Agua Fria Union High School District

Maricopa County

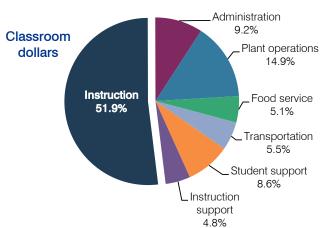
Efficiency peer groups 3 and T-4, Achievement peer group 9 Legislative district(s): 4, 13, 19 and 29

District size / location: Medium-Large, Suburb Students attending: 6,687 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure		District	Peer average	State average
	Cost per pupil		\$619	\$736	\$736
Administration	Students per administrator		59	71	66
Plant	Cost per square foot		\$7.17	\$5.88	\$6.09
operations	Square footage per student		141	158	152
Food service	Cost per meal equivalent		\$2.52	\$2.74	\$2.47
Transportation	Cost per mile		\$3.90	\$3.62	\$3.50
панъронацон	Cost per ric	Cost per rider		\$1,088	\$982
Very low	Low	Comparab	le Hic	yh V	ery high

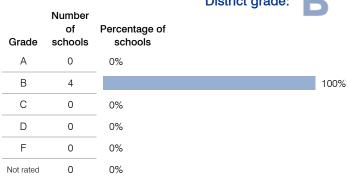
Per-pupil spending by operational area

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

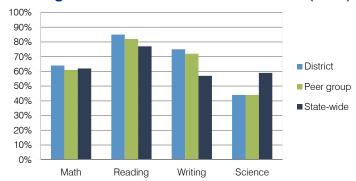
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Current financial and internal control status

Overall financial stress level: Moderate

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	3.3%, Increasing
Years of capital reserve held	1 to 3 years

Stress level		
Low	Moderate	High

Marginally compliant

State of Arizona

page 20 FY2012

Aguila Elementary School District

Maricopa County

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

Legislative district(s): 13

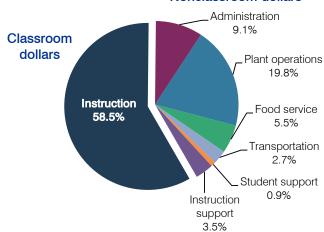
District size / location: Students attending: Number of schools: Very small, Rural 140

140

OPERATIONAL EFFICIENCY

Spending by operational area





5-year spending trend

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

Cost measures relative to peer averages

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

Per-pupil spending by operational area

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

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

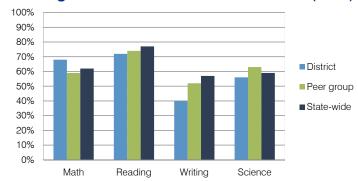
ADE-reported district and school letter grades

District grade:



	Number		Diotriot grade.	2
Grade	of schools	Percentage of schools		
Α	0	0%		
В	1			100%
С	0	0%		
D	0	0%		
F	0	0%		
Not rated	0	0%		
		-		

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

sessment Steady
Steady
ng and capital
lection held
Decreasing
than 1 year
ompliant

Moderate

Office of the Auditor General

Ajo Unified School District

Pima County

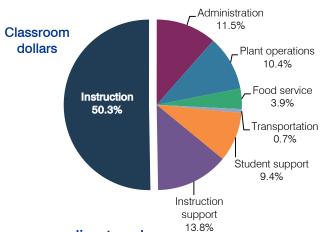
Efficiency peer groups 6 and T-9, Achievement peer group 8 Legislative district(s): 4

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

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

Operational		•		Peer	State
area	Measure		District	average	average
	Cost per pupil		\$1,131	\$1,487	\$736
Administration	Students per administrator		47	43	66
Plant	Cost per so	Cost per square foot \$4.15		\$5.04	\$6.09
operations	Square footage per student		247	299	152
Food service	Cost per meal equivalent		\$3.02	\$3.19	\$2.47
Transportation	Cost per mile		\$2.09	\$2.47	\$3.50
Transportation	Cost per ric	der	\$586	\$704	\$982
Very low	Low Comparab		le Hio	ah V	erv hiah

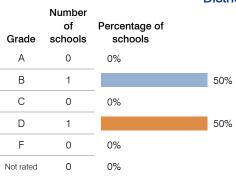
Per-pupil spending by operational area

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

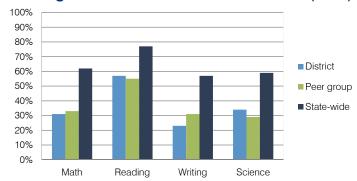
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stres	s level:	Low	
Measure: 2010 through 2	2012		Assessment
Number of students attend	ling		Steady
Spending exceeded opera	ting/capital bu	ıdgets	No overspending
Spending increase election results			No election held
Operating reserve percenta	age (max. 4%)	, trend	3.4%, Varying
Years of capital reserve hel	d		1 to 3 years
Current financial and internal control status			Compliant
Stress level			
Low	Modera	ate	High

