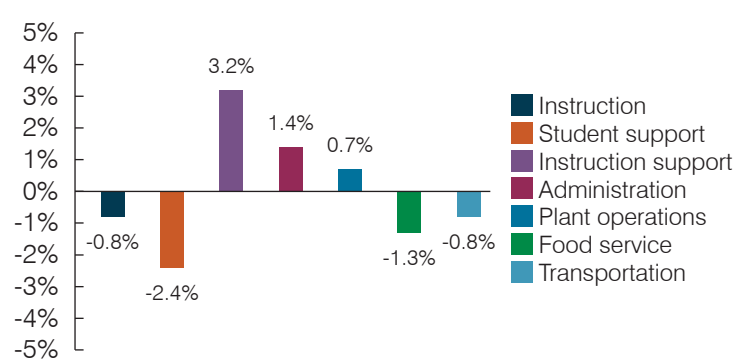
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$995	\$1,047	\$903
	Students per administrative position	74	65	66
Plant operations	Cost per square foot	\$7.25	\$6.60	\$6.49
	Square footage per student	114	145	158
Food service	Cost per meal	\$2.80	\$2.91	\$3.08
Transportation	Cost per mile	\$7.65	\$6.82	\$4.29
	Cost per rider	\$1,689	\$1,386	\$1,424



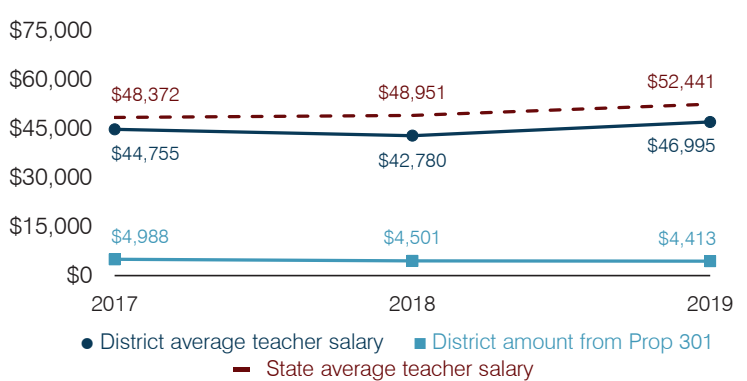
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,936	\$ 4,110	\$ 4,648	\$ 4,869
Student support	478	524	678	754
Instruction support	509	566	551	497
Administration	912	995	1,047	903
Plant operations	808	830	972	1,027
Food service	614	679	672	438
Transportation	241	247	345	417
<b>Total operational</b>	<b>7,498</b>	<b>7,951</b>	<b>8,913</b>	<b>8,905</b>
Land and buildings	201	1,008	1,393	1,086
Equipment	1,053	510	556	496
Interest	91	107	344	261
Other	0	0	203	180
<b>Total nonoperational</b>	<b>1,345</b>	<b>1,625</b>	<b>2,496</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 8,843</b>	<b>\$ 9,576</b>	<b>\$ 11,409</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

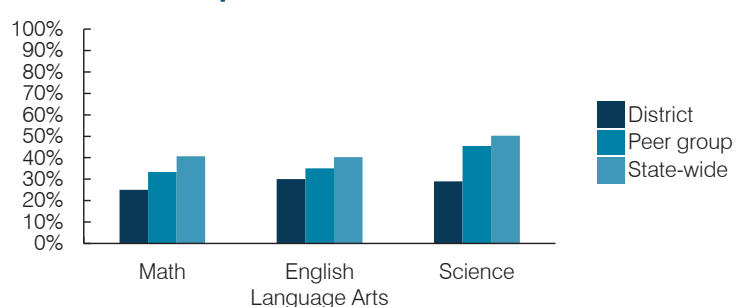


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	20.5	20.6	21.3
Average years of teacher experience	3.7	3.7	2.5
Percentage of teachers in first 3 years	66%	67%	80%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Vail Unified School District

Pima County

Peer groups: Operational 2 and T-4, Achievement 1<sup>1</sup>

Legislative district(s): 2, 10, and 14

District location: City

Number of schools: 20

Graduation rate (2018): 90%

Students attending; Size: 12,808; Large

5-year change in students attending: 13% increase

Special education population: 11%

English learner population: 1%

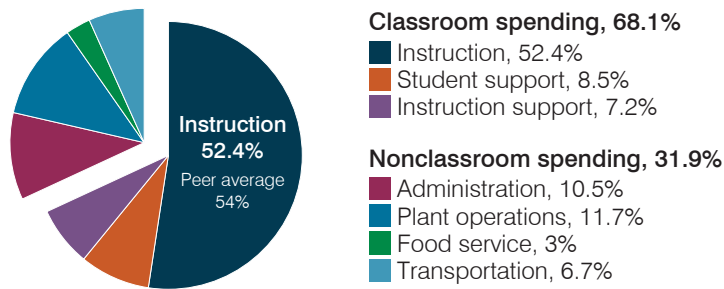
Poverty rate (2018): 7%

Free/reduced meal eligibility: 24%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	52.4

## Spending by operational area



## Operational measures relative to peer averages

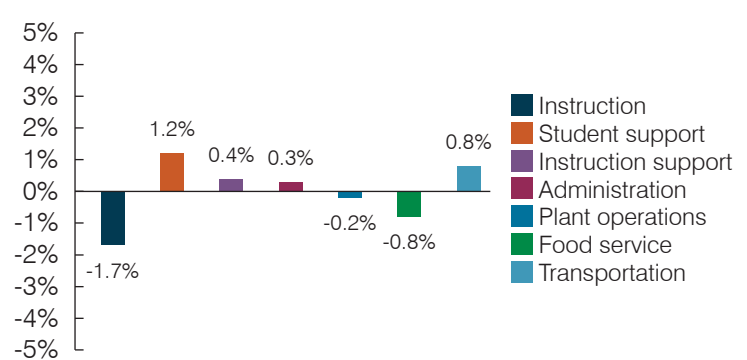
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$873	\$842	\$903
	Students per administrative position	58	66	66
Plant operations	Cost per square foot	\$8.38	\$6.59	\$6.49
	Square footage per student	116	150	158
Food service	Cost per meal	\$3.35	\$3.25	\$3.08
Transportation	Cost per mile	\$3.95	\$4.02	\$4.29
	Cost per rider	\$1,859	\$1,407	\$1,424



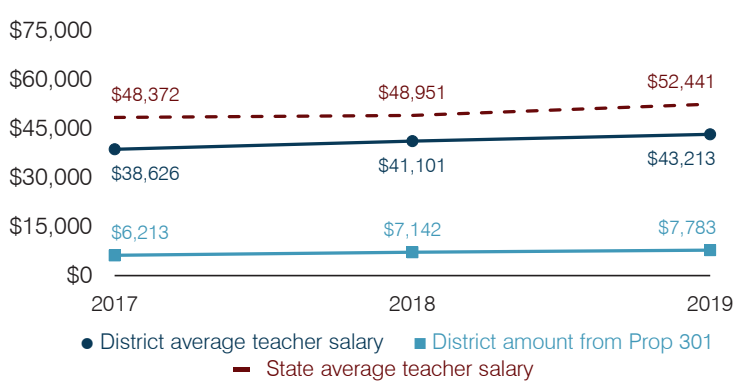
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,112	\$ 4,331	\$ 4,521	\$ 4,869
Student support	636	700	688	754
Instruction support	533	589	540	497
Administration	841	873	842	903
Plant operations	960	968	976	1,027
Food service	256	248	358	438
Transportation	486	552	457	417
<b>Total operational</b>	<b>7,824</b>	<b>8,261</b>	<b>8,382</b>	<b>8,905</b>
Land and buildings	226	934	1,683	1,086
Equipment	249	272	540	496
Interest	227	217	254	261
Other	347	397	172	180
<b>Total nonoperational</b>	<b>1,049</b>	<b>1,820</b>	<b>2,649</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 8,873</b>	<b>\$ 10,081</b>	<b>\$ 11,031</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

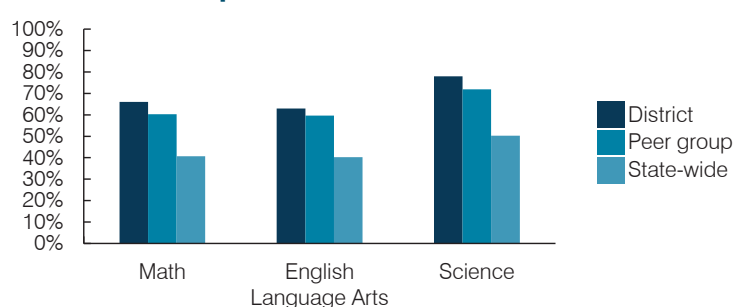


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	18.8	19.3	19.0
Average years of teacher experience	8.9	8.8	9.1
Percentage of teachers in first 3 years	23%	26%	23%

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Valentine Elementary School District

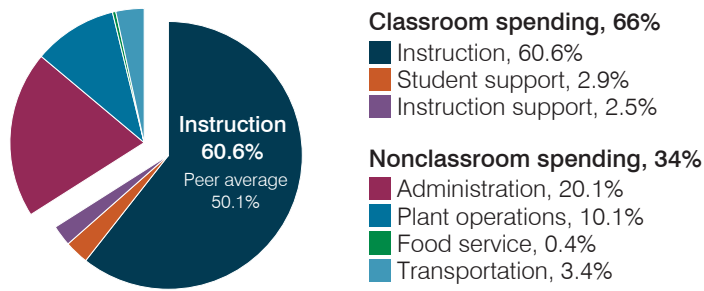
Mohave County  
 Peer groups: Operational 11 and T-11, Achievement 18<sup>1</sup>  
 Legislative district(s): 5  
 District location: Rural  
 Number of schools: 1  
 Graduation rate (2018): N/A

Students attending; Size: 86; Very small  
 5-year change in students attending: 30% increase  
 Special education population: 19%  
 English learner population: 0%  
 Poverty rate (2018): 25%  
 Free/reduced meal eligibility: N/A

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	60.6

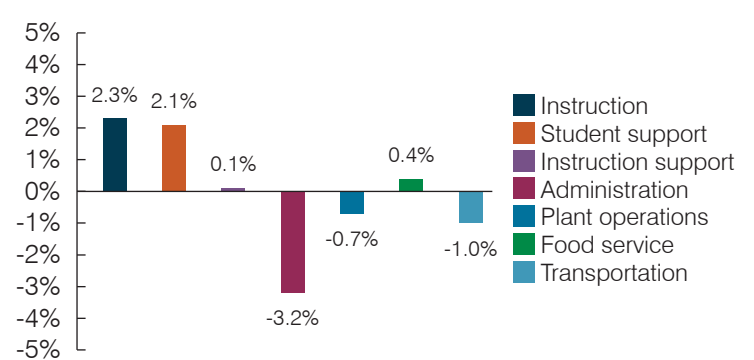
## Spending by operational area



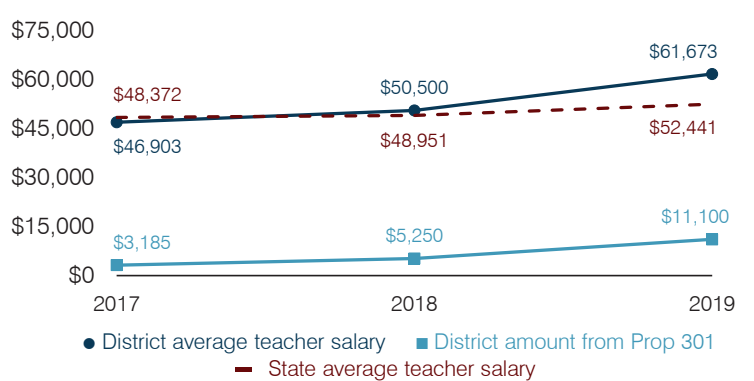
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,299	\$3,398	\$903
	Students per administrative position	43	32	66
Plant operations	Cost per square foot	\$7.36	\$7.70	\$6.49
	Square footage per student	156	382	158
Food service	Cost per meal	N/A	\$5.47	\$3.08
Transportation	Cost per mile	\$2.20	\$2.28	\$4.29
	Cost per rider	\$540	\$1,665	\$1,424

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	19.3	18.3	17.2
Average years of teacher experience	15.2	16.2	17.2
Percentage of teachers in first 3 years	0%	0%	0%

## Students who passed State assessments<sup>2</sup>

Measure did not meet our criteria for reporting.

## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,375	\$ 6,927	\$ 9,084	\$ 4,869
Student support	222	330	756	754
Instruction support	307	288	438	497
Administration	2,081	2,299	3,398	903
Plant operations	1,473	1,148	2,665	1,027
Food service	0	46	917	438
Transportation	433	389	976	417
<b>Total operational</b>	<b>9,891</b>	<b>11,427</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	342	0	1,425	1,086
Equipment	100	314	1,013	496
Interest	6	0	28	261
Other	0	0	92	180
<b>Total nonoperational</b>	<b>448</b>	<b>314</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 10,339</b>	<b>\$ 11,741</b>	<b>\$ 20,792</b>	<b>\$ 10,928</b>

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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Valley Union High School District

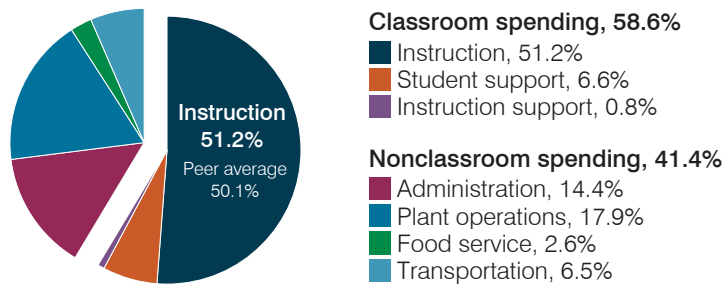
Cochise County  
 Peer groups: Operational 11 and T-11, Achievement 10<sup>1</sup>  
 Legislative district(s): 14  
 District location: Rural  
 Number of schools: 1  
 Graduation rate (2018): 97%

Students attending; Size: 123; Very small  
 5-year change in students attending: 2% increase  
 Special education population: 16%  
 English learner population: 0%  
 Poverty rate (2018): 8%  
 Free/reduced meal eligibility: 49%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	51.2

## Spending by operational area



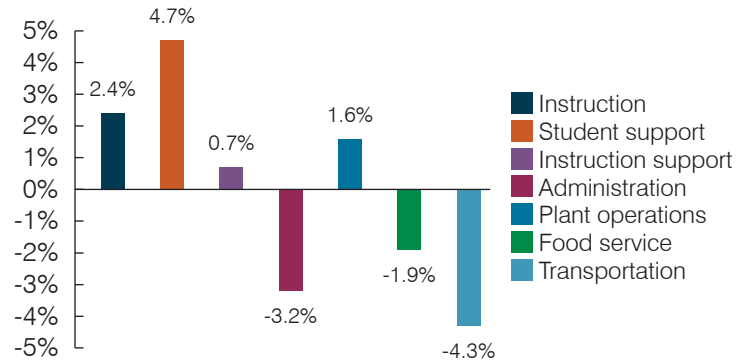
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,235	\$3,398	\$903
	Students per administrative position	40	32	66
Plant operations	Cost per square foot	\$5.70	\$7.70	\$6.49
	Square footage per student	487	382	158
Food service	Cost per meal	\$6.64	\$5.47	\$3.08
Transportation	Cost per mile	\$2.57	\$2.28	\$4.29
	Cost per rider	\$2,824	\$1,665	\$1,424

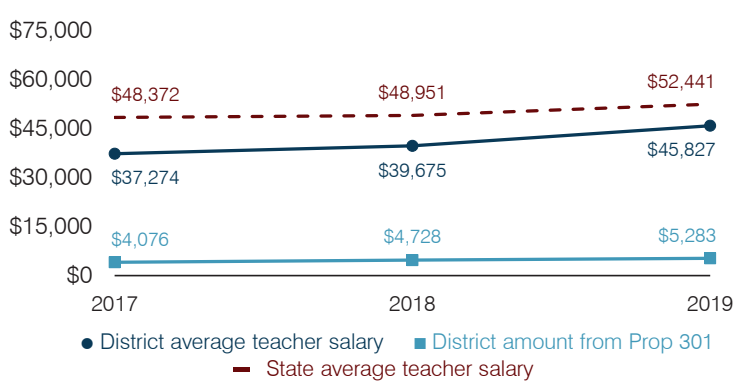
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 8,208	\$ 7,927	\$ 9,084	\$ 4,869
Student support	344	1,013	756	754
Instruction support	34	118	438	497
Administration	1,756	2,235	3,398	903
Plant operations	2,695	2,775	2,665	1,027
Food service	413	398	917	438
Transportation	1,328	1,011	976	417
<b>Total operational</b>	<b>14,778</b>	<b>15,477</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	1,646	1,294	1,425	1,086
Equipment	709	1,618	1,013	496
Interest	0	0	28	261
Other	0	0	92	180
<b>Total nonoperational</b>	<b>2,355</b>	<b>2,912</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 17,133</b>	<b>\$ 18,389</b>	<b>\$20,792</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

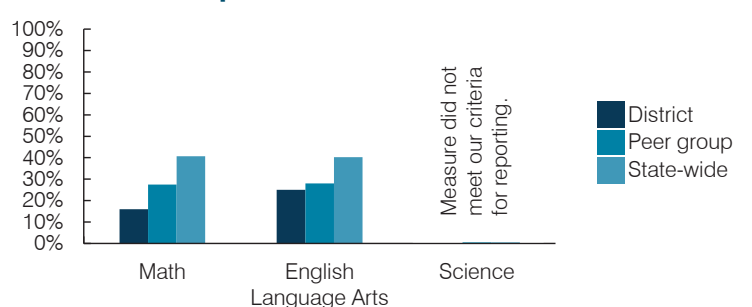


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	7.9	9.3	12.9
Average years of teacher experience	8.1	8.8	11.9
Percentage of teachers in first 3 years	32%	22%	11%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Vernon Elementary School District

Apache County

Peer groups: Operational 11 and T-11, Achievement 18<sup>1</sup>

Legislative district(s): 7

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 99; Very small

5-year change in students attending: 11% increase

Special education population: 19%

English learner population: 1%

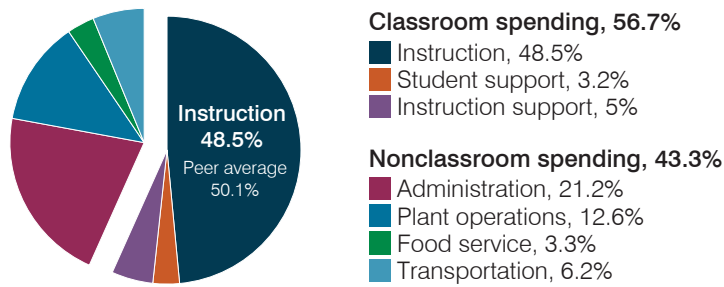
Poverty rate (2018): 26%

Free/reduced meal eligibility: 84%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	48.5

## Spending by operational area



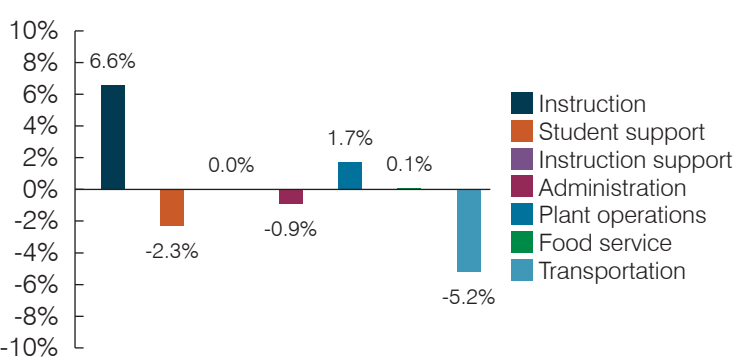
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,504	\$3,398	\$903
	Students per administrative position	25	32	66
Plant operations	Cost per square foot	\$8.78	\$7.70	\$6.49
	Square footage per student	238	382	158
Food service	Cost per meal	\$3.04	\$5.47	\$3.08
Transportation	Cost per mile	\$1.37	\$2.28	\$4.29
	Cost per rider	\$934	\$1,665	\$1,424