Alhambra Elementary School District

Maricopa County
Efficiency peer groups 7 and T-1, Achievement peer group 16
Legislative district(s): 29 and 30

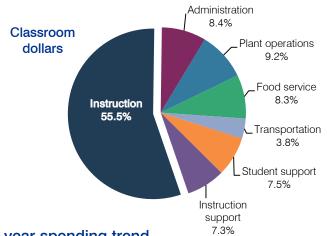
District size / location: Students attending: Number of schools: Large, City 13,309 15

OPERATIONAL EFFICIENCY

MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure		District	Peer average	State average
	Cost per p	upil	\$608	\$695	\$736
Administration	Students per administrator		68	67	66
Plant	Cost per s	quare foot	\$5.74	\$6.05	\$6.09
operations	Square footage per student		116	131	152
Food service	Cost per meal equivalent		\$2.79	\$2.41	\$2.47
Transportation	Cost per mile		\$7.09	\$5.69	\$3.50
Панъронацон	Cost per rider		\$830	\$569	\$982
Very low	Low	Comparable	e Hig	gh V	ery high

Per-pupil spending by operational area

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

ADE-reported district and school letter grades

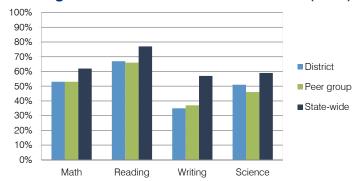
STUDENT ACHIEVEMENT, TEACHER

District grade:



Grade	Number of schools	Percentage of schools
Α	2	13%
В	4	27%
С	4	27%
D	4	27%
F	0	0%
Not rated	1	6%

Percentage of students who met state standards (AIMS)



Student and teacher measures

	Peer	State
District	average	average
95%	95%	94%
N/A	N/A	N/A
47%	49%	25%
23.9	18.3	18.1
\$62,649	\$45,716	\$45,193
\$2,571	\$2,541	\$3,195
9.4	9.3	11.0
19%	23%	16%
	95% N/A 47% 23.9 \$62,649 \$2,571 9.4	District average 95% 95% N/A N/A 47% 49% 23.9 18.3 \$62,649 \$45,716 \$2,571 \$2,541 9.4 9.3

Financial stress assessment

Overall financial stress	s level:	Low	
Measure: 2010 through 20	012		Assessment
Number of students attendi	ng		Concentrated decrease
Spending exceeded operati	ng/capita	l budgets	No overspending
Spending increase election	results		Voter-approved
Operating reserve percenta	ge (max.	4%), trend	2.5%, Varying
Years of capital reserve held			More than 3 years
Current financial and internal control status			Compliant
Stress level			
Low	Mod	lerate	High

Office of the Auditor General

Alpine Elementary School District

Apache County

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

District size / location: Students attending: Very small, Rural

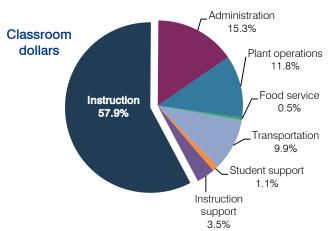
55 1

Number of schools:

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

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

Per-pupil spending by operational area

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

STUDENT ACHIEVEMENT, TEACHER **MEASURES, AND FINANCIAL ASSESSMENT**

ADE-reported district and school letter grades

District grade:

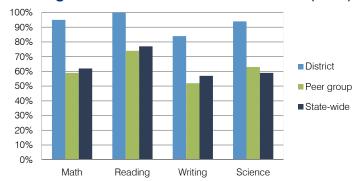


Door

State

Grade	Number of schools	Percentage of schools	•	
Α	1			100%
В	0	0%		
С	0	0%		
D	0	0%		
F	0	0%		
Not rated	0	0%		

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stre Measure: 2010 through		Assessment
Number of students atter		Small school adjustment
Spending exceeded oper	rating/capital budgets	No overspending
Spending increase election	No election held	
Operating reserve percer	4.0%, Steady	
Years of capital reserve h	More than 3 years	
Current financial and inte	Not assessed	
Stress level		
Low	Moderate	High