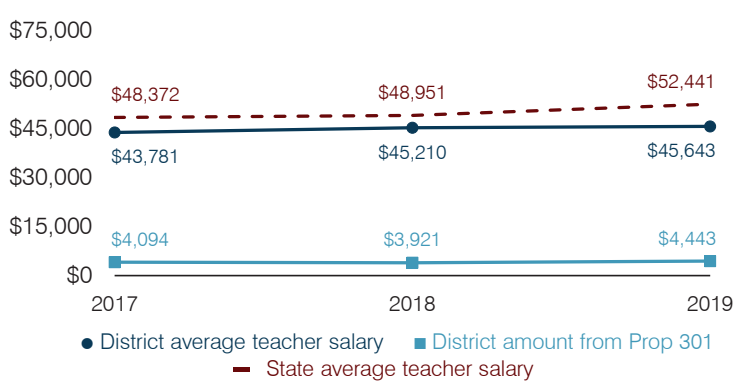
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 6,728	\$ 8,015	\$ 9,084	\$ 4,869
Student support	573	527	756	754
Instruction support	577	822	438	497
Administration	2,935	3,504	3,398	903
Plant operations	1,967	2,089	2,665	1,027
Food service	519	545	917	438
Transportation	1,155	1,031	976	417
<b>Total operational</b>	<b>14,454</b>	<b>16,533</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	0	128	1,425	1,086
Equipment	868	1,930	1,013	496
Interest	1	0	28	261
Other	16	0	92	180
<b>Total nonoperational</b>	<b>885</b>	<b>2,058</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 15,339</b>	<b>\$ 18,591</b>	<b>\$ 20,792</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

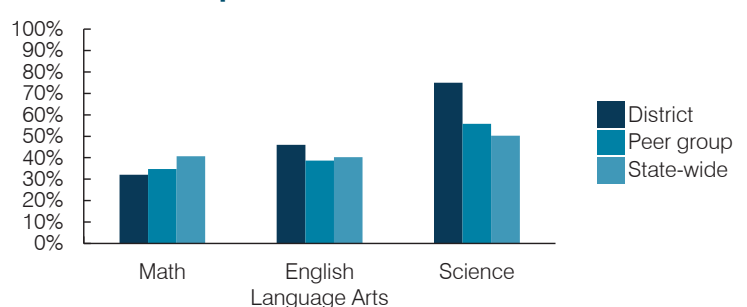


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	10.2	10.9	9.0
Average years of teacher experience	10.7	8.5	8.7
Percentage of teachers in first 3 years	33%	25%	18%

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Washington Elementary School District

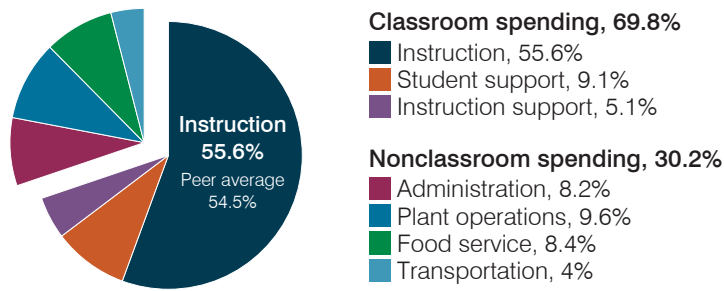
Maricopa County  
 Peer groups: Operational 7 and T-3, Achievement 14<sup>1</sup>  
 Legislative district(s): 20, 24, 28, and 30  
 District location: City  
 Number of schools: 32  
 Graduation rate (2018): N/A

Students attending; Size: 21,546; Very large  
 5-year change in students attending: 1% decrease  
 Special education population: 15%  
 English learner population: 14%  
 Poverty rate (2018): 26%  
 Free/reduced meal eligibility: 88%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	55.6

## Spending by operational area



## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$756	\$887	\$903
	Students per administrative position	79	73	66
Plant operations	Cost per square foot	\$6.53	\$6.31	\$6.49
	Square footage per student	136	142	158
Food service	Cost per meal	\$3.07	\$2.97	\$3.08
Transportation	Cost per mile	\$5.84	\$4.60	\$4.29
	Cost per rider	\$1,401	\$1,224	\$1,424



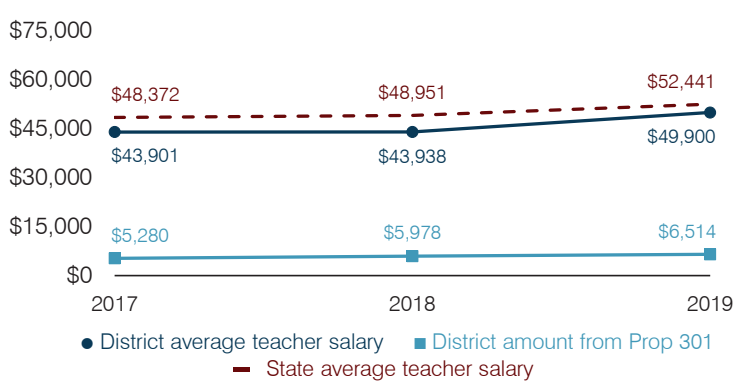
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,553	\$ 5,141	\$ 4,824	\$ 4,869
Student support	838	839	760	754
Instruction support	422	469	554	497
Administration	699	756	887	903
Plant operations	879	888	892	1,027
Food service	709	775	608	438
Transportation	355	374	342	417
<b>Total operational</b>	<b>8,455</b>	<b>9,242</b>	<b>8,867</b>	<b>8,905</b>
Land and buildings	965	863	1,189	1,086
Equipment	236	614	508	496
Interest	168	178	230	261
Other	171	192	177	180
<b>Total nonoperational</b>	<b>1,540</b>	<b>1,847</b>	<b>2,104</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 9,995</b>	<b>\$ 11,089</b>	<b>\$ 10,971</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

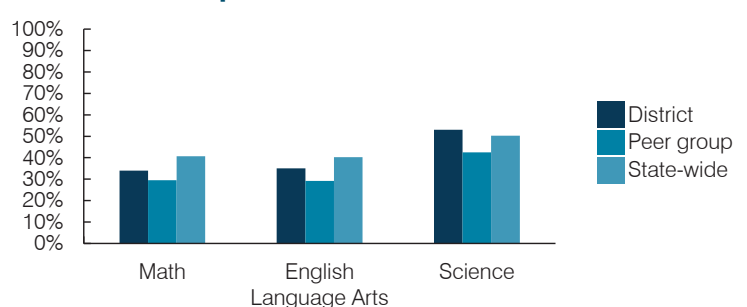


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	16.9	16.7	16.5
Average years of teacher experience	10.4	11.1	10.8
Percentage of teachers in first 3 years	27%	28%	23%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.



# Wellton Elementary School District

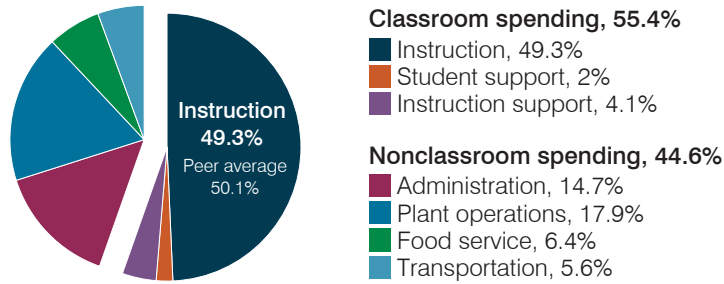
Yuma County  
 Peer groups: Operational 11 and T-11, Achievement 19<sup>1</sup>  
 Legislative district(s): 13  
 District location: Rural  
 Number of schools: 1  
 Graduation rate (2018): N/A

Students attending; Size: 186; Very small  
 5-year change in students attending: 27% decrease  
 Special education population: 13%  
 English learner population: 14%  
 Poverty rate (2018): 29%  
 Free/reduced meal eligibility: 79%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	49.3

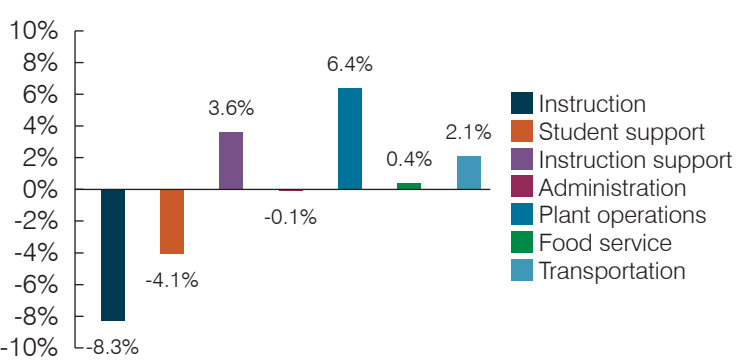
## Spending by operational area



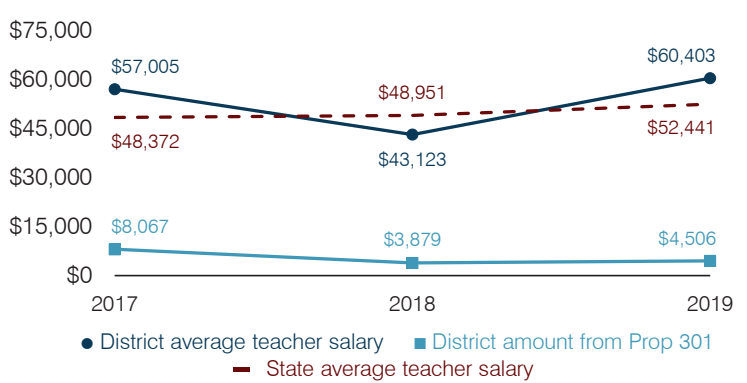
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,483	\$3,398	\$903
	Students per administrative position	43	32	66
Plant operations	Cost per square foot	\$5.52	\$7.70	\$6.49
	Square footage per student	326	382	158
Food service	Cost per meal	\$3.13	\$5.47	\$3.08
Transportation	Cost per mile	\$3.47	\$2.28	\$4.29
	Cost per rider	\$1,284	\$1,665	\$1,424

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



## Average teacher salary and other measures

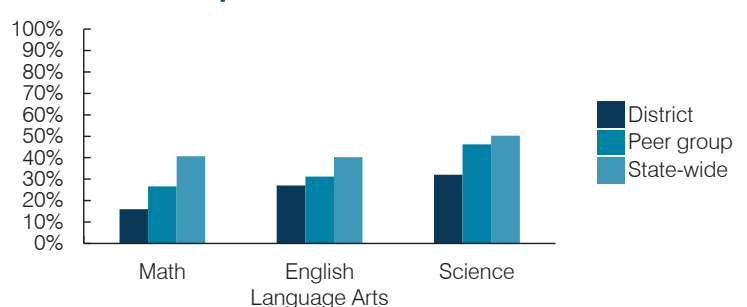


## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,429	\$ 4,971	\$ 9,084	\$ 4,869
Student support	419	198	756	754
Instruction support	299	412	438	497
Administration	1,419	1,483	3,398	903
Plant operations	1,531	1,803	2,665	1,027
Food service	644	645	917	438
Transportation	577	567	976	417
<b>Total operational</b>	<b>9,318</b>	<b>10,079</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	86	53	1,425	1,086
Equipment	458	516	1,013	496
Interest	1	0	28	261
Other	0	0	92	180
<b>Total nonoperational</b>	<b>545</b>	<b>569</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 9,863</b>	<b>\$ 10,648</b>	<b>\$ 20,792</b>	<b>\$ 10,928</b>

Measure	2017	2018	2019
Students per teacher	20.5	18.1	20.7
Average years of teacher experience	11.4	14.1	12.5
Percentage of teachers in first 3 years	24%	21%	34%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Wenden Elementary School District

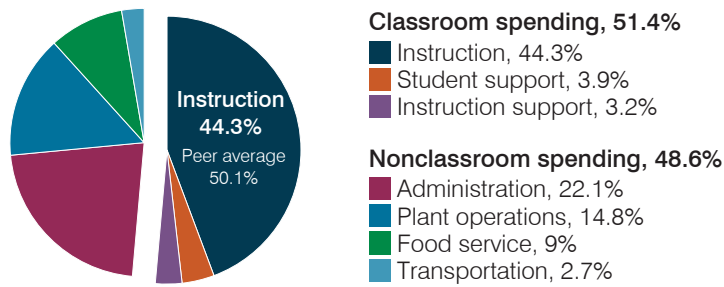
La Paz County  
 Peer groups: Operational 11 and T-11, Achievement 20<sup>1</sup>  
 Legislative district(s): 5  
 District location: Rural  
 Number of schools: 1  
 Graduation rate (2018): N/A

Students attending; Size: 97; Very small  
 5-year change in students attending: 2% decrease  
 Special education population: 16%  
 English learner population: 25%  
 Poverty rate (2018): 33%  
 Free/reduced meal eligibility: 85%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	44.3

## Spending by operational area



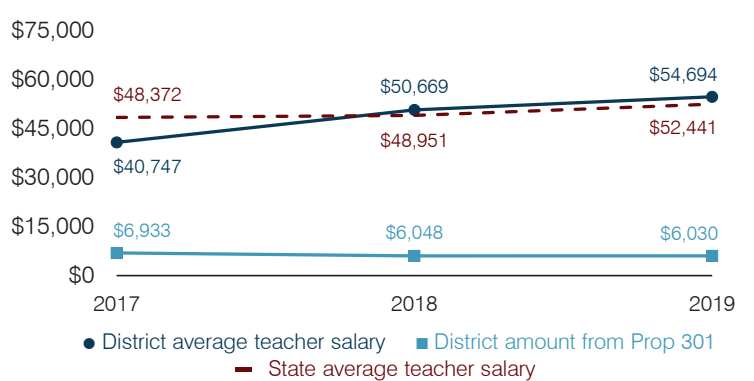
## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,501	\$3,398	\$903
	Students per administrative position	32	32	66
Plant operations	Cost per square foot	\$8.92	\$7.70	\$6.49
	Square footage per student	264	382	158
Food service	Cost per meal	\$4.53	\$5.47	\$3.08
Transportation	Cost per mile	\$3.43	\$2.28	\$4.29
	Cost per rider	\$1,610	\$1,665	\$1,424

## Average teacher salary and other measures

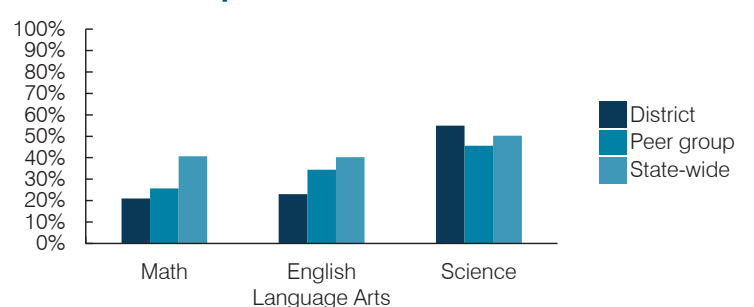


## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 6,434	\$ 7,045	\$ 9,084	\$ 4,869
Student support	309	615	756	754
Instruction support	607	510	438	497
Administration	3,739	3,501	3,398	903
Plant operations	2,037	2,354	2,665	1,027
Food service	1,276	1,435	917	438
Transportation	462	431	976	417
<b>Total operational</b>	<b>14,864</b>	<b>15,891</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	253	2,433	1,425	1,086
Equipment	1,124	1,023	1,013	496
Interest	154	38	28	261
Other	27	59	92	180
<b>Total nonoperational</b>	<b>1,558</b>	<b>3,553</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 16,422</b>	<b>\$ 19,444</b>	<b>\$ 20,792</b>	<b>\$ 10,928</b>

Measure	2017	2018	2019
Students per teacher	15.6	14.8	13.9
Average years of teacher experience	14.8	16.5	14.1
Percentage of teachers in first 3 years	0%	0%	0%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Whiteriver Unified School District

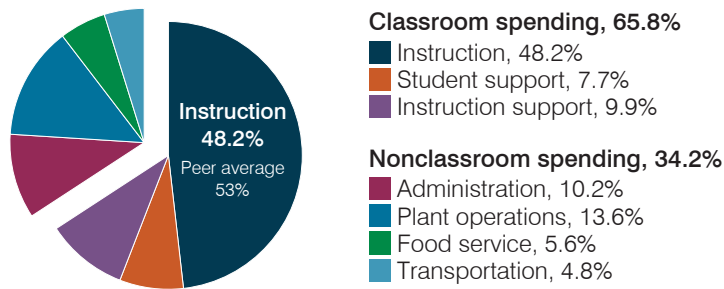
Navajo County  
 Peer groups: Operational 4 and T-7, Achievement 7<sup>1</sup>  
 Legislative district(s): 7  
 District location: Town  
 Number of schools: 5  
 Graduation rate (2018): 67%

Students attending; Size: 2,157; Medium-large  
 5-year change in students attending: 2% increase  
 Special education population: 12%  
 English learner population: 1%  
 Poverty rate (2018): 49%  
 Free/reduced meal eligibility: N/A

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	48.2

## Spending by operational area



## Operational measures relative to peer averages

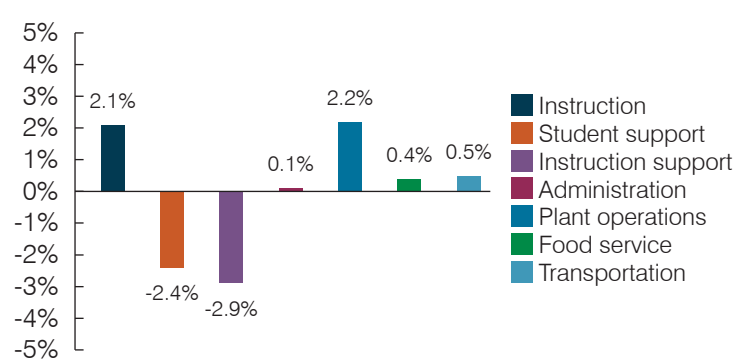
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,205	\$899	\$903
	Students per administrative position	77	68	66
Plant operations	Cost per square foot	\$6.23	\$5.82	\$6.49
	Square footage per student	256	180	158
Food service	Cost per meal	\$3.08	\$3.28	\$3.08
Transportation	Cost per mile	\$3.48	\$3.70	\$4.29
	Cost per rider	\$893	\$1,127	\$1,424



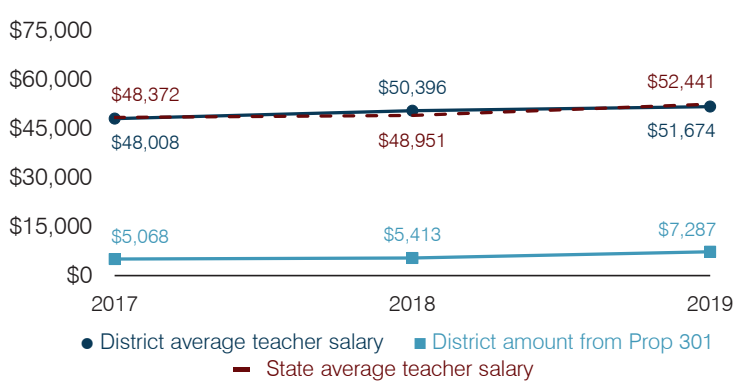
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 5,147	\$ 5,670	\$ 4,516	\$ 4,869
Student support	694	902	713	754
Instruction support	1,191	1,169	496	497
Administration	1,086	1,205	899	903
Plant operations	1,452	1,597	1,029	1,027
Food service	687	662	438	438
Transportation	502	568	444	417
<b>Total operational</b>	<b>10,759</b>	<b>11,773</b>	<b>8,535</b>	<b>8,905</b>
Land and buildings	753	347	565	1,086
Equipment	592	1,611	453	496
Interest	66	0	173	261
Other	231	257	70	180
<b>Total nonoperational</b>	<b>1,642</b>	<b>2,215</b>	<b>1,261</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 12,401</b>	<b>\$ 13,988</b>	<b>\$ 9,796</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

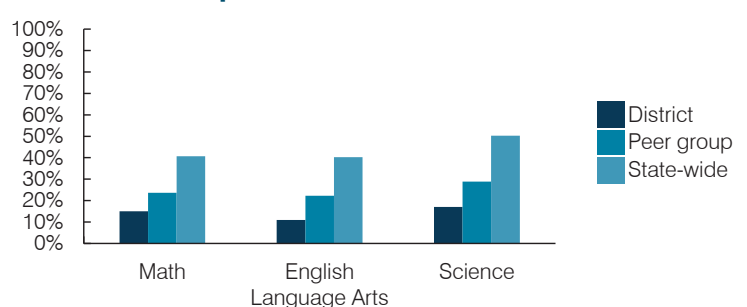


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	16.6	17.8	16.7
Average years of teacher experience	12.4	10.0	9.5
Percentage of teachers in first 3 years	26%	37%	39%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Wickenburg Unified School District

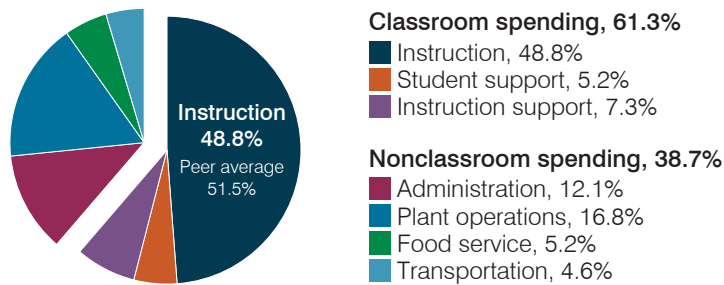
Maricopa County  
 Peer groups: Operational 5 and T-9, Achievement 4<sup>1</sup>  
 Legislative district(s): 1, 13, and 22  
 District location: Rural  
 Number of schools: 4  
 Graduation rate (2018): 78%

Students attending; Size: 1,346; Medium  
 5-year change in students attending: 8% decrease  
 Special education population: 13%  
 English learner population: 3%  
 Poverty rate (2018): 15%  
 Free/reduced meal eligibility: 47%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	48.8

## Spending by operational area



## Operational measures relative to peer averages

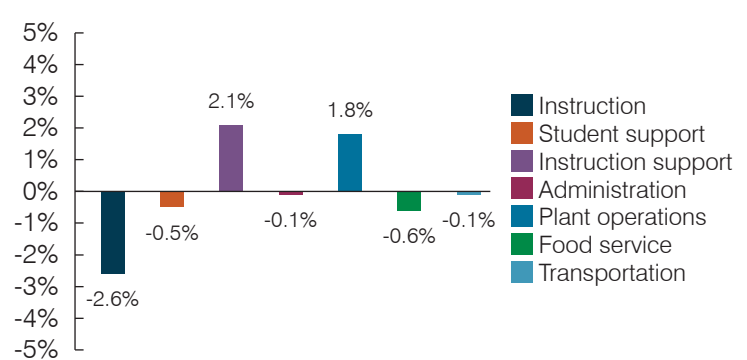
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,139	\$1,190	\$903
	Students per administrative position	54	60	66
Plant operations	Cost per square foot	\$4.96	\$5.67	\$6.49
	Square footage per student	318	257	158
Food service	Cost per meal	\$3.59	\$3.60	\$3.08
Transportation	Cost per mile	\$2.32	\$2.74	\$4.29
	Cost per rider	\$1,384	\$1,641	\$1,424



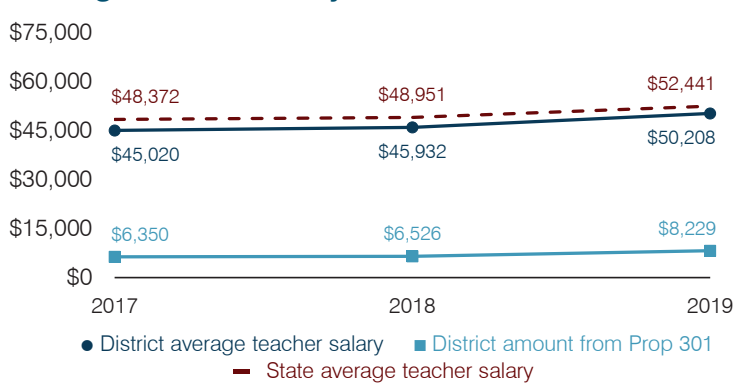
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,184	\$ 4,576	\$ 5,148	\$ 4,869
Student support	438	487	655	754
Instruction support	584	676	436	497
Administration	1,050	1,139	1,190	903
Plant operations	1,398	1,576	1,416	1,027
Food service	494	491	428	438
Transportation	481	435	546	417
<b>Total operational</b>	<b>8,629</b>	<b>9,380</b>	<b>9,819</b>	<b>8,905</b>
Land and buildings	5,153	1,025	1,012	1,086
Equipment	239	749	658	496
Interest	307	311	238	261
Other	106	112	84	180
<b>Total nonoperational</b>	<b>5,805</b>	<b>2,197</b>	<b>1,992</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 14,434</b>	<b>\$ 11,577</b>	<b>\$11,811</b>	<b>\$10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

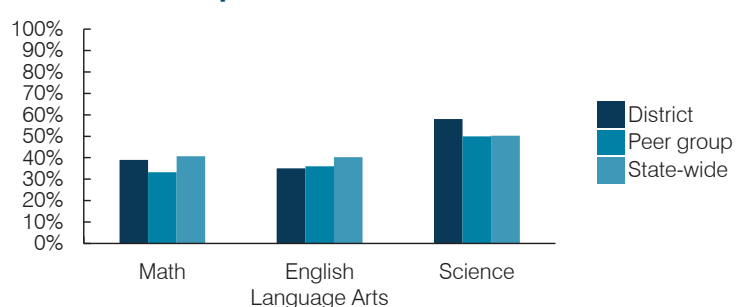


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	18.4	18.2	17.9
Average years of teacher experience	10.3	12.3	11.2
Percentage of teachers in first 3 years	32%	16%	20%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Willcox Unified School District

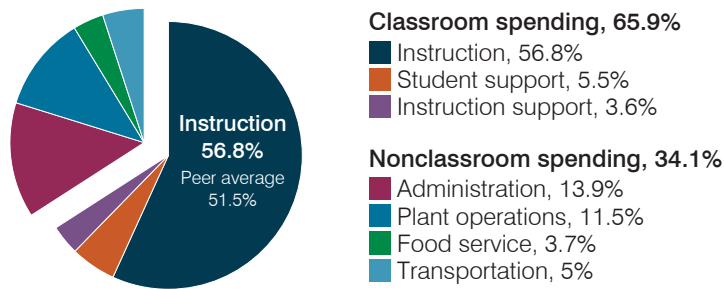
Cochise County  
 Peer groups: Operational 5 and T-10, Achievement 5<sup>1</sup>  
 Legislative district(s): 14  
 District location: Rural  
 Number of schools: 3  
 Graduation rate (2018): 86%

Students attending; Size: 1,051; Medium  
 5-year change in students attending: 7% decrease  
 Special education population: 11%  
 English learner population: 11%  
 Poverty rate (2018): 22%  
 Free/reduced meal eligibility: 62%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	56.8

## Spending by operational area



## Operational measures relative to peer averages

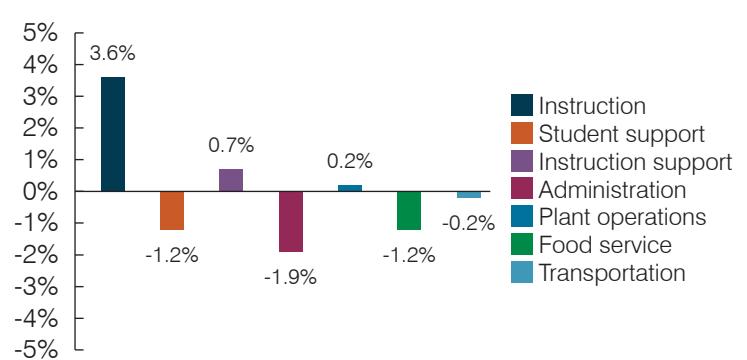
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,261	\$1,190	\$903
	Students per administrative position	45	60	66
Plant operations	Cost per square foot	\$4.02	\$5.67	\$6.49
	Square footage per student	260	257	158
Food service	Cost per meal	\$3.48	\$3.60	\$3.08
Transportation	Cost per mile	\$1.73	\$2.20	\$4.29
	Cost per rider	\$1,750	\$1,962	\$1,424



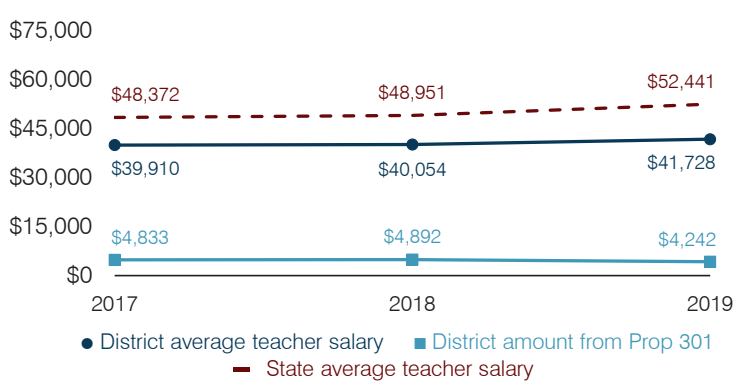
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,657	\$ 5,151	\$ 5,148	\$ 4,869
Student support	471	499	655	754
Instruction support	309	325	436	497
Administration	1,207	1,261	1,190	903
Plant operations	905	1,046	1,416	1,027
Food service	376	335	428	438
Transportation	389	458	546	417
<b>Total operational</b>	<b>8,314</b>	<b>9,075</b>	<b>9,819</b>	<b>8,905</b>
Land and buildings	127	284	1,012	1,086
Equipment	301	516	658	496
Interest	407	347	238	261
Other	0	1	84	180
<b>Total nonoperational</b>	<b>835</b>	<b>1,148</b>	<b>1,992</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 9,149</b>	<b>\$ 10,223</b>	<b>\$ 11,811</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

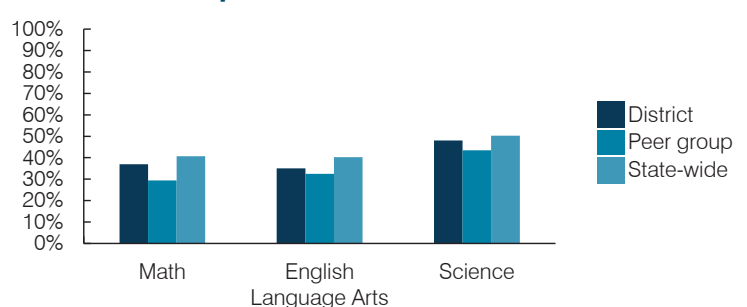


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	15.5	15.2	14.0
Average years of teacher experience	13.1	14.7	13.0
Percentage of teachers in first 3 years	11%	6%	14%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Williams Unified School District

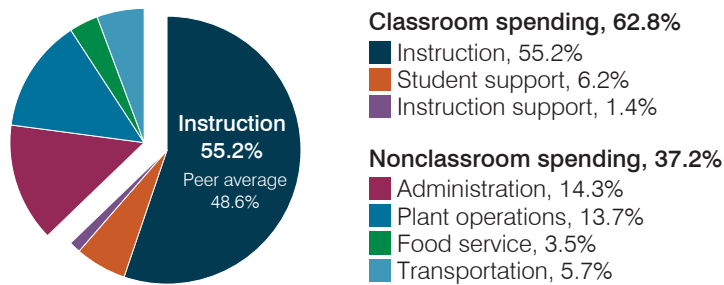
Coconino County  
 Peer groups: Operational 6 and T-9, Achievement 7<sup>1</sup>  
 Legislative district(s): 6  
 District location: Town  
 Number of schools: 2  
 Graduation rate (2018): 93%

Students attending; Size: 576; Small  
 5-year change in students attending: Less than 1%  
 Special education population: 13%  
 English learner population: 5%  
 Poverty rate (2018): 34%  
 Free/reduced meal eligibility: 68%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	55.2

## Spending by operational area



## Operational measures relative to peer averages

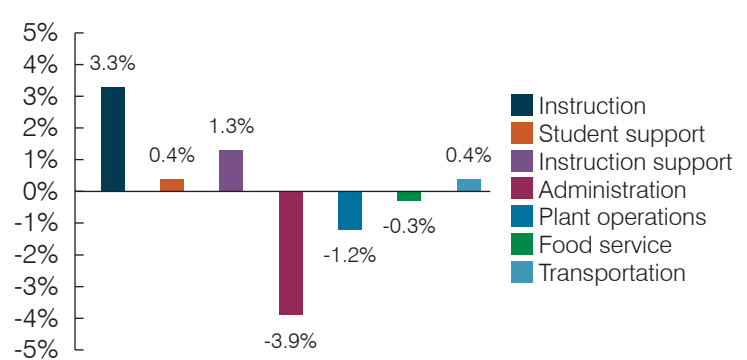
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,489	\$1,750	\$903
	Students per administrative position	51	45	66
Plant operations	Cost per square foot	\$5.62	\$5.35	\$6.49
	Square footage per student	254	315	158
Food service	Cost per meal	\$3.79	\$3.77	\$3.08
Transportation	Cost per mile	\$3.36	\$2.74	\$4.29
	Cost per rider	\$1,677	\$1,641	\$1,424



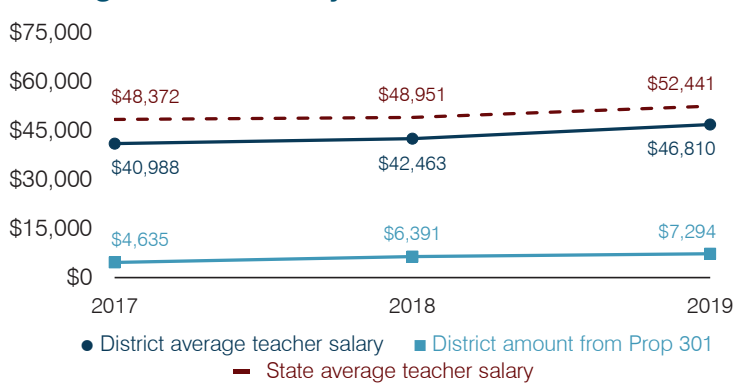
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,736	\$ 5,747	\$ 5,732	\$ 4,869
Student support	513	649	763	754
Instruction support	136	141	364	497
Administration	1,318	1,489	1,750	903
Plant operations	1,216	1,428	1,697	1,027
Food service	340	359	545	438
Transportation	404	589	616	417
<b>Total operational</b>	<b>8,663</b>	<b>10,402</b>	<b>11,467</b>	<b>8,905</b>
Land and buildings	20	136	757	1,086
Equipment	307	672	692	496
Interest	0	0	152	261
Other	30	51	64	180
<b>Total nonoperational</b>	<b>357</b>	<b>859</b>	<b>1,665</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 9,020</b>	<b>\$ 11,261</b>	<b>\$ 13,132</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

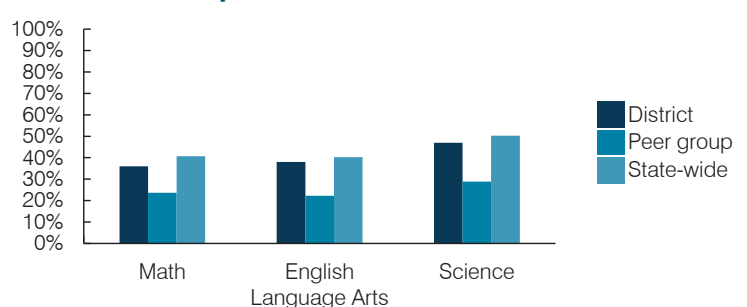


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	14.6	14.6	13.6
Average years of teacher experience	11.1	9.9	6.1
Percentage of teachers in first 3 years	19%	33%	64%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Wilson Elementary School District

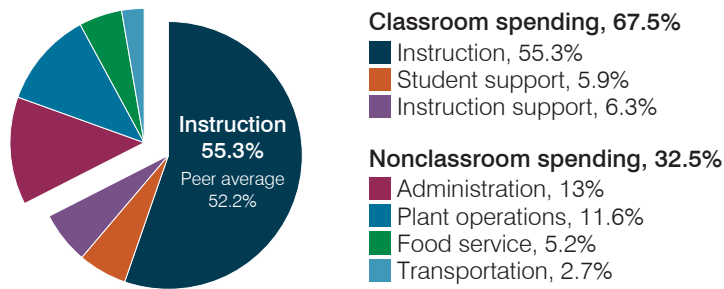
Maricopa County  
 Peer groups: Operational 8 and T-3, Achievement 15<sup>1</sup>  
 Legislative district(s): 27  
 District location: City  
 Number of schools: 2  
 Graduation rate (2018): N/A

Students attending; Size: 1,129; Medium  
 5-year change in students attending: 6% decrease  
 Special education population: 9%  
 English learner population: 17%  
 Poverty rate (2018): 37%  
 Free/reduced meal eligibility: 85%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	55.3

## Spending by operational area



## Operational measures relative to peer averages

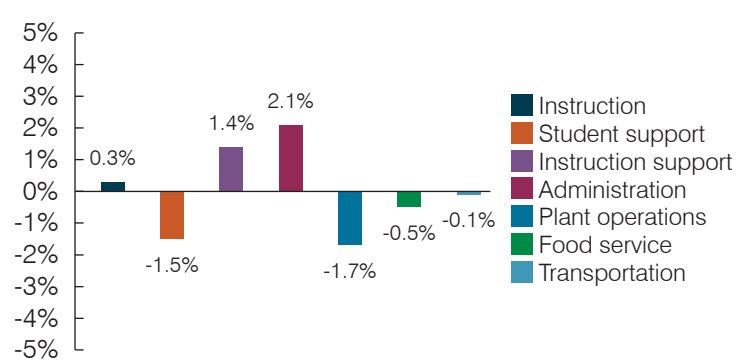
Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,450	\$1,047	\$903
	Students per administrative position	54	65	66
Plant operations	Cost per square foot	\$7.74	\$6.60	\$6.49
	Square footage per student	168	145	158
Food service	Cost per meal	\$2.56	\$2.91	\$3.08
Transportation	Cost per mile	\$4.38	\$4.60	\$4.29
	Cost per rider	\$1,213	\$1,224	\$1,424



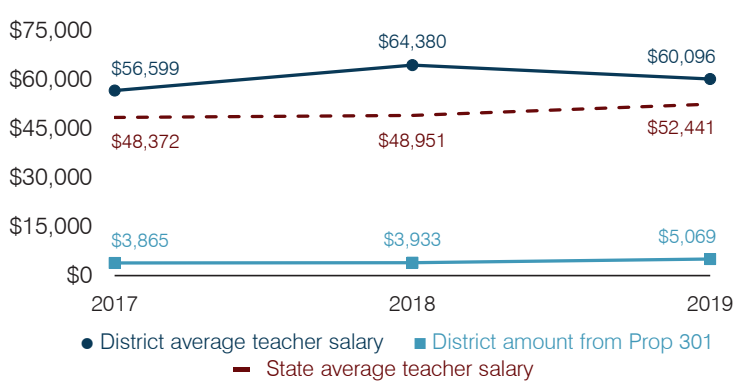
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 6,423	\$ 6,196	\$ 4,648	\$ 4,869
Student support	782	663	678	754
Instruction support	562	707	551	497
Administration	1,448	1,450	1,047	903
Plant operations	1,306	1,299	972	1,027
Food service	618	580	672	438
Transportation	288	301	345	417
<b>Total operational</b>	<b>11,427</b>	<b>11,196</b>	<b>8,913</b>	<b>8,905</b>
Land and buildings	290	74	1,393	1,086
Equipment	1,913	725	556	496
Interest	612	174	344	261
Other	62	67	203	180
<b>Total nonoperational</b>	<b>2,877</b>	<b>1,040</b>	<b>2,496</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 14,304</b>	<b>\$ 12,236</b>	<b>\$ 11,409</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