State of Arizona

Altar Valley Elementary School District

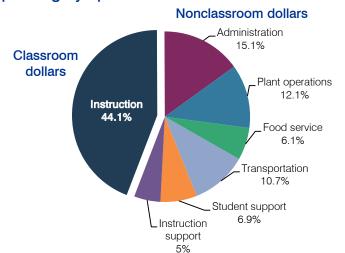
Pima County

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

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

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational				Peer	State
area	Measure		District	average	average
	Cost per pupi	l l	\$1,338	\$951	\$736
Administration	Students per administrator		46	61	66
Plant	Cost per square foot		\$7.97	\$6.40	\$6.09
operations	Square footage per student		134	142	152
Food service	Cost per mea equivalent	I	\$2.57	\$2.49	\$2.47
Transportation	Cost per mile		\$1.91	\$2.26	\$3.50
Transportation	Cost per rider		\$680	\$935	\$982
Very low	Low C	omparable	Hig	gh V	ery high

Per-pupil spending by operational area

				inational
District		average	average	average
2011	2012	2012	2012	2010
\$10,642	\$8,864	\$7,482	\$7,475	\$10,652
4,437	3,906	3,712	4,053	6,526
6,205	4,958	3,770	3,422	4,126
1,545	1,338	951	736	1,139
1,453	1,069	881	928	1,012
551	540	512	382	405
1,318	952	498	362	443
774	611	429	578	592
564	448	499	436	535
	2011 \$10,642 4,437 6,205 1,545 1,453 551 1,318 774	2011 2012 \$10,642 \$8,864 4,437 3,906 6,205 4,958 1,545 1,338 1,453 1,069 551 540 1,318 952 774 611	2011 2012 2012 \$10,642 \$8,864 \$7,482 4,437 3,906 3,712 6,205 4,958 3,770 1,545 1,338 951 1,453 1,069 881 551 540 512 1,318 952 498 774 611 429	2011 2012 2012 2012 \$10,642 \$8,864 \$7,482 \$7,475 4,437 3,906 3,712 4,053 6,205 4,958 3,770 3,422 1,545 1,338 951 736 1,453 1,069 881 928 551 540 512 382 1,318 952 498 362 774 611 429 578

STUDENT ACHIEVEMENT, TEACHER **MEASURES, AND FINANCIAL ASSESSMENT**

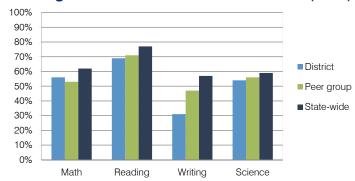
ADE-reported district and school letter grades

District grade:



Grade	of schools	Percentage of schools	
Α	0	0%	
В	2		100%
С	0	0%	
D	0	0%	
F	0	0%	
Not rated	0	0%	
		_	

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

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

Office of the Auditor General

Amphitheater Unified School District

Pima County

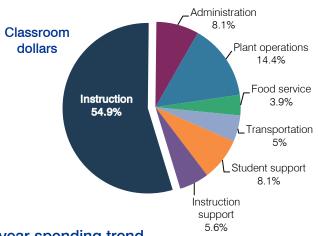
Efficiency peer groups 2 and T-4, Achievement peer group 3 Legislative district(s): 3, 9 and 11

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

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure		District	Peer average	State average
	Cost per p	ıpil	\$637	\$636	\$736
Administration	Students per administrator		55	68	66
Plant	Cost per square foot		\$6.23	\$6.49	\$6.09
operations	Square footage per student		181	144	152
Food service	Cost per m equivalent	eal	\$2.50	\$2.34	\$2.47
Transportation	Cost per mile		\$2.99	\$3.62	\$3.50
Cost per rider		\$864	\$1,088	\$982	
Very low	Low	Comparab	le Hiç	gh V	ery high

Per-pupil spending by operational area

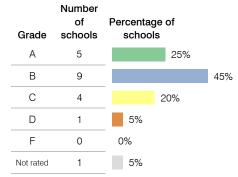
			Peer	State	National
	District		average	average	average
	2011	2012	2012	2012	2010
Total	\$7,766	\$7,830	\$6,835	\$7,475	\$10,652
Classroom dollars	4,375	4,300	3,705	4,053	6,526
Nonclassroom dollars:	3,391	3,530	3,130	3,422	4,126
Administration	615	637	636	736	1,139
Plant operations	1,072	1,125	929	928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

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

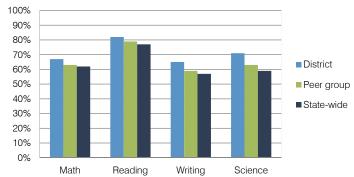
ADE-reported district and school letter grades

District grade:





Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stre	ss level: Low					
Measure: 2010 through 2012 Assessment						
Number of students atten	ding	Large decrease				
Spending exceeded oper	No overspending					
Spending increase election	No election held					
Operating reserve percen	tage (max. 4%), trend	3.2%, Decreasing				
Years of capital reserve h	eld	More than 3 years				
Current financial and inter	nal control status	Compliant				
Stress level						
Low	Moderate	High				