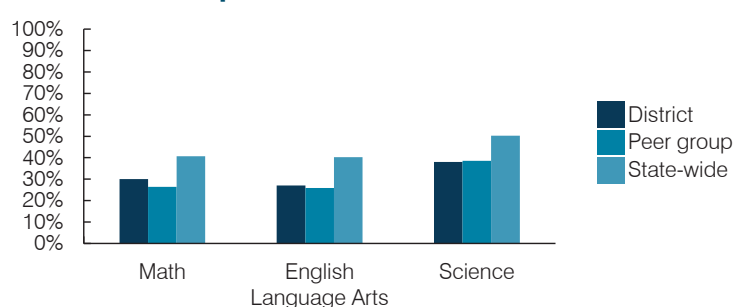


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	17.4	17.3	16.4
Average years of teacher experience	13.8	13.6	12.2
Percentage of teachers in first 3 years	14%	19%	23%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Window Rock Unified School District

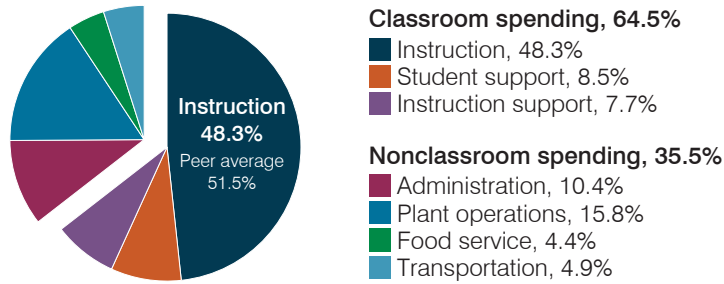
Apache County  
 Peer groups: Operational 5 and T-7, Achievement 7<sup>1</sup>  
 Legislative district(s): 7  
 District location: Town  
 Number of schools: 5  
 Graduation rate (2018): 71%

Students attending; Size: 1,784; Medium  
 5-year change in students attending: 13% decrease  
 Special education population: 11%  
 English learner population: 6%  
 Poverty rate (2018): 44%  
 Free/reduced meal eligibility: 92%

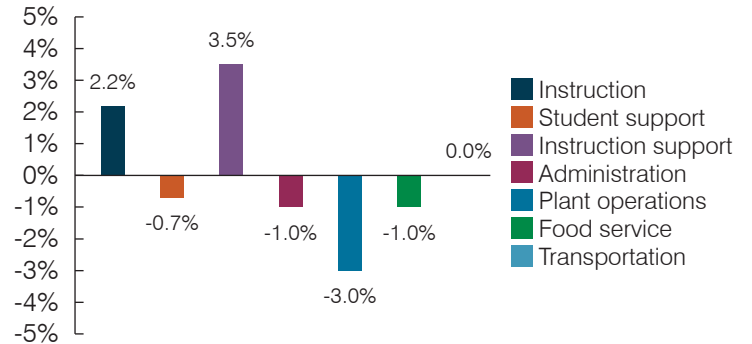
## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	48.3

## Spending by operational area



## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

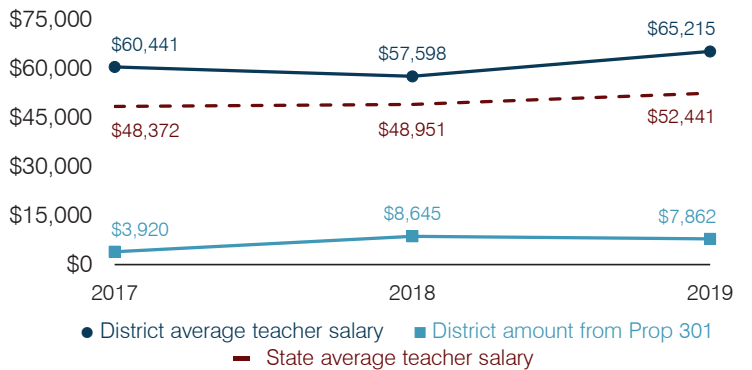


## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,727	\$1,190	\$903
	Students per administrative position	41	60	66
Plant operations	Cost per square foot	\$8.02	\$5.67	\$6.49
	Square footage per student	328	257	158
Food service	Cost per meal	\$3.25	\$3.60	\$3.08
Transportation	Cost per mile	\$4.81	\$3.70	\$4.29
	Cost per rider	\$1,541	\$1,127	\$1,424



## Average teacher salary and other measures

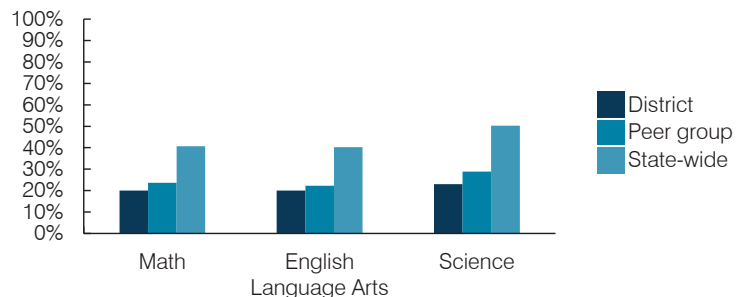


## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 7,401	\$ 8,022	\$ 5,148	\$ 4,869
Student support	1,375	1,410	655	754
Instruction support	964	1,273	436	497
Administration	1,504	1,727	1,190	903
Plant operations	2,645	2,635	1,416	1,027
Food service	701	728	428	438
Transportation	801	821	546	417
<b>Total operational</b>	<b>15,391</b>	<b>16,616</b>	<b>9,819</b>	<b>8,905</b>
Land and buildings	76	14	1,012	1,086
Equipment	302	642	658	496
Interest	355	306	238	261
Other	25	8	84	180
<b>Total nonoperational</b>	<b>758</b>	<b>970</b>	<b>1,992</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 16,149</b>	<b>\$ 17,586</b>	<b>\$11,811</b>	<b>\$10,928</b>

Measure	2017	2018	2019
Students per teacher	12.6	14.0	13.8
Average years of teacher experience	15.5	16.4	17.6
Percentage of teachers in first 3 years	9%	3%	2%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.



# Winslow Unified School District

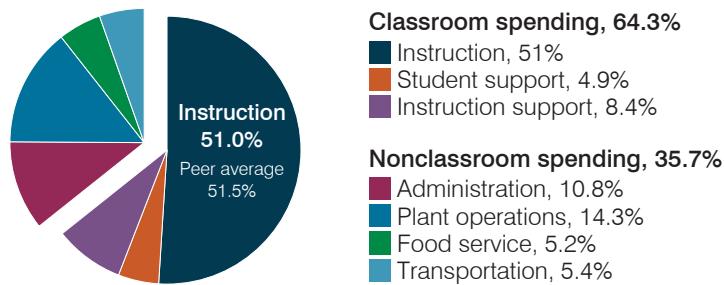
Navajo County  
 Peer groups: Operational 5 and T-9, Achievement 7<sup>1</sup>  
 Legislative district(s): 7  
 District location: Town  
 Number of schools: 5  
 Graduation rate (2018): 81%

Students attending; Size: 1,986; Medium  
 5-year change in students attending: 5% decrease  
 Special education population: 16%  
 English learner population: 1%  
 Poverty rate (2018): 38%  
 Free/reduced meal eligibility: 74%

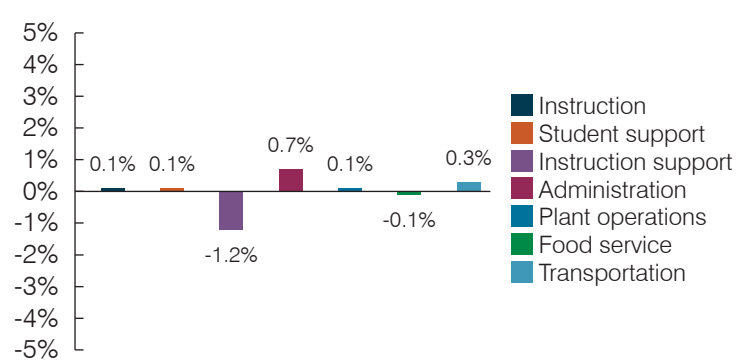
## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	51.0

## Spending by operational area



## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

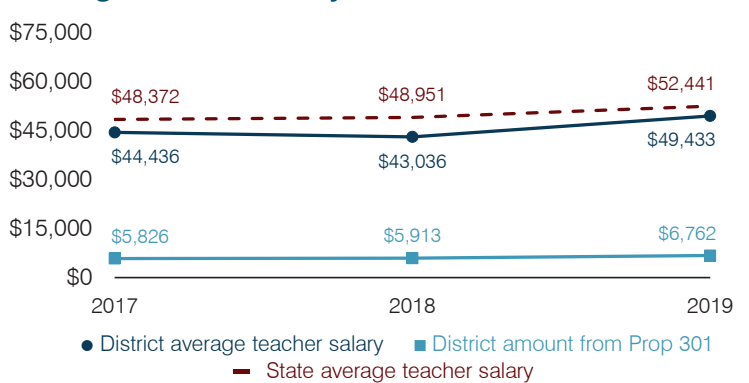


## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$982	\$1,190	\$903
	Students per administrative position	60	60	66
Plant operations	Cost per square foot	\$6.35	\$5.67	\$6.49
	Square footage per student	204	257	158
Food service	Cost per meal	\$2.99	\$3.60	\$3.08
Transportation	Cost per mile	\$2.90	\$2.74	\$4.29
	Cost per rider	\$1,412	\$1,641	\$1,424



## Average teacher salary and other measures

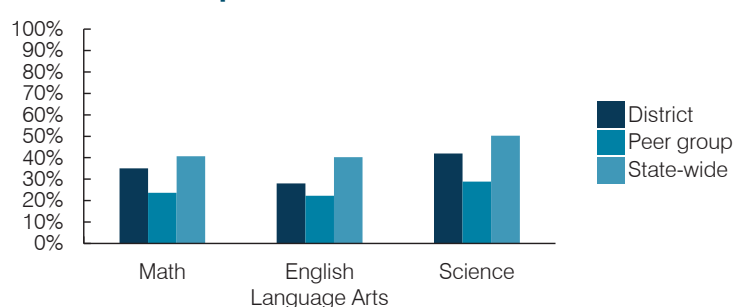


## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 4,470	\$ 4,621	\$ 5,148	\$ 4,869
Student support	508	441	655	754
Instruction support	704	757	436	497
Administration	914	982	1,190	903
Plant operations	1,226	1,298	1,416	1,027
Food service	530	473	428	438
Transportation	455	493	546	417
<b>Total operational</b>	<b>8,807</b>	<b>9,065</b>	<b>9,819</b>	<b>8,905</b>
Land and buildings	17	57	1,012	1,086
Equipment	320	610	658	496
Interest	54	19	238	261
Other	7	5	84	180
<b>Total nonoperational</b>	<b>398</b>	<b>691</b>	<b>1,992</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 9,205</b>	<b>\$ 9,756</b>	<b>\$11,811</b>	<b>\$10,928</b>

Measure	2017	2018	2019
Students per teacher	17.5	17.2	18.3
Average years of teacher experience	12.2	12.6	14.1
Percentage of teachers in first 3 years	29%	28%	18%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Yarnell Elementary School District

Yavapai County

Peer groups: Operational 11 and T-11, Achievement 20<sup>1</sup>

Legislative district(s): 1

District location: Rural

Number of schools: 1

Graduation rate (2018): N/A

Students attending; Size: 41; Very small

5-year change in students attending: 30% increase

Special education population: 19%

English learner population: 7%

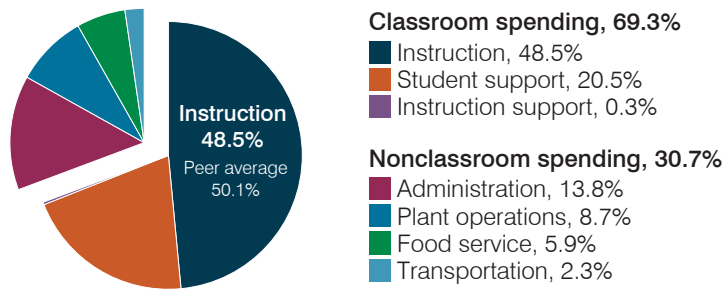
Poverty rate (2018): 34%

Free/reduced meal eligibility: 76%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	48.5

## Spending by operational area



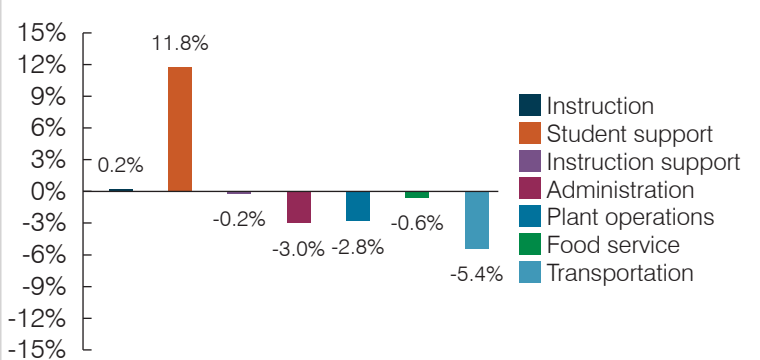
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,945	\$3,398	\$903
	Students per administrative position	23	32	66
Plant operations	Cost per square foot	\$4.45	\$7.70	\$6.49
	Square footage per student	416	382	158
Food service	Cost per meal	\$9.40	\$5.47	\$3.08
Transportation	Cost per mile	\$0.59	\$2.28	\$4.29
	Cost per rider	\$752	\$1,665	\$1,424

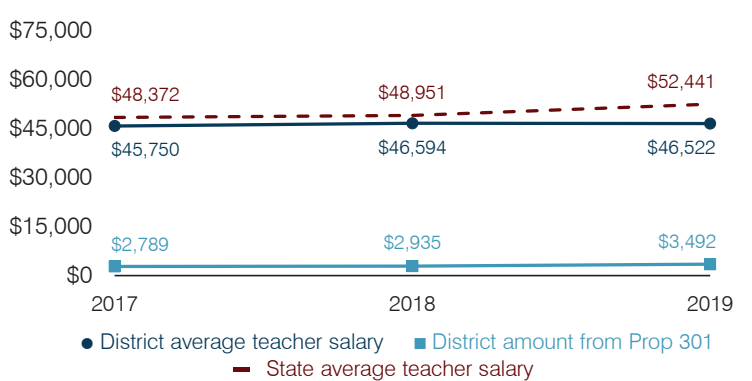
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 8,959	\$ 10,347	\$ 9,084	\$ 4,869
Student support	2,707	4,362	756	754
Instruction support	86	73	438	497
Administration	2,560	2,945	3,398	903
Plant operations	1,572	1,852	2,665	1,027
Food service	1,245	1,262	917	438
Transportation	343	496	976	417
<b>Total operational</b>	<b>17,472</b>	<b>21,337</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	2,288	262	1,425	1,086
Equipment	75	180	1,013	496
Interest	8	0	28	261
Other	20	263	92	180
<b>Total nonoperational</b>	<b>2,391</b>	<b>705</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 19,863</b>	<b>\$ 22,042</b>	<b>\$ 20,792</b>	<b>\$ 10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	7.1	8.8	7.4
Average years of teacher experience	13.2	16.5	17.5
Percentage of teachers in first 3 years	0%	0%	0%

## Students who passed State assessments<sup>2</sup>

Measure did not meet our criteria for reporting.

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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Young Elementary School District

Gila County

Peer groups: Operational 11 and T-11, Achievement 6<sup>1</sup>

Legislative district(s): 6

District location: Rural

Number of schools: 2

Graduation rate (2018): N/A

Students attending; Size: 43; Very small

5-year change in students attending: 18% increase

Special education population: 16%

English learner population: 0%

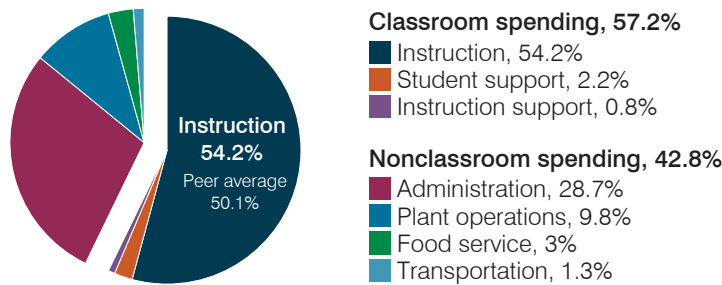
Poverty rate (2018): 29%

Free/reduced meal eligibility: NR

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	54.2

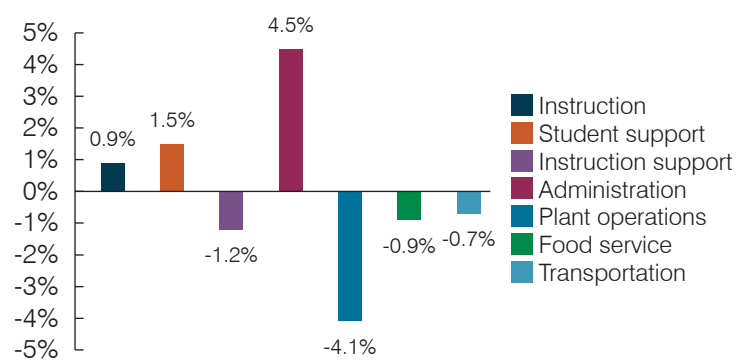
## Spending by operational area



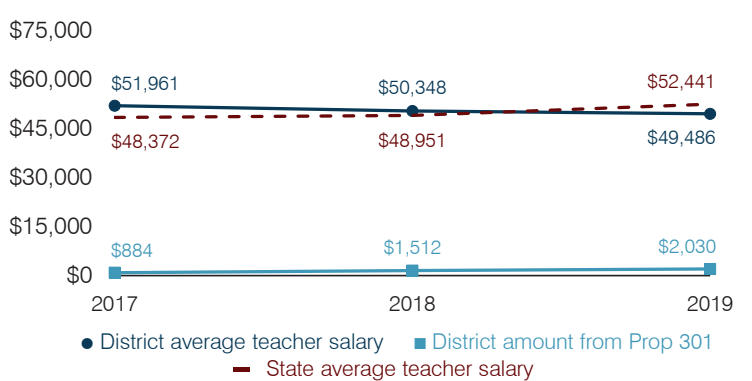
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$9,536	\$3,398	\$903
	Students per administrative position	10	32	66
Plant operations	Cost per square foot	\$3.72	\$7.70	\$6.49
	Square footage per student	868	382	158
Food service	Cost per meal	\$7.04	\$5.47	\$3.08
Transportation	Cost per mile	\$3.13	\$2.28	\$4.29
	Cost per rider	\$936	\$1,665	\$1,424

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



## Average teacher salary and other measures



## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 18,303	\$ 17,997	\$ 9,084	\$ 4,869
Student support	700	726	756	754
Instruction support	743	265	438	497
Administration	8,634	9,536	3,398	903
Plant operations	5,495	3,231	2,665	1,027
Food service	1,558	1,005	917	438
Transportation	389	437	976	417
<b>Total operational</b>	<b>35,822</b>	<b>33,197</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	2	470	1,425	1,086
Equipment	927	4,362	1,013	496
Interest	9	44	28	261
Other	9	37	92	180
<b>Total nonoperational</b>	<b>947</b>	<b>4,913</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 36,769</b>	<b>\$ 38,110</b>	<b>\$ 20,792</b>	<b>\$ 10,928</b>

Measure	2017	2018	2019
Students per teacher	4.5	4.7	4.7
Average years of teacher experience	18.8	6.3	11.1
Percentage of teachers in first 3 years	0%	50%	21%

## Students who passed State assessments<sup>2</sup>

Measure did not meet our criteria for reporting.

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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Yucca Elementary School District

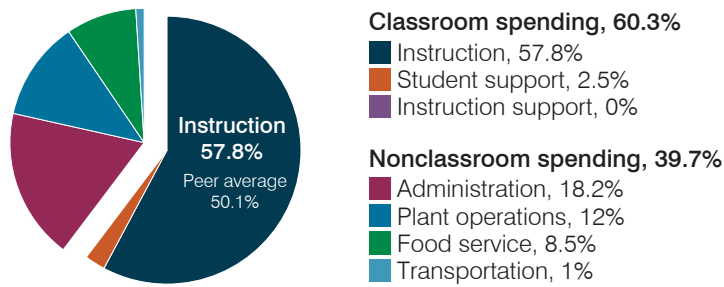
Mohave County  
 Peer groups: Operational 11 and Achievement 17<sup>1</sup>  
 Legislative district(s): 5  
 District location: Rural  
 Number of schools: 1  
 Graduation rate (2018): N/A

Students attending; Size: 27; Very small  
 5-year change in students attending: 2% increase  
 Special education population: 8%  
 English learner population: 0%  
 Poverty rate (2018): 22%  
 Free/reduced meal eligibility: N/A

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	57.8

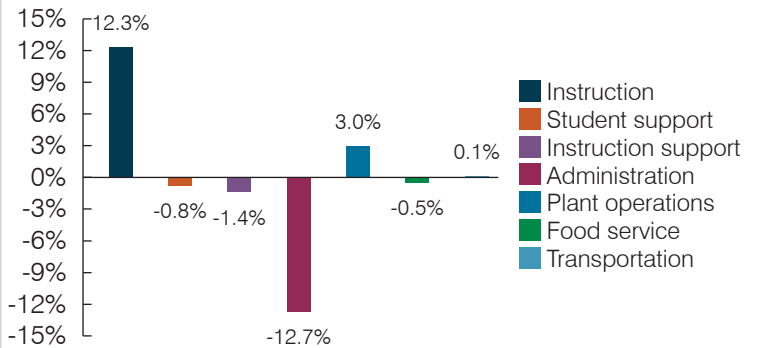
## Spending by operational area



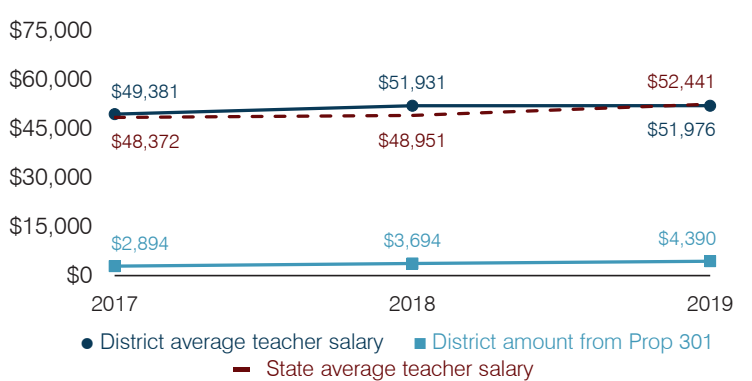
## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,745	\$3,398	\$903
	Students per administrative position	18	32	66
Plant operations	Cost per square foot	\$8.60	\$7.70	\$6.49
	Square footage per student	287	382	158
Food service	Cost per meal	\$9.05	\$5.47	\$3.08
Transportation	Cost per mile	N/A	N/A	\$4.29
	Cost per rider	N/A	N/A	\$1,424

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)



## Average teacher salary and other measures



## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 9,398	\$ 11,914	\$ 9,084	\$ 4,869
Student support	474	513	756	754
Instruction support	5	0	438	497
Administration	3,129	3,745	3,398	903
Plant operations	2,036	2,472	2,665	1,027
Food service	1,452	1,755	917	438
Transportation	184	219	976	417
<b>Total operational</b>	<b>16,678</b>	<b>20,618</b>	<b>18,234</b>	<b>8,905</b>
Land and buildings	506	337	1,425	1,086
Equipment	693	1,008	1,013	496
Interest	0	0	28	261
Other	0	0	92	180
<b>Total nonoperational</b>	<b>1,199</b>	<b>1,345</b>	<b>2,558</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 17,877</b>	<b>\$ 21,963</b>	<b>\$ 20,792</b>	<b>\$ 10,928</b>

Measure	2017	2018	2019
Students per teacher	10.4	10.3	8.8
Average years of teacher experience	11.0	13.0	16.5
Percentage of teachers in first 3 years	0%	0%	0%

## Students who passed State assessments<sup>2</sup>

Measure did not meet our criteria for reporting.

<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Yuma Elementary School District

Yuma County

Peer groups: Operational 7 and T-5, Achievement 14<sup>1</sup>

Legislative district(s): 4 and 13

District location: City

Number of schools: 17

Graduation rate (2018): N/A

Students attending; Size: 8,380; Large

5-year change in students attending: 1% decrease

Special education population: 10%

English learner population: 12%

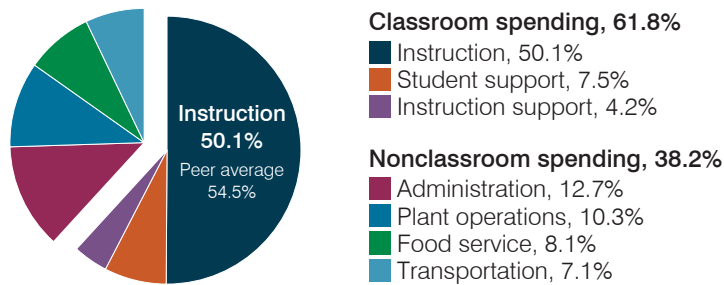
Poverty rate (2018): 25%

Free/reduced meal eligibility: 71%

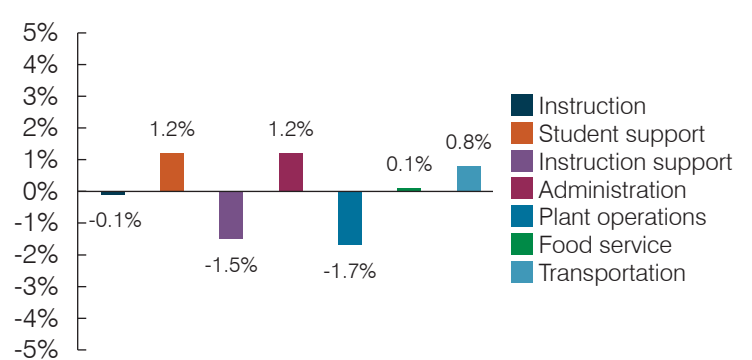
## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	50.1

## Spending by operational area



## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

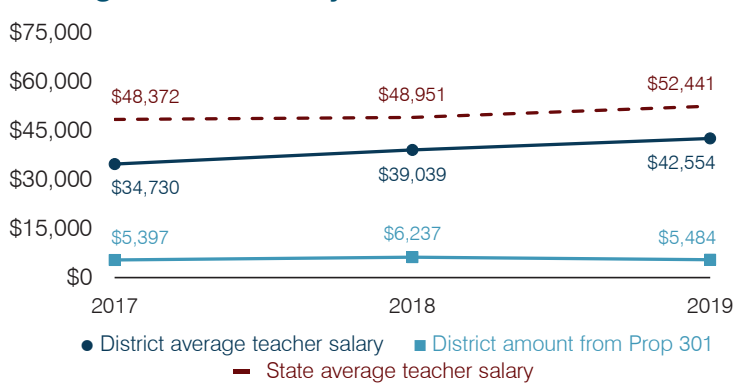


## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$995	\$887	\$903
	Students per administrative position	69	73	66
Plant operations	Cost per square foot	\$6.50	\$6.31	\$6.49
	Square footage per student	124	142	158
Food service	Cost per meal	\$2.98	\$2.97	\$3.08
Transportation	Cost per mile	\$3.58	\$4.10	\$4.29
	Cost per rider	\$1,845	\$1,775	\$1,424



## Average teacher salary and other measures

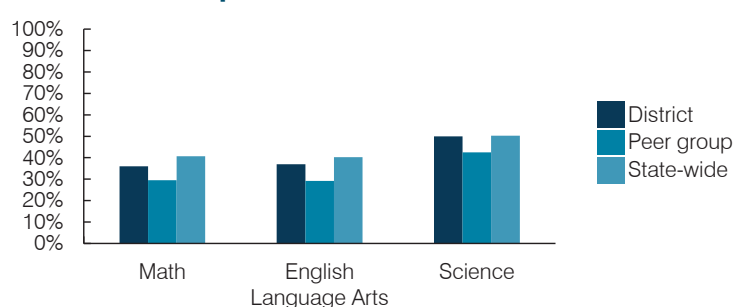


Measure	2017	2018	2019
Students per teacher	19.2	18.5	18.9
Average years of teacher experience	12.7	13.1	12.9
Percentage of teachers in first 3 years	17%	20%	21%

## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,574	\$ 3,920	\$ 4,824	\$ 4,869
Student support	569	590	760	754
Instruction support	361	325	554	497
Administration	920	995	887	903
Plant operations	797	803	892	1,027
Food service	597	638	608	438
Transportation	438	556	342	417
<b>Total operational</b>	<b>7,256</b>	<b>7,827</b>	<b>8,867</b>	<b>8,905</b>
Land and buildings	129	1,146	1,189	1,086
Equipment	343	330	508	496
Interest	83	198	230	261
Other	48	13	177	180
<b>Total nonoperational</b>	<b>603</b>	<b>1,687</b>	<b>2,104</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 7,859</b>	<b>\$ 9,514</b>	<b>\$10,971</b>	<b>\$10,928</b>

## Students who passed State assessments<sup>2</sup>



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

<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.

# Yuma Union High School District

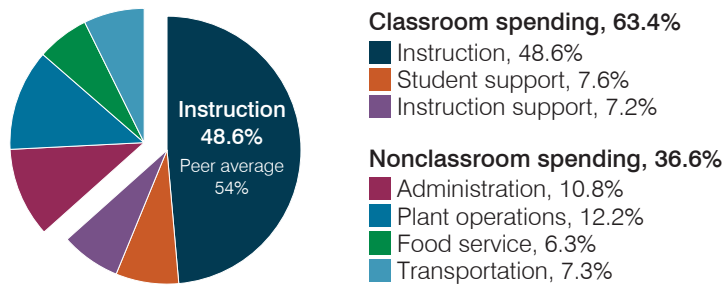
Yuma County  
 Peer groups: Operational 2 and T-5, Achievement 9<sup>1</sup>  
 Legislative district(s): 4 and 13  
 District location: City  
 Number of schools: 6  
 Graduation rate (2018): 92%

Students attending; Size: 11,062; Large  
 5-year change in students attending: 5% increase  
 Special education population: 9%  
 English learner population: 7%  
 Poverty rate (2018): 26%  
 Free/reduced meal eligibility: 71%

## Instructional spending percentage by year

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	48.6

## Spending by operational area



## Operational measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$841	\$842	\$903
	Students per administrative position	54	66	66
Plant operations	Cost per square foot	\$7.05	\$6.59	\$6.49
	Square footage per student	136	150	158
Food service	Cost per meal	\$2.92	\$3.25	\$3.08
Transportation	Cost per mile	\$6.18	\$4.10	\$4.29
	Cost per rider	\$2,168	\$1,775	\$1,424



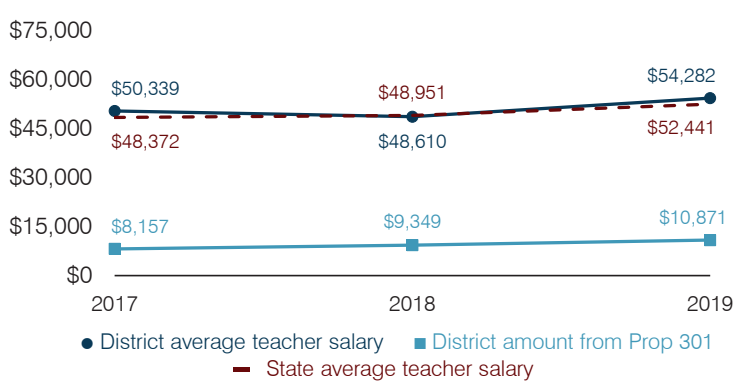
## Per pupil spending

Spending by area	District		Peer average 2019	State average 2019
	2018	2019		
Instruction	\$ 3,471	\$ 3,787	\$ 4,521	\$ 4,869
Student support	546	597	688	754
Instruction support	432	559	540	497
Administration	862	841	842	903
Plant operations	888	956	976	1,027
Food service	469	492	358	438
Transportation	446	567	457	417
<b>Total operational</b>	<b>7,114</b>	<b>7,799</b>	<b>8,382</b>	<b>8,905</b>
Land and buildings	2,173	1,327	1,683	1,086
Equipment	627	436	540	496
Interest	116	154	254	261
Other	24	22	172	180
<b>Total nonoperational</b>	<b>2,940</b>	<b>1,939</b>	<b>2,649</b>	<b>2,023</b>
<b>Total per pupil spending</b>	<b>\$ 10,054</b>	<b>\$ 9,738</b>	<b>\$11,031</b>	<b>\$10,928</b>

## Percentage point change in spending by operational area (fiscal year 2014 versus 2019)

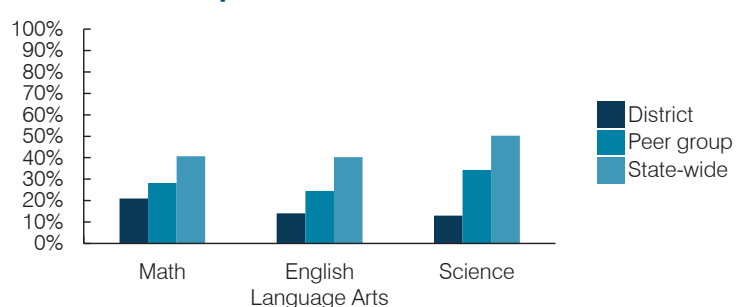


## Average teacher salary and other measures



Measure	2017	2018	2019
Students per teacher	25.3	24.8	25.2
Average years of teacher experience	9.5	9.7	9.4
Percentage of teachers in first 3 years	36%	36%	31%

## Students who passed State assessments<sup>2</sup>



<sup>1</sup> See Appendix A for information, such as districts included in each peer group, and Appendix B for sources and methodology.  
<sup>2</sup> School letter grades are available at <https://azreportcards.azed.gov>.



This appendix lists the 207 districts organized into operational, transportation, and student achievement peer groups. Table 10 (see pages a-1 through a-4) presents districts organized into operational peer groups based on district size, type, and location. Within each operational peer group, the districts are listed in order of their fiscal year 2019 instructional spending percentages. Table 11 (see pages a-5 through a-11) presents districts organized into transportation peer groups based on miles per rider and district location. Within each transportation peer group, the districts are listed in order of their fiscal year 2019 cost per mile and cost per rider difference from the peer group average equally considering each measure. Some districts in both groups are excluded from their peer average because extreme values in their costs would skew the peer average. Table 12 (see pages a-12 through a-18) presents districts organized into student achievement peer groups based on district type, poverty, and location. Within each student achievement peer group, the districts are listed in order of the percentage of their students who passed State assessments on the fiscal year 2019 Arizona’s Measurement of Educational Readiness to Inform Teaching (AzMERIT) test, the fiscal year 2019 Arizona’s Instrument to Measure Standards (AIMS) test, the fiscal year 2019 ACT test (if applicable), and the fiscal year 2019 SAT test (if applicable).

**Table 10**  
**Districts grouped by operational peer group and ranked by instructional spending percentage**  
**Fiscal year 2019**

Peer group		Instructional spending percentage		Instructional spending percentage	
Number	Description	District name	District name	District name	District name
1	Very large unified and union high school districts in cities and suburbs	<b>Peer group average</b>	<b>57.4%</b>		
		Gilbert USD	61.2	Dysart USD	57.2
		Chandler USD	60.9	Mesa USD	56.2
		Deer Valley USD	59.5	Scottsdale USD	56.0
		Paradise Valley USD	58.6	Phoenix UHSD	54.3
		Peoria USD	57.5	Tucson USD	52.1
2	Large unified and union high school districts in cities and suburbs	<b>Peer group average</b>	<b>54.0%</b>		
		Higley USD	59.8	Tempe UHSD	53.6
		Glendale UHSD	57.2	Sunnyside USD	52.5
		Marana USD	54.6	Vail USD	52.4
		Tolleson UHSD	54.4	Flagstaff USD	52.2
		Amphitheater USD	54.2	Yuma UHSD	48.6

**Table 10 continued**

Peer group		Instructional spending percentage		Instructional spending percentage	
Number	Description	District name		District name	
3	Medium-large and medium unified and union high school districts in cities and suburbs	<b>Peer group average</b>	<b>54.1%</b>		
		Tanque Verde USD	57.5	Queen Creek USD	55.5
		Humboldt USD	57.1	Sierra Vista USD	54.0
		Lake Havasu USD	56.4	Prescott USD	53.1
		Flowing Wells USD	55.8	J.O. Combs USD	51.4
		Agua Fria UHSD	55.6	Apache Junction USD	50.5
		Buckeye UHSD	55.6	Fountain Hills USD	50.0
		Cave Creek USD	55.6	Casa Grande UHSD	48.0
		Catalina Foothills USD	55.5		
4	Large and medium-large unified and union high school districts in towns and rural areas	<b>Peer group average</b>	<b>53.0%</b>		
		Safford USD	63.0	Florence USD	52.4
		Snowflake USD	58.4	Chino Valley USD	51.4
		Show Low USD	58.0	Santa Cruz Valley USD	51.4
		Sahuarita USD	56.6	Payson USD	50.5
		Maricopa USD	53.8	Coolidge USD	49.5
		Kingman USD	53.1	Chinle USD	49.3
		Douglas USD	52.8	Whiteriver USD	48.2
		Nogales USD	52.8	Page USD	47.1
5	Medium unified and union high school districts in towns and rural areas	<b>Peer group average</b>	<b>51.5%</b>		
		Pima USD	67.9	Miami USD	51.5
		Morenci USD	61.4	Winslow USD	51.0
		Thatcher USD	61.1	St. Johns USD	50.8
		Mingus UHSD	60.1	Bisbee USD	50.0
		Willcox USD	56.8	Tombstone USD	49.6
		Saddle Mountain USD	56.5	Sedona-Oak Creek Joint USD	49.5
		Camp Verde USD	55.9	Wickenburg USD	48.8
		Colorado City USD	55.3	Window Rock USD	48.3
		Holbrook USD	54.7	Tuba City USD	46.9
		Benson USD	53.5	Ganado USD	45.4
		Blue Ridge USD	53.1	Baboquivari USD	42.8
		Parker USD	52.5	Sanders USD	42.7
		Colorado River UHSD	52.3	Kayenta USD	42.6
		Ft. Thomas USD	52.3	San Carlos USD	42.0
		Round Valley USD	51.9	Piñon USD	38.6
		Globe USD	51.7		



**Table 10 continued**

Peer group		Instructional spending percentage		Instructional spending percentage	
Number	Description	District name		District name	
6	Small unified and union high school districts in towns and rural areas	<b>Peer group average</b>	<b>48.6%</b>		
		Bagdad USD	59.5	Gila Bend USD	47.8
		Williams USD	55.2	St. David USD	47.8
		Ray USD	53.4	Antelope UHSD	46.8
		Littlefield USD	53.2	Hayden-Winkelman USD	46.3
		Mammoth-San Manuel USD	52.4	Joseph City USD	45.7
		Ajo USD	51.8	Duncan USD	45.4
		Heber-Overgaard USD	51.6	Santa Cruz Valley UHSD	43.0
		Mayer USD	51.4	Grand Canyon USD	38.8
		Ash Fork Joint USD	51.2	Red Mesa USD	33.9
		Superior USD	49.0		
7	Very large and large elementary school districts in cities and suburbs	<b>Peer group average</b>	<b>54.5%</b>		
		Kyrene ESD	61.9	Tempe ESD	53.5
		Litchfield ESD	58.9	Cartwright ESD	53.3
		Alhambra ESD	56.1	Glendale ESD	50.8
		Washington ESD	55.6	Roosevelt ESD	50.7
		Pendergast ESD	54.1	Yuma ESD	50.1
8	Medium-large and medium elementary school districts in cities and suburbs	<b>Peer group average</b>	<b>52.2%</b>		
		Liberty ESD	59.0	Crane ESD	51.9
		Wilson ESD	55.3	Union ESD	51.7
		Fowler ESD	55.1	Avondale ESD	51.6
		Osborn ESD	54.2	Isaac ESD	51.1
		Littleton ESD	53.5	Buckeye ESD	50.6
		Laveen ESD	53.3	Balsz ESD	50.5
		Murphy ESD	53.3	Casa Grande ESD	49.5
		Phoenix ESD	53.1	Creighton ESD	47.7
		Madison ESD	52.7	Riverside ESD	45.7
		Tolleson ESD	52.2		
9	Medium-large and medium elementary school districts in towns and rural areas	<b>Peer group average</b>	<b>51.7%</b>		
		Cottonwood-Oak Creek ESD	58.1	Toltec ESD	51.7
		Bullhead City ESD	54.2	Mohave Valley ESD	49.6
		Palominas ESD	53.6	Gadsden ESD	49.2
		Somerton ESD	52.9	Eloy ESD	44.4
		Nadaburg USD <sup>1</sup>	51.9		
10	Small elementary school districts in towns and rural areas	<b>Peer group average</b>	<b>53.9%</b>		
		Red Rock ESD	61.7	Beaver Creek ESD	52.4
		Clarkdale-Jerome ESD	59.7	Sacaton ESD	52.3
		Palo Verde ESD	57.4	Oracle ESD	52.2
		Naco ESD	57.0	Stanfield ESD	48.3
		Continental ESD	54.7	Altar Valley ESD	44.0
		Arlington ESD	53.4		

**Table 10 concluded**

Peer group		Instructional spending percentage		Instructional spending percentage	
Number	Description	District name		District name	
11	Very small school districts	<b>Peer group average</b>	<b>50.1%</b>		
		Blue ESD	71.1	Wellton ESD	49.3
		Hillside ESD	62.7	San Fernando ESD	49.1
		Aguila ESD	61.9	Seligman USD	48.8
		Bonita ESD	61.2	Morristown ESD	48.7
		Valentine ESD	60.6	Topock ESD	48.7
		Crown King ESD	60.5	Mohawk Valley ESD	48.6
		Cochise ESD	60.0	Skull Valley ESD	48.6
		Sonoita ESD	59.3	Solomon ESD	48.6
		Double Adobe ESD	58.7	Sentinel ESD	48.5
		Yucca ESD	57.8	Vernon ESD	48.5
		Alpine ESD	57.1	Yarnell ESD	48.5
		Maine Consolidated SD	54.2	Patagonia ESD	48.0
		Young ESD	54.2	Patagonia UHSD	48.0
		Cañon ESD	54.1	Picacho ESD	47.1
		Owens-Whitney ESD	54.1	Kirkland ESD	46.5
		McNary ESD	53.9	Concho ESD	45.3
		Congress ESD	53.8	Wenden ESD	44.3
		Hyder ESD	53.3	Quartzsite ESD	44.2
		Santa Cruz ESD	51.6	Apache ESD	42.8
		Bicentennial UHSD	51.5	Ash Creek ESD	41.6
		San Simon USD	51.3	Salome Consolidated ESD	41.6
		Valley UHSD	51.2	Bowie USD	41.4
		Pine Strawberry ESD	50.7	Peach Springs USD	40.9
		Pomerene ESD	50.6	Bouse ESD	40.1
		Tonto Basin ESD	50.5	Mobile ESD	38.6
		Elfrida ESD	50.4	Cedar USD	35.4
		Fredonia-Moccasin USD	50.3	McNeal ESD	35.1
		Pearce ESD	50.2	Hackberry ESD	34.2
		Paloma ESD	49.7		

<sup>1</sup> Although a unified school district, Nadaburg USD was included in a group with elementary school districts because it did not have any high school students in fiscal year 2019.

Source: Auditor General staff analysis of fiscal year 2019 district-reported accounting data, fiscal year 2019 Arizona Department of Education student membership data, and fiscal year 2018 U.S. Census Bureau location designations reported in the National Center for Education Statistics' Common Core of Data.

**Table 11**  
**Districts grouped by transportation peer group and ranked by cost per mile and cost per rider**  
**Fiscal year 2019**

Peer group			Cost	Cost
Number	Description	District name	per mile	per rider
T-1	Districts in cities and suburbs traveling less than 165 miles per rider	<b>Peer group average</b>	<b>\$7.55</b>	<b>\$1,108</b>
		Catalina Foothills USD	3.59	474
		Crane ESD	5.38	890
		Littleton ESD	6.12	836
		Tempe ESD	5.20	981
		Fowler ESD	6.11	1,009
		Flowing Wells USD	7.20	1,157
		Glendale ESD	7.45	1,303
		Creighton ESD	9.40	1,035
		Alhambra ESD	8.67	1,231
		Murphy ESD	9.21	1,153
		Cartwright ESD	9.20	1,233
		Laveen ESD	8.65	1,703
		Madison ESD	11.95	1,394
T-2	Districts in cities and suburbs traveling 165-230 miles per rider	<b>Peer group average</b>	<b>\$6.82</b>	<b>\$1,386</b>
		Riverside ESD	2.80	741
		Litchfield ESD	3.89	989
		Sunnyside USD	4.75	1,040
		Avondale ESD	6.47	1,349
		Roosevelt ESD	7.00	1,293
		Pendergast ESD	6.91	1,347
		Osborn ESD	8.66	1,327
		Union ESD	7.65	1,689
		Isaac ESD	8.93	1,798
		Phoenix ESD	8.94	2,216
		Tolleson ESD	11.19	2,287

**Table 11 continued**

Peer group			Cost	Cost
Number	Description	District name	per mile	per rider
T-3	Districts in cities and suburbs traveling 231-290 miles per rider	<b>Peer group average</b>	<b>\$4.60</b>	<b>\$1,224</b>
		Sierra Vista USD	3.42	1,048
		Apache Junction USD	3.36	1,082
		Buckeye ESD	4.36	962
		Queen Creek USD	4.37	1,045
		Kyrene ESD	4.02	1,181
		Wilson ESD	4.38	1,213
		Higley USD	5.30	1,207
		Tempe UHSD	4.40	1,516
		Chandler USD	5.02	1,406
		Tolleson UHSD	5.29	1,345
		Deer Valley USD	5.47	1,410
		Washington ESD	5.84	1,401
		Balsz ESD	8.70	1,095
T-4	Districts in cities and suburbs traveling 291-365 miles per rider	<b>Peer group average</b>	<b>\$4.02</b>	<b>\$1,407</b>
		Fountain Hills USD	2.89	1,345
		Humboldt USD	3.26	1,236
		Cave Creek USD	3.46	1,329
		J.O. Combs USD	4.23	1,087
		Tanque Verde USD	3.78	1,262
		Casa Grande ESD	3.60	1,411
		Peoria USD	3.92	1,349
		Liberty ESD	4.01	1,380
		Agua Fria UHSD	3.80	1,459
		Dysart USD	4.84	1,210
		Gilbert USD	4.36	1,419
		Scottsdale USD	4.59	1,564
		Vail USD	3.95	1,859
		Paradise Valley USD	4.74	1,605
Mesa USD	4.83	1,594		

**Table 11 continued**

Peer group			Cost	Cost
Number	Description	District name	per mile	per rider
T-5	Districts in cities and suburbs traveling more than 365 miles per rider	<b>Peer group average</b>	<b>\$4.10</b>	<b>\$1,775</b>
		Buckeye UHSD	2.97	1,615
		Marana USD	3.71	1,558
		Flagstaff USD	3.83	1,549
		Yuma ESD	3.58	1,845
		Prescott USD	3.82	1,815
		Amphitheater USD	5.06	1,736
		Lake Havasu USD	4.70	1,912
		Yuma UHSD	6.18	2,168
		Casa Grande UHSD	4.75	3,817
		Glendale UHSD	7.77	3,037
		Phoenix UHSD	N/A	1,188
		Tucson USD	5.16	NR
T-6	Districts in towns and rural areas traveling less than 240 miles per rider	<b>Peer group average</b>	<b>\$4.23</b>	<b>\$768</b>
		Red Rock ESD	1.19	328
		Colorado City USD	3.17	606
		Somerton ESD	3.60	629
		Clarkdale-Jerome ESD	3.95	570
		Safford USD	3.35	687
		Sahuarita USD	3.53	815
		Pima USD	4.17	728
		Thatcher USD	4.22	739
		Gadsden ESD	4.10	816
		Bullhead City ESD	3.74	948
		Maricopa USD	3.98	1,042
		Toltec ESD	4.75	930
		Nogales USD	5.22	879
		Morenci USD	5.27	1,035
		San Carlos USD	6.19	1,837

**Table 11 continued**

Peer group			Cost	Cost
Number	Description	District name	per mile	per rider
T-7	Districts in towns and rural areas traveling 240-335 miles per rider	<b>Peer group average</b>	<b>\$3.70</b>	<b>\$1,127</b>
		Littlefield USD	2.48	695
		Mammoth-San Manuel USD	2.77	900
		Beaver Creek ESD	3.22	797
		Continental ESD	3.57	723
		Gila Bend USD	3.23	888
		Mohave Valley ESD	2.88	1,014
		Whiteriver USD	3.48	893
		Santa Cruz Valley USD	3.58	887
		Palo Verde ESD	2.89	1,236
		Cottonwood-Oak Creek ESD	3.87	963
		Chino Valley USD	4.01	1,021
		Ft. Thomas USD	4.21	1,037
		Eloy ESD	3.64	1,226
		Mingus UHSD	4.03	1,404
		Sedona-Oak Creek Joint USD	4.29	1,436
		Miami USD	5.14	1,324
		Window Rock USD	4.81	1,541
Superior USD	4.28	1,857		
Snowflake USD	5.50	1,892		
T-8	Districts in towns and rural areas traveling 336-450 miles per rider	<b>Peer group average</b>	<b>\$3.26</b>	<b>\$1,447</b>
		Ganado USD	2.50	1,107
		Chinle USD	2.86	1,056
		Kingman USD	2.31	1,378
		Saddle Mountain USD	3.00	1,081
		Nadaburg USD	2.51	1,305
		Stanfield ESD	2.96	1,110
		Blue Ridge USD	3.11	1,120
		St. David USD	3.09	1,450
		Camp Verde USD	3.55	1,256
		Florence USD	3.32	1,474
		Bisbee USD	3.49	1,647
		Globe USD	3.14	1,867
		Parker USD	4.05	1,783
		Benson USD	3.89	1,955
		Payson USD	4.74	1,727
		Sacaton ESD	5.06	1,713
		Naco ESD	7.52	2,968
Show Low USD	NR	NR		

**Table 11 continued**

Peer group			Cost	Cost
Number	Description	District name	per mile	per rider
T-9	Districts in towns and rural areas traveling 451-600 miles per rider	<b>Peer group average</b>	<b>\$2.74</b>	<b>\$1,641</b>
		Hayden-Winkelman USD	1.46	1,404
		Baboquivari USD	2.10	1,309
		Tombstone USD	2.13	1,355
		Round Valley USD	2.02	1,533
		Altar Valley ESD	2.48	1,265
		Wickenburg USD	2.32	1,384
		Palominas ESD	2.46	1,339
		Heber-Overgaard USD	2.24	1,785
		Winslow USD	2.90	1,412
		Arlington ESD	2.86	1,544
		Oracle ESD	3.25	1,586
		Colorado River UHSD	2.97	1,757
		Williams USD	3.36	1,677
		Grand Canyon USD	3.01	1,971
		Coolidge USD	3.51	2,446
Kayenta USD	3.42	2,539		
Ajo USD	4.37	2,479		
T-10	Districts in towns and rural areas traveling more than 600 miles per rider	<b>Peer group average</b>	<b>\$2.20</b>	<b>\$1,962</b>
		Antelope UHSD	1.25	977
		Duncan USD	1.89	1,210
		Bagdad USD	1.61	1,563
		St. Johns USD	1.33	1,826
		Holbrook USD	1.64	1,572
		Ash Fork Joint USD	1.05	2,228
		Willcox USD	1.73	1,750
		Mayer USD	2.51	1,551
		Ray USD	2.54	1,918
		Joseph City USD	1.98	2,450
		Sanders USD	2.63	1,909
		Page USD	2.74	2,032
		Red Mesa USD	2.25	2,668
		Tuba City USD	3.28	2,212
		Douglas USD	3.63	3,059
Santa Cruz Valley UHSD	3.63	3,121		
Piñon USD	4.07	2,802		

**Table 11 continued**

Peer group			Cost	Cost
Number	Description	District name	per mile	per rider
T-11	Very small districts	<b>Peer group average</b>	<b>\$2.28</b>	<b>\$1,665</b>
		Aguila ESD	0.61	432
		Owens-Whitney ESD	0.51	733
		Yarnell ESD	0.59	752
		Bouse ESD	1.18	421
		San Simon USD	0.74	846
		Cañon ESD	1.78	397
		Double Adobe ESD	1.18	870
		Paloma ESD	1.69	621
		Vernon ESD	1.37	934
		McNary ESD	1.69	765
		Bonita ESD	1.48	925
		Bowie USD	0.90	1,355
		Congress ESD	1.56	886
		Pearce ESD	1.95	632
		Valentine ESD	2.20	540
		Cochise ESD	1.97	729
		Alpine ESD	0.49	2,099
		Santa Cruz ESD	2.24	891
		Hyder ESD	1.63	1,515
		Topock ESD	3.32	561
		Tonto Basin ESD	1.40	1,981
		Bicentennial UHSD	1.57	1,985
		Fredonia-Moccasin USD	2.72	1,145
		Concho ESD	1.21	2,331
		Young ESD	3.13	936
		Ash Creek ESD	1.26	2,340
		Picacho ESD	3.41	812
		Quartzsite ESD	2.57	1,502
		Elfrida ESD	2.40	1,768
		Wellton ESD	3.47	1,284
		Skull Valley ESD	3.47	1,317
		Morristown ESD	3.47	1,343
		Mobile ESD	2.36	2,326
		Salome Consolidated ESD	4.12	1,044
		Kirkland ESD	1.95	2,645
		Wenden ESD	3.43	1,610
		McNeal ESD	1.55	2,988
		Seligman USD	1.95	2,707
		Apache ESD	1.79	2,955
		Valley UHSD	2.57	2,824



**Table 11 concluded**

Peer group			Cost	Cost
Number	Description	District name	per mile	per rider
T-11 (concluded)	Very small districts	Sentinel ESD	2.28	3,065
		Patagonia ESD	1.63	3,789
		Patagonia UHSD	1.63	3,789
		Maine Consolidated SD	4.19	1,978
		Pomerene ESD	5.70	953
		Pine Strawberry ESD	3.45	2,675
		Sonoita ESD	4.64	2,351
		Mohawk Valley ESD	2.78	4,180
		Hackberry ESD	5.07	4,641
		Solomon ESD	2.78	NR
		Cedar USD	NR	2,417

Source: Auditor General staff analysis of fiscal year 2019 district-reported accounting data, fiscal year 2019 Arizona Department of Education route reports, and fiscal year 2018 U.S. Census Bureau location designations reported in the National Center for Education Statistics' Common Core of Data.

**Table 12**

**Districts grouped by student achievement peer group and ranked by percentage of students who passed State assessments**  
**Fiscal year 2019**

Peer group		Percentage of students passing			
Number	Description	District name	Math	English Language Arts	Science
1	Unified school districts with poverty rates less than 8 percent in cities and suburbs	<b>Peer group average</b>	<b>60%</b>	<b>60%</b>	<b>72%</b>
		Catalina Foothills USD	67	66	77
		Vail USD	66	63	78
		Higley USD	65	63	76
		Cave Creek USD	61	63	73
		Tanque Verde USD	55	60	78
		Queen Creek USD	62	56	62
		Fountain Hills USD	54	53	67
		Gilbert USD	52	53	64
		2	Unified school districts with poverty rates of 8 to 16 percent in cities and suburbs	<b>Peer group average</b>	<b>46%</b>
Deer Valley USD	57			57	70
Scottsdale USD	57			56	65
Chandler USD	58			57	61
Prescott USD	45			53	67
Paradise Valley USD	47			48	57
Peoria USD	49			45	54
Dysart USD	41			42	48
Marana USD	40			39	49
Flagstaff USD	32			37	46
3	Unified school districts with poverty rates greater than 16 percent in cities and suburbs	<b>Peer group average</b>	<b>39%</b>	<b>39%</b>	<b>50%</b>
		Lake Havasu USD	51	43	55
		Amphitheater USD	42	44	57
		Humboldt USD	40	44	57
		Mesa USD	43	41	52
		Sierra Vista USD	39	43	50
		Apache Junction USD	28	29	43
		Tucson USD	30	32	36

**Table 12 continued**

Peer group		Percentage of students passing			
Number	Description	District name	Math	English Language Arts	Science
4	Unified school districts with poverty rates less than 21 percent in towns and rural areas	<b>Peer group average</b>	<b>33%</b>	<b>36%</b>	<b>50%</b>
		Thatcher USD	52	50	66
		Morenci USD	45	51	69
		St. David USD	40	45	62
		Sahuarita USD	41	45	51
		Chino Valley USD	41	44	47
		Wickenburg USD	39	35	58
		Grand Canyon USD	33	36	54
		Saddle Mountain USD	42	32	47
		Maricopa USD	34	36	43
		Duncan USD	34	34	44
		Fredonia-Moccasin USD	22	27	58
		Bagdad USD	27	32	46
		Florence USD	24	29	44
		Ray USD	21	28	42
		Sedona-Oak Creek Joint USD	21	34	34
		San Simon USD <sup>1</sup>	29	29	-
		Camp Verde USD	20	25	35
Blue ESD <sup>1,3</sup>	-	-	-		
5	Unified school districts with poverty rates of 21 to 26 percent in towns and rural areas	<b>Peer group average</b>	<b>29%</b>	<b>32%</b>	<b>43%</b>
		Ash Fork Joint USD	62	62	73
		Round Valley USD	44	46	50
		Payson USD	38	43	58
		Safford USD	45	41	51
		Willcox USD	37	35	48
		Blue Ridge USD	32	39	43
		Kingman USD	28	31	48
		Littlefield USD	27	36	44
		Tombstone USD	28	31	39
		Mammoth-San Manuel USD	24	26	35
		Bisbee USD	20	23	37
		Superior USD	11	20	48
		Globe USD	24	23	26
		Page USD	19	23	29
		Seligman USD <sup>1</sup>	19	25	-
		Coolidge USD	12	15	23
		Bowie USD <sup>1</sup>	-	-	-

**Table 12 continued**

Peer group		Percentage of students passing			
Number	Description	District name	Math	English Language Arts	Science
6	Unified school districts with poverty rates of 27 to 33 percent in towns and rural areas	<b>Peer group average</b>	<b>36%</b>	<b>35%</b>	<b>44%</b>
		Snowflake USD	62	53	68
		Colorado City USD	56	50	67
		St. Johns USD	56	52	62
		Heber-Overgaard USD	53	45	66
		Benson USD	47	47	67
		Joseph City USD	42	55	56
		Flowing Wells USD <sup>2</sup>	40	41	50
		Pima USD	27	35	40
		Santa Cruz Valley USD	30	32	35
		Ajo USD	26	27	40
		Sunnyside USD <sup>2</sup>	28	26	27
		Gila Bend USD	19	16	26
		Tuba City USD	23	15	22
		Ft. Thomas USD	20	16	17
		Hayden-Winkelman USD	18	19	16
Young ESD <sup>1, 3</sup>	-	-	-		
7	Unified school districts with poverty rates greater than 33 percent in towns and rural areas	<b>Peer group average</b>	<b>24%</b>	<b>22%</b>	<b>29%</b>
		Show Low USD	40	41	63
		Williams USD	36	38	47
		Nogales USD	36	36	42
		Winslow USD	35	28	42
		Holbrook USD	30	31	42
		Mayer USD	33	34	31
		Miami USD	21	21	44
		Douglas USD	24	28	31
		Chinle USD	31	24	27
		Parker USD	26	22	30
		Window Rock USD	20	20	23
		Kayenta USD	18	18	17
		Ganado USD	16	14	17
		Baboquivari USD	13	15	17
		Piñon USD	22	11	12
		Sanders USD	13	13	19
		Red Mesa USD	15	13	16
		Whiteriver USD	15	11	17
		San Carlos USD	6	5	11

**Table 12 continued**

Peer group		Percentage of students passing			
Number	Description	District name	Math	English Language Arts	Science
8	Union high school districts with poverty rates of 17 percent or less in cities and suburbs	<b>Peer group average</b>	<b>37%</b>	<b>32%</b>	<b>35%</b>
		Tempe UHSD	35	37	51
		Agua Fria UHSD	42	37	38
		Buckeye UHSD	43	30	22
		Tolleson UHSD	26	22	29
9	Union high school districts with poverty rates greater than 17 percent in cities and suburbs	<b>Peer group average</b>	<b>28%</b>	<b>25%</b>	<b>34%</b>
		Glendale UHSD	49	38	62
		Casa Grande UHSD	21	25	40
		Phoenix UHSD	22	21	22
		Yuma UHSD	21	14	13
10	Union high school districts with poverty rates of 17 percent or less in towns and rural areas	<b>Peer group average</b>	<b>28%</b>	<b>28%</b>	<b>36%</b>
		Patagonia UHSD	39	43	36
		Valley UHSD <sup>1</sup>	16	25	-
		Bicentennial UHSD <sup>1</sup>	-	16	-
11	Union high school districts with poverty rates greater than 17 percent in towns and rural areas	<b>Peer group average</b>	<b>18%</b>	<b>22%</b>	<b>30%</b>
		Mingus UHSD	31	26	41
		Antelope UHSD	12	21	26
		Colorado River UHSD	13	23	22
		Santa Cruz Valley UHSD <sup>1</sup>	16	17	-
12	Elementary school districts with poverty rates less than 16 percent in cities and suburbs	<b>Peer group average</b>	<b>54%</b>	<b>54%</b>	<b>72%</b>
		Kyrene ESD	57	60	75
		Madison ESD	58	58	75
		Litchfield ESD	56	57	71
		Liberty ESD	44	41	65
13	Elementary school districts with poverty rates of 16 to 23 percent in cities and suburbs	<b>Peer group average</b>	<b>33%</b>	<b>35%</b>	<b>45%</b>
		Avondale ESD	44	40	58
		Laveen ESD	42	41	58
		Crane ESD	39	40	51
		Tempe ESD	38	39	49
		Pendergast ESD	33	34	44
		Casa Grande ESD	30	32	37
		Littleton ESD	25	31	41
		Buckeye ESD	24	28	42
		Union ESD	25	30	29

**Table 12 continued**

Peer group		Percentage of students passing			
Number	Description	District name	Math	English Language Arts	Science
14	Elementary school districts with poverty rates of 24 to 30 percent in cities and suburbs	<b>Peer group average</b>	<b>29%</b>	<b>29%</b>	<b>42%</b>
		Yuma ESD	36	37	50
		Washington ESD	34	35	53
		Riverside ESD	32	34	53
		Osborn ESD	38	29	39
		Glendale ESD	33	29	43
		Tolleson ESD	26	31	48
		Fowler ESD	27	31	37
		Roosevelt ESD	22	22	32
		Murphy ESD	17	15	27
15	Elementary school districts with poverty rates greater than 30 percent in cities and suburbs	<b>Peer group average</b>	<b>26%</b>	<b>26%</b>	<b>39%</b>
		Phoenix ESD	29	31	47
		Alhambra ESD	31	27	43
		Wilson ESD	30	27	38
		Cartwright ESD	28	28	37
		Balsz ESD	26	25	40
		Creighton ESD	23	25	32
		Isaac ESD	18	18	33
16	Elementary school districts with poverty rates less than 15 percent in towns and rural areas	<b>Peer group average</b>	<b>40%</b>	<b>40%</b>	<b>59%</b>
		Maine Consolidated SD	52	45	82
		Congress ESD <sup>1</sup>	63	56	-
		Clarkdale-Jerome ESD	46	60	72
		Palominas ESD	50	47	73
		Sentinel ESD <sup>1</sup>	62	50	-
		Continental ESD	47	42	64
		Red Rock ESD	37	41	70
		Bonita ESD <sup>1</sup>	46	50	-
		Nadaburg USD <sup>3</sup>	34	38	56
		Beaver Creek ESD	30	28	53
		Oracle ESD	27	27	53
		Elfrida ESD	20	29	57
		Morristown ESD	29	29	46
		Stanfield ESD	15	15	21
		Crown King ESD <sup>1</sup>	-	-	-
		Hillside ESD <sup>1</sup>	-	-	-
Owens-Whitney ESD <sup>1</sup>	-	-	-		
San Fernando ESD <sup>1</sup>	-	-	-		
Skull Valley ESD <sup>1</sup>	-	-	-		

**Table 12 continued**

Peer group		Percentage of students passing			
Number	Description	District name	Math	English Language Arts	Science
17	Elementary school districts with poverty rates of 15 to 22 percent in towns and rural areas	<b>Peer group average</b>	<b>40%</b>	<b>42%</b>	<b>63%</b>
		Hackberry ESD <sup>1</sup>	61	67	-
		Solomon ESD	44	54	71
		Sonoita ESD	39	44	83
		Pine Strawberry ESD	49	50	62
		Topock ESD	45	34	82
		Cochise ESD	53	47	58
		Palo Verde ESD	47	46	62
		Hyder ESD	45	38	58
		Cottonwood-Oak Creek ESD	39	49	52
		McNeal ESD <sup>1</sup>	39	43	-
		Pearce ESD <sup>1</sup>	38	35	-
		Patagonia ESD <sup>1</sup>	23	30	-
		Paloma ESD <sup>1</sup>	21	29	-
		Toltec ESD	16	23	36
		Ash Creek ESD <sup>1</sup>	-	-	-
		Bouse ESD <sup>1</sup>	-	-	-
Yucca ESD <sup>1</sup>	-	-	-		
18	Elementary school districts with poverty rates of 23 to 27 percent in towns and rural areas	<b>Peer group average</b>	<b>35%</b>	<b>39%</b>	<b>56%</b>
		Pomerene ESD	54	55	67
		Santa Cruz ESD	45	55	71
		Vernon ESD	32	46	75
		Mohawk Valley ESD	40	42	63
		Mohave Valley ESD	31	33	45
		Altar Valley ESD	28	28	44
		Arlington ESD	35	30	26
		Picacho ESD <sup>1</sup>	13	20	-
		Mobile ESD <sup>1</sup>	-	-	-
		Valentine ESD <sup>1</sup>	-	-	-

**Table 12 concluded**

Peer group			Percentage of students passing		
Number	Description	District name	Math	English Language Arts	Science
19	Elementary school districts with poverty rates of 28 to 31 percent in towns and rural areas	<b>Peer group average</b>	<b>27%</b>	<b>31%</b>	<b>46%</b>
		Tonto Basin ESD	53	59	81
		Aguila ESD	45	39	60
		Concho ESD	19	36	75
		Gadsden ESD	35	32	31
		Quartzsite ESD	13	24	41
		Wellton ESD	16	27	32
		Eloy ESD	18	20	28
		Naco ESD	14	13	22
		Double Adobe ESD <sup>1</sup>	-	-	-
20	Elementary school districts with poverty rates greater than 31 percent in towns and rural areas	<b>Peer group average</b>	<b>26%</b>	<b>34%</b>	<b>46%</b>
		Alpine ESD <sup>1</sup>	54	74	-
		Cañon ESD	27	40	66
		Somerton ESD	42	35	43
		Kirkland ESD <sup>1</sup>	30	45	-
		Bullhead City ESD	27	28	51
		Wenden ESD	21	23	55
		Salome Consolidated ESD <sup>1</sup>	23	20	-
		Cedar USD <sup>1,3</sup>	13	-	-
		McNary ESD <sup>1</sup>	13	-	-
		Sacaton ESD	7	10	13
		Apache ESD <sup>1</sup>	-	-	-
		Peach Springs USD <sup>1,3</sup>	-	-	-
		Yarnell ESD <sup>1</sup>	-	-	-

<sup>1</sup> Scores are not shown because measure did not meet our criteria for reporting.

<sup>2</sup> Although urban districts, Flowing Wells USD and Sunnyside USD were included in groups with rural districts to better match poverty rates.

<sup>3</sup> Although unified school districts, Cedar USD, Nadaburg USD, and Peach Springs USD were included in groups with elementary school districts because they did not have any high school students take AzMERIT, AIMS, ACT, or SAT in fiscal year 2019. In addition, Blue ESD and Young ESD were included in groups with unified school districts as they did have high school students who took the AzMERIT, AIMS, ACT, or SAT in fiscal year 2019.

Source: Auditor General staff analysis of fiscal year 2019 Arizona Department of Education AzMERIT and AIMS data and/or ACT and SAT data, fiscal year 2018 U.S. Census Bureau poverty rates, and fiscal year 2018 location designations reported in the National Center for Education Statistics' Common Core of Data.





## Description of operational spending

Operational spending includes costs incurred for the District's day-to-day operations and includes the categories listed below. These categories follow Arizona's Uniform Chart of Accounts for school districts, which meets the requirements of the U.S. Department of Education's account classifications, providing us the ability to compare individual school districts' measures to peer districts' measures, Arizona's measures to national averages, and Arizona's measures over time. Operational spending includes instructional and noninstructional spending. The definition of instruction used in this report is based on the definition of "instruction" developed by the U.S. Department of Education's National Center for Education Statistics. Operational spending excludes costs associated with acquiring capital assets (such as purchasing or leasing land, buildings, and equipment), interest, and programs that are outside the scope of preschool through grade 12 education, such as adult education and community service programs.

Total operational spending includes instructional and noninstructional expenditures as shown below:

## Instructional spending

- **Classroom personnel**—Salaries and benefits for teachers, teachers' aides, substitute teachers, graders, and guest lecturers.
- **General instructional supplies**—Paper, pencils, crayons, etc.
- **Instructional aids**—Textbooks, workbooks, instructional software, etc.
- **Activities**—Field trips, athletics, and co-curricular activities, such as choir or band.
- **Tuition**—Paid to out-of-State and private institutions.

## Noninstructional spending

- **Administration**—Salaries and benefits for superintendents, principals, business managers, and clerical and other staff who perform accounting, payroll, purchasing, warehousing, printing, human resource activities, and administrative technology services; and other costs related to these services and the governing board.
- **Plant operations and maintenance**—Salaries, benefits, and other costs related to equipment repair, building maintenance, custodial services, groundskeeping, and security; and costs for heating, cooling, lighting, and property insurance.
- **Food service**—Salaries, benefits, food supplies, and other costs related to preparing, transporting, and serving meals and snacks.
- **Transportation**—Salaries, benefits, and other costs related to maintaining buses and transporting students to and from school and school activities.
- **Student support services**—Salaries and benefits for attendance clerks, social workers, counselors, nurses, audiologists, and speech pathologists; and other costs related to these support services to students.
- **Instruction support services**—Salaries and benefits for curriculum directors, special education directors, teacher trainers, librarians, media specialists, and instruction-related IT staff; and other costs related to assisting instructional staff in delivering instruction.

## Description of nonoperational spending

Nonoperational spending includes costs incurred to acquire capital assets (such as purchasing or leasing land, buildings, and equipment), interest, and programs, such as adult education and community service, that are outside the scope of preschool through grade 12 education, but excludes principal payments on bond debt. The following categories comprise nonoperational expenditures:

- **Land and buildings**—Expenditures for purchasing or leasing land and existing buildings, constructing and renovating school buildings, and improving school grounds.
- **Equipment**—Expenditures for purchasing or leasing initial, additional, and replacement equipment, such as furniture, vehicles, and technology-related hardware and noninstructional software.
- **Interest**—Expenditures for the interest on long- and short-term debt.
- **Other**—Expenditures for all remaining nonoperational spending—those primarily for adult education; community service programs for students, staff, or other community participants; and civic activities, such as parent-teacher association meetings, public forums, lectures, and clubs.<sup>1</sup>

## Description of revenue sources

Arizona school districts receive revenues from local, State, and federal sources. In general, districts receive local and State revenues based on an equalization formula set by State law. This “equalization formula funding” provides the base funding for districts through locally levied property taxes and State-appropriated monies. Districts also receive State monies through additional statutory formulas, such as Classroom Site Funds (Proposition 301) and instructional improvement formulas. Some districts receive other local and State revenues as allowed by State law to provide funding for a small school adjustment, voter-approved budget override or bond, or activities required or permitted to comply with a federal desegregation court order or administrative agreement. Many districts also receive local, State, or federal monies through grants for specific purposes, such as providing meals and additional educational opportunities to students from low-income families. The following are descriptions for specific revenue sources discussed in this report:

- **Federal impact aid**—Federal monies provided to districts that have been impacted by the presence of tax-exempt federal lands or the enrollment of students living on federal lands, such as military bases and reservations.
- **Federal grants**—Federal monies that are generally provided for specific purposes, including programs targeted toward at-risk students and programs that distribute the majority of their monies based on poverty rates.
- **Transportation funding**—Monies for student transportation based on the State funding formula that uses primarily the number of miles traveled and secondarily the number of eligible students transported.
- **Additional budgetary funding**—Additional monies received through the State funding formula for relative costs associated with various classifications, including district size, type, and location, and numbers and types of special needs children.
- **Small school adjustment**—Additional local and State monies for small districts, which are allowed by law to increase their expenditure budgets and levy monies without voter approval if their student enrollment is within the following prescribed numbers:
  - Grades K-8 with 125 or fewer students.
  - Grades 9-12 with 100 or fewer students.

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<sup>1</sup> A district’s governing board may provide academic and skill development for all citizens and furnish facilities for disseminating community-related services in accordance with Arizona Revised Statutes (A.R.S.) §§15-1141 and 15-1142, and may also permit the use of school facilities under its direction for civic activities as defined in A.R.S. §15-1105.

- **Desegregation**—Additional local and State monies for districts, which are allowed by law to increase their expenditure budgets and levy monies without voter approval to comply with a court order or administrative agreement with the U.S. Department of Education’s Office for Civil Rights.
- **Voter-approved budget overrides**—Additional local monies districts may levy through voter-approved increases to district expenditure budgets.
- **Tax credits**—Monies provided to districts in accordance with A.R.S. §43-1089.01, which allows taxpayers to claim credit—up to \$200 per individual tax return or \$400 per joint tax return—for fees paid or contributions made to a school for extracurricular activities or character education programs.

## Scope

All the State’s 236 school districts were included in calculating the fiscal year 2019 State-wide spending percentages and per pupil spending amounts. However, some districts were excluded from the following further analysis:

- When calculating individual district instructional spending percentages, transporting districts, career and technical education districts (CTEDs), and accommodation districts were excluded. Transporting districts transport all of their students to other districts and, therefore, do not have expenditures in many of the operational areas, and CTEDs and accommodation districts often operate very differently than other districts and among themselves in terms of the services they provide and how they provide them.
- When analyzing State-wide trends in the efficiency of district operations, very small districts, i.e., those serving fewer than 200 students, transporting districts, CTEDs, and accommodation districts were excluded. Transporting districts, CTEDs, and accommodation districts often operate differently than most school districts in terms of the services they provide, the students they serve, and the programs they offer. Additionally, these districts and very small districts often have wide ranges of operational costs and, therefore, would distort the analysis of factors generally affecting districts of other types and sizes.

## Sources and methodology

To analyze the most current expenditure data available for Arizona’s districts, we obtained fiscal year 2019 school district Annual Financial Reports (AFRs) and Classroom Site Fund Narrative Results Summaries (CSF Narratives) from the Arizona Department of Education (ADE). In addition, all of the State’s 236 school districts provided us with fiscal year 2019 accounting data. The information used to prepare this report was not audited; however, it was subjected to certain quality control procedures to help ensure its completeness and reasonableness. For example, instead of auditing the districts’ AFRs, CSF Narratives, and accounting data to the underlying district records, we performed analytical procedures using the financial data and interviewed school district officials about anomalies or variances. We corrected any data errors prior to calculating instructional spending percentages and other measures analyzed for, and presented in, this report. Additionally, we reviewed the reasonability of changes in related measures, such as whether a district’s square footage increased after opening a new school.

Other information related to the analyses presented in this report was obtained from ADE, such as school district staffing levels, academic achievement indicators, bus mileage, and average daily membership counts; and from the Arizona School Facilities Board (SFB), such as square footage and number of schools. This information was adjusted as necessary, based on information obtained from districts or other sources. In addition, we obtained national-level financial data from the National Center for Education Statistics and district-level poverty rates and locations relative to population centers from the U.S. Census Bureau. In order to provide explanations for cost changes, we reviewed and analyzed historical spending and trends and identified efficient and inefficient operational practices from school district performance audits we conducted and interviews of school district staff. Where noted, we adjusted spending data to fiscal year 2019 dollars using the Consumer Price Index published by the U.S. Labor Department, Bureau of Labor Statistics, when analyzing historical spending and trends.

## District peer groups

To compare the school districts' operational measures and student achievement, we developed 3 types of district peer groups. The peer groups are presented in Tables 10, 11, and 12 in Appendix A beginning on pages a-1, a-5, and a-12, respectively.

- To compare districts' administration, plant operations, and food service cost measures relative to peer groups', we developed operational peer groups using district size, type, and location because these factors are associated with school districts' cost measures in these areas. The 6 district size categories are defined on page b-5. The 2 district type categories are elementary and high school/unified. We grouped union high school districts with unified districts because both districts serve high school students. The 2 location categories are cities/suburbs and town/rural areas. The U.S. Census Bureau classifies districts by distance and population density into 4 main categories: city, suburb, town, and rural. We grouped together districts located in city and suburban areas and grouped together districts located in town and rural areas. Considering these 3 factors, we created 11 operational peer groups to compare district operations in administration, plant operations, and food service operations. These peer groups are labeled 1 through 11, and each includes between 9 and 57 districts.
- To compare districts' transportation cost measures relative to peer groups', we developed transportation peer groups using location and miles per rider because these factors are associated with school districts' transportation cost measures. We grouped together districts based on similar location and miles per rider using an average of historical miles per rider over the past 5 fiscal years. Considering these factors, we created 11 transportation peer groups to compare district operations in transportation. These peer groups are labeled T-1 through T-11, and each includes between 11 and 51 districts.
- To compare districts' academic indicators relative to peer groups', we developed student achievement peer groups using poverty rates, district type, and location. Considering these factors, we created 20 achievement peer groups to compare student achievement. These peer groups are labeled 1 through 20, and each includes between 3 and 19 districts.

## State and individual district pages

The following describes the data sources, definitions, and methodology for the State page (see page 19) and individual district pages (see pages 20 through 226). This information is organized into 4 sections: background information, such as the number of districts and schools; operational spending, such as instructional and noninstructional spending and other operational measures; average teacher salary and other measures, such as average years of teacher experience and percentage of teachers in their first 3 years; and the percentage of students who passed State assessments. "N/A" indicates that information is not available, not applicable, or not appropriate to include because it could reveal personal information about a small number of district students. Further, we chose not to report the percentage of students who passed State assessments when the population of test takers was too small or providing the information could identify individual student results. "NR" indicates that we determined that the district's information is not reliable and is, therefore, not being reported or included in peer averages. Further, some districts are excluded from the peer average for certain operational measures because their extreme values would skew the peer average. The following districts are excluded from the peer average for all operational measures because their extreme values would skew the peer average: Ash Creek ESD, Baboquivari USD, Casa Grande UHSD, Chinle USD, Crown King ESD, Ft. Thomas USD, Grand Canyon USD, Kayenta USD, Mobile ESD, Phoenix ESD, Phoenix UHSD, Piñon USD, Red Mesa USD, Sacaton ESD, Sanders USD, and Window Rock USD. Graphics with discontinuous trend lines indicate that data is not reliable for particular years. All information is for fiscal year 2019 unless otherwise indicated. Because Patagonia ESD and Patagonia UHSD operate essentially as 1 district and comingle costs, the 2 districts' spending and other operational measures are presented combined on each district's individual page in this report.

## Background information

- **County**—Our analysis of ADE-provided county data. For district boundaries encompassing more than 1 county, the county in which the district office resides is presented.
- **Legislative districts**—Our analysis of school district and legislative district boundaries.
- **Location**—Our analysis of the National Center for Education Statistics’ fiscal year 2018 (the most recent year for available data) urban-centric locale codes that use geocoding and population information to assign a designation based on proximity to population clusters. The 4 main categories are city, suburb, town, and rural.
- **Number of schools**—Our analysis of ADE’s attending average daily membership (ADM) reports and SFB district-wide building reports.
- **Graduation rate**—For districts serving high school students, the fiscal year 2018 (the most recent year for available data) 4-year cohort graduation rates obtained from ADE in October 2019. The State average is the fiscal year 2018 graduation rate reported by ADE.
- **Students attending/District size**—Our analysis of ADE-provided, school-district-reported attending ADM counts. ADM numbers are rounded to the nearest whole number. District sizes were categorized as follows:

Size	Students attending
○ Very large	20,000+
○ Large	8,000 to 19,999
○ Medium-large	2,000 to 7,999
○ Medium	600 to 1,999
○ Small	200 to 599
○ Very small	Fewer than 200

- **5-year change in students attending**—Our analysis of ADE-provided, school-district-reported ADM counts for fiscal years 2014 through 2019.
- **Special education population**—Our analysis of ADE-provided, school-district-reported special education unduplicated attending ADM counts and ADE-provided, school-district-reported total ADM counts. The district- and State-level percentages were calculated by dividing special education ADM by total ADM.
- **English learner population**—Our analysis of ADE-provided, school-district-reported English learner unduplicated attending ADM counts and ADE-provided, school-district-reported total ADM counts. The district- and State-level percentages were calculated by dividing English learner ADM by total ADM.
- **Poverty rate**—Our analysis of U.S. Census Bureau fiscal year 2018 (the most recent year for available data) *Small Area Income and Poverty Estimates* published in December 2019. District- and State-level poverty rates were calculated by dividing the number of children 5 to 17 years old who were living at or below the federal poverty level by the total number of children 5 to 17 years old living in the district or State.
- **Free/reduced meal eligibility**—Our analysis of ADE-provided, school-district-reported counts of students eligible for free or reduced-price meals. The eligibility numbers are from October 2018. For schools participating in the Community Eligibility Provision, the number of eligible students is determined by the site Identified Student Percentage, as instructed by the U.S. Department of Agriculture. For schools participating in Provision 2 or 3, the number of eligible students is determined by the school’s base year of operation. District- and State-level percentages were calculated by dividing the number of students eligible for free or reduced-price meals by the number of students enrolled.

## Operational spending

- **Instructional spending percentage by year**—Our analysis of district-reported accounting data and AFRs for fiscal years 2001 through 2019. Instructional spending is further described on page b-1.
- **Spending by operational area**—Our analysis of spending in each operational area divided by total operational spending, using district-reported accounting data and AFRs. The peer average instructional spending percentages were calculated by adding individual districts' instructional spending percentages and dividing by the number of districts in each peer group. The classroom spending percentages were calculated by adding individual districts' instructional, student support, and instruction support percentages. The nonclassroom spending percentages were calculated by adding individual districts' administration, plant operations, food service, and transportation percentages.
- **Operational measures relative to peer averages**—We compared a district's cost measures, such as cost per square foot, and other related measures, such as square footage per student, to its peer group averages. We identified whether the district's cost measures were very low/very high, low/high, or comparable to its peer averages, and indicated the determination by a color bar for each measure. The operational measures and relativity to peer group averages are explained in more detail below. In addition, for the 57 very small districts, we provided comparative information but did not identify the relativity with a color bar because these districts' spending patterns are highly variable and result in less meaningful group averages. The peer averages were calculated by averaging individual districts' numbers for each measure. Some districts were excluded from peer averages for certain operational measures because their extreme values would skew the peer average. The following criteria were used to determine the operational measures relative to peer averages:
  - Green—Very low—Lower than the peer average by more than 15 percent.
  - Blue—Low—Lower than the peer average by 5.01 to 15 percent.
  - Yellow—Comparable—Within 5 percent of the peer average.
  - Orange—High—Higher than the peer average by 5.01 to 15 percent.
  - Red—Very high—Higher than the peer average by more than 15 percent.

### Administration

- Cost per pupil: Our analysis of administrative costs divided by the number of students, using district-reported accounting data and ADE-provided ADM data.
- Students per administrative position: The number of students divided by the number of administrative full-time equivalent employees (FTEs), using ADE-provided ADM data and district-reported information on the *School District Employee Report*.

### Plant operations

- Cost per square foot: Our analysis of plant operations and maintenance costs divided by the total square footage, using district-reported accounting data and SFB-provided, district-wide building reports.
- Square footage per student: Our analysis of the total square footage divided by the number of students, using SFB-provided, district-wide building reports and ADE-provided ADM data.

### Food service

- Cost per meal: Our analysis of food service costs divided by the total number of meals served, using district-reported accounting data and AFRs. Total number of meals served is the sum of total lunches served, total breakfasts served divided by 2, total snacks served divided by 3, and total a la carte sales divided by the district's federal free lunch reimbursement rate in fiscal year 2019.

## Transportation

- Cost per mile: Our analysis of transportation costs divided by the total miles driven, using district-reported accounting data and ADE-provided transportation route reports.
- Cost per rider: Our analysis of transportation costs divided by the total eligible riders transported, using district-reported accounting data and ADE-provided transportation route reports.
- **Per pupil spending**
  - District—Our analysis of fiscal years 2018 and 2019 operational and nonoperational costs divided by the number of students, using district-reported accounting data and AFRs, and ADE-provided ADM data.
  - Peer average—Our analysis of operational peer districts' per pupil expenditures. The peer group averages exclude districts with extreme or unreliable values and were calculated by averaging individual districts' per pupil expenditures in each operational and nonoperational area.
  - State average—Our analysis of district-reported accounting data and AFRs, and ADE-provided ADM data. The State's per pupil amounts were calculated by dividing total expenditures in each operational and nonoperational area by the total number of students (ADM).
  - National average—National Center for Education Statistics' fiscal year 2017 data, the most recently available national data.
- **Percentage point change in spending by operational area**—Our analysis of the change in the percentage spent in each operational area between fiscal years 2014 and 2019, using district-reported accounting data and AFRs.

## Average teacher salary and other measures

- **Average teacher salary**—Our analysis of total operational spending for certified teacher salaries (excluding salaries for substitute teachers) for fiscal years 2017 through 2019 from district-reported accounting data and the total number of certified teacher FTEs from district-reported CSF Narratives. The average teacher salary is based on total salaries paid related to teaching duties, including Proposition 301 monies, but does not include any salaries paid for additional duties such as cocurricular activities and athletics. To help ensure the average teacher salary was reasonable, we performed certain quality control procedures, such as year-to-year comparisons of district-reported data and interviews with school district officials about anomalies and variances. The district- and State-level averages were calculated by dividing the total teacher salaries by the total certified teacher FTEs.
- **Amount from Prop 301**—Our analysis of the total Proposition 301 (Classroom Site Fund) monies for fiscal years 2017 through 2019 spent on teacher salaries and the total number of certified teacher FTEs from district-reported accounting data and CSF Narratives. The district- and State-level averages were calculated by totaling the Proposition 301 amount paid to teachers and dividing by the total certified teacher FTEs.
- **Students per teacher**—Our analysis of ADE-provided ADM data and certified teacher FTEs as reported by districts on their CSF Narratives for fiscal years 2017 through 2019. The district- and State-level ratios were calculated by dividing total ADM by total certified teacher FTEs.
- **Average years of teacher experience**—Our analysis of district-reported certified teacher FTEs and years of experience obtained from ADE for fiscal years 2017 through 2019. The years of experience includes the actual, uncapped number of years of experience for each certified teacher. The district- and State-level years of experience were calculated by dividing the total number of years of experience by the total certified teacher FTEs.
- **Percentage of teachers in first 3 years**—Our analysis of district-reported certified teacher FTEs and years of experience obtained from ADE for fiscal years 2017 through 2019. The district- and State-level percentages were calculated by dividing the number of certified teachers in their first 3 years by the total number of certified teachers.

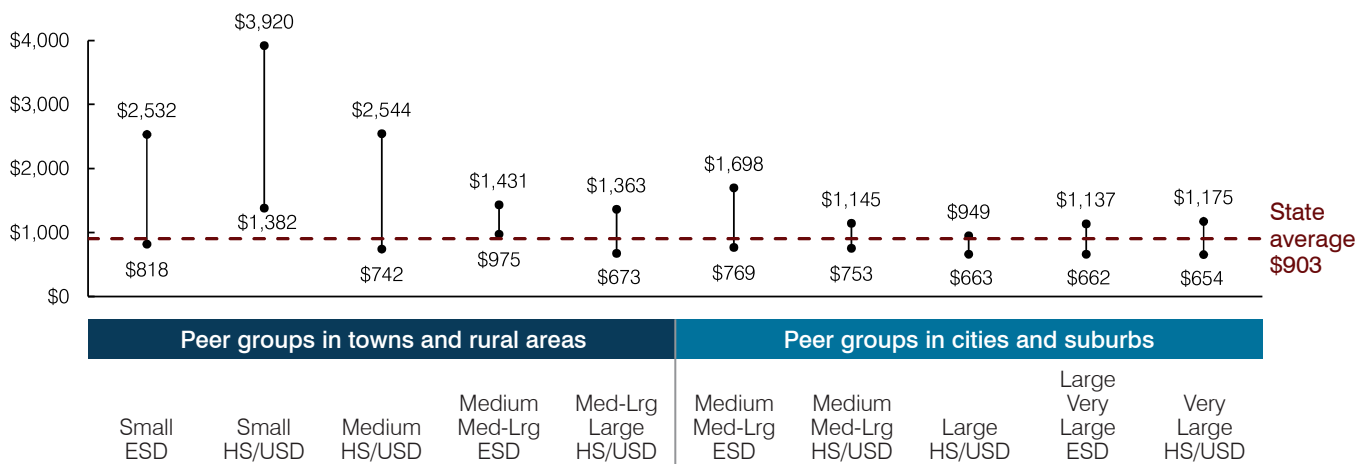
## Student achievement

- **Percentage of students who passed State assessments**—Our analysis of the Arizona’s Measurement of Educational Readiness to Inform Teaching (AzMERIT) Math and English Language Arts test results, the Arizona’s Instrument to Measure Standards (AIMS) Science test results, and the Menu of Assessments State administration of the ACT and the SAT for Math, English Language Arts, or Science test results obtained from ADE in October 2019 and January 2020. The district- and State-wide percentages were calculated by dividing the total number of students who passed State assessments—that is, those who scored proficient or highly proficient on AzMERIT, ACT, or SAT, or those who met or exceeded the State standards on AIMS Science—by the total number of students who took the tests. Test results were aggregated across grade levels and courses, as applicable. The peer group average percentages were calculated by adding individual districts’ percentages of students who passed State assessments and dividing by the number of districts in each peer group. We chose not to report a district’s percentage when the population of test takers was too small or providing the information could identify individual student results. Additionally, these districts’ percentages were not included in peer group averages.



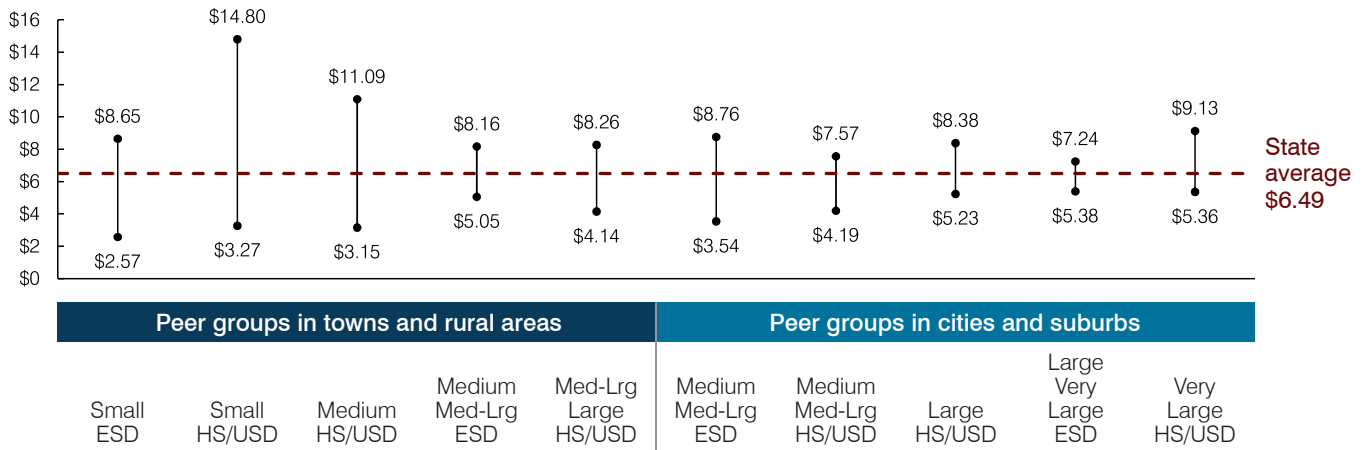
This appendix presents graphic representations of cost ranges by operational peer groups for administration, plant operations, food service, and transportation. Each figure shows the State average for the cost measures (e.g., administrative costs per pupil, plant operations costs per square foot, etc.), as well as the lowest and highest dollar amounts for each operational peer group. See Appendix B, page b-4, for more on how we developed district peer groups. Very small districts are not included in the figures because they have highly variable spending patterns making comparisons less meaningful. The wide ranges in costs within the operational peer groups indicate that some districts have achieved substantially lower costs than other districts with similar characteristics. Districts at the high end of the ranges should work toward improving their efficiency using performance measures and practices identified in Chapter 2, pages 11 through 14.

**Figure 4**  
**Range of administrative costs per pupil by operational peer group**  
**Fiscal year 2019**



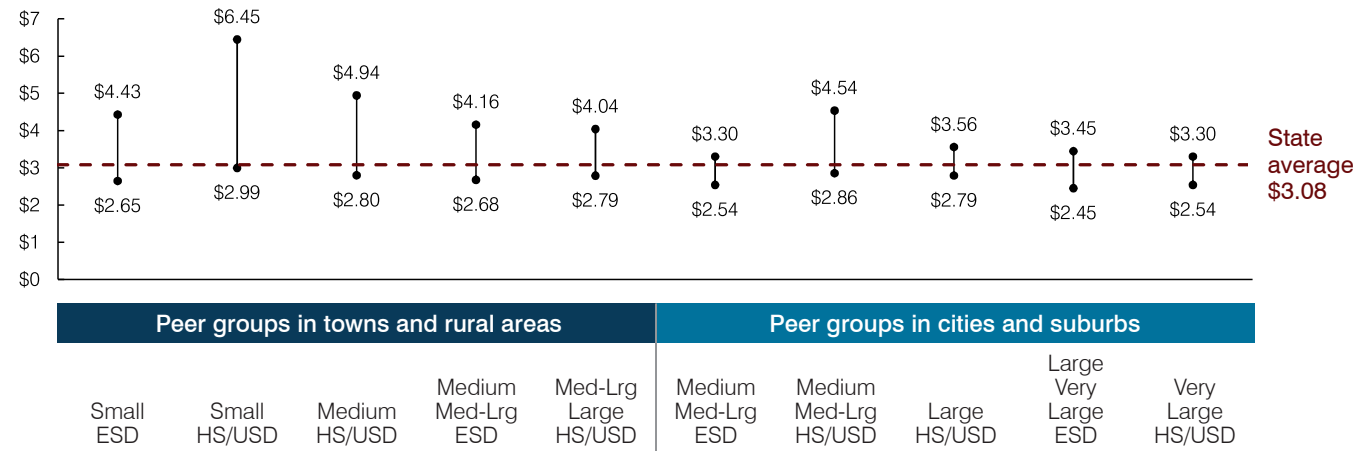
Source: Auditor General staff analysis of fiscal year 2019 district-reported accounting data, fiscal year 2019 Arizona Department of Education student membership data, and fiscal year 2018 U.S. Census Bureau location designations reported in the National Center for Education Statistics' Common Core of Data.

**Figure 5**  
**Range of plant operations costs per square foot by operational peer group**  
**Fiscal year 2019**



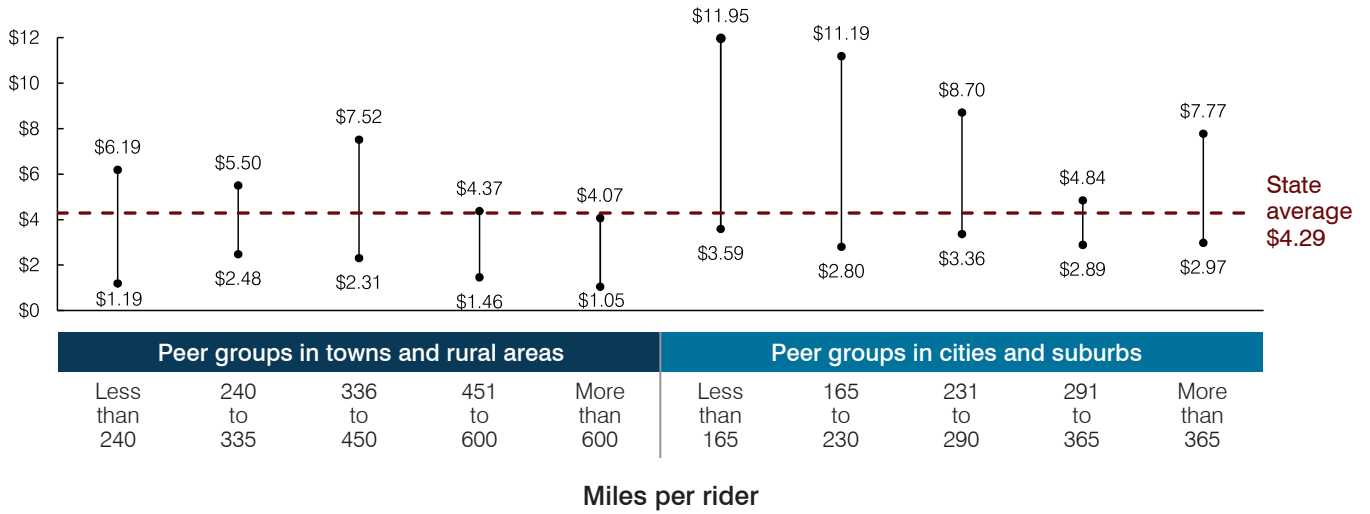
Source: Auditor General staff analysis of fiscal year 2019 district-reported accounting data, fiscal year 2019 School Facilities Board square footage data, and fiscal year 2018 U.S. Census Bureau location designations reported in the National Center for Education Statistics' Common Core of Data.

**Figure 6**  
**Range of food service costs per meal by operational peer group**  
**Fiscal year 2019**



Source: Auditor General staff analysis of fiscal year 2019 district-reported accounting and meals-served data and fiscal year 2018 U.S. Census Bureau location designations reported in the National Center for Education Statistics' Common Core of Data.

**Figure 7**  
**Range of transportation costs per mile by transportation peer group**  
**Fiscal year 2019**



Source: Auditor General staff analysis of fiscal year 2019 district-reported accounting data, miles driven, and riders transported and fiscal year 2018 U.S. Census Bureau location designations reported in the National Center for Education Statistics' Common Core of Data.





This appendix presents Arizona’s operational and total spending per pupil for fiscal years 2001 through 2019 unadjusted and inflation adjusted to fiscal year 2019 dollars. See Appendix B, page b-1, for more information on what is included in operational and total spending per pupil.

**Table 13**  
**Arizona’s operational and total spending per pupil<sup>1</sup> unadjusted and inflation adjusted to fiscal year 2019 dollars**  
**Fiscal years 2001 through 2019**

Fiscal year	Unadjusted		Inflation adjusted to fiscal year 2019 dollars	
	Operational spending per pupil	Total spending per pupil	Operational spending per pupil	Total spending per pupil
2001	\$5,374	-	\$7,773	-
2002	5,791	-	8,231	-
2003	6,048	-	8,411	-
2004	6,355	-	8,649	-
2005	6,500	-	8,588	-
2006	6,833	-	8,697	-
2007	7,382	-	9,159	-
2008	7,813	-	9,347	-
2009	7,908	-	9,330	-
2010	7,609	-	8,892	-
2011	7,485	-	8,575	-
2012	7,475	-	8,319	-
2013	7,496	-	8,206	-
2014	7,578	\$8,893	8,169	\$9,586
2015	7,658	9,057	8,195	9,692
2016	7,746	9,136	8,234	9,712
2017	8,141	9,653	8,497	10,076
2018	8,296	9,929	8,468	10,135
2019	8,905	10,928	8,905	10,928

<sup>1</sup> Total spending per pupil was not presented prior to the fiscal year 2015 report. For that report, we validated the nonoperational portion of total spending for fiscal years 2014 and 2015. Therefore, total spending per pupil is presented for only fiscal years 2014 through 2019.

Source: Auditor General staff analysis of district-reported accounting data unadjusted and inflation adjusted (using the Consumer Price Index published by the U.S. Labor Department, Bureau of Labor Statistics) to fiscal year 2019 dollars and Arizona Department of Education student membership data for fiscal years 2001 through 2019.