Antelope Union High School District

Yuma County

Efficiency peer groups 6 and T-12, Achievement peer group 11 Legislative district(s): 4 and 13

District size / location: Students attending: Number of schools:

Number

of

schools

0

1

0

0

0

Grade

В

С

D

F

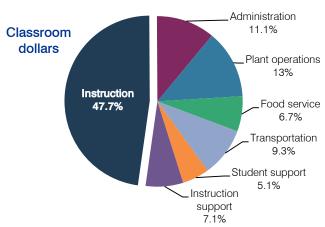
Not rated

Small, Rural 291

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

Operational				Peer	State
area	Measure		District	average	average
	Cost per p	upil	\$1,176	\$1,487	\$736
Administration	Students per administrator		61	43	66
Plant	Cost per square foot		\$3.66	\$5.04	\$6.09
operations	Square footage per student		375	299	152
Food service	Cost per m equivalent	neal	\$4.05	\$3.19	\$2.47
Transportation	Cost per mile		\$1.45	\$2.02	\$3.50
Transportation	Cost per rider		\$995	\$1,181	\$982
Very low	Low	Comparabl	e Hiç	gh V	ery high

Per-pupil spending by operational area

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

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

Percentage of

schools

0%

0%

0%

0%

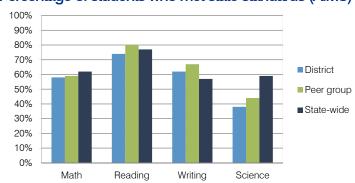
0%





100%

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress le	evel: Low	
Measure: 2010 through 2012	}	Assessment
Number of students attending		Moderate decrease
Spending exceeded operating/	capital budgets	No overspending
Spending increase election res	ults	No election held
Operating reserve percentage	(max. 4%), trend	3.9%, Steady
Years of capital reserve held		1 to 3 years
Current financial and internal co	ontrol status	Compliant
Stress level		
Low	Moderate	High

Office of the Auditor General

Apache Elementary School District

Cochise County

Efficiency peer groups 11 and T-13, Achievement peer group 19 Legislative district(s): 14

District size / location: Students attending:

0%

0%

Number

of

schools

1

0

0

0

0

Grade

В

С

D

F

Not rated

Very small, Rural

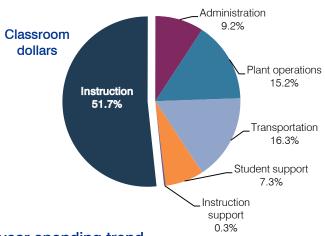
10 1

Number of schools:

OPERATIONAL EFFICIENCY

Spending by operational area





5-year spending trend

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

Cost measures relative to peer averages

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

Per-pupil spending by operational area

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

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:

	District grade:	D
Percentage of schools		
0%		
		100%
0%		
0%		

Percentage of students who met state standards (AIMS)

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

Student and teacher measures

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

Financial stress assessment

Overall financial stress leve	l: Low	
Measure: 2010 through 2012		Assessment
Number of students attending		Small school adjustment
Spending exceeded operating/cap	ital budgets	No overspending
Spending increase election results		No election held
Operating reserve percentage (ma	x. 4%), trend	4.0%, Steady
Years of capital reserve held		More than 3 years
Current financial and internal contr	ol status	Not assessed
Stress level		
Low	oderate	High

Apache Junction Unified School District

Pinal County

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

Legislative district(s): 8 and 16

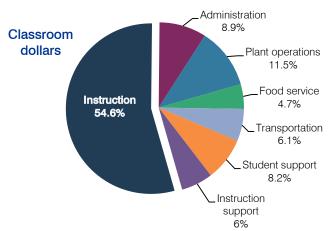
District size / location: Medium-Large, Suburb Students attending: 6

Number of schools:

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

Operational			Peer	State
area	Measure	District	average	average
	Cost per pupil	\$639	\$736	\$736
Administration	Students per administrator	67	7 71	66
Plant	Cost per square foo	\$5.79	\$5.88	\$6.09
operations	Square footage per student	142	158	152
Food service	Cost per meal equivalent	\$2.61	\$2.74	\$2.47
Transportation	Cost per mile	\$3.54	\$3.80	\$3.50
Transportation	Cost per rider	\$932	\$940	\$982
Very low	Low Compar	able F	ligh \	ery high

Per-pupil spending by operational area

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

MEASURES, AND FINANCIAL ASSESSMENT

STUDENT ACHIEVEMENT, TEACHER

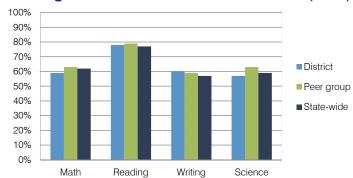
ADE-reported district and school letter grades





	Number			 9.000.	
Grade	of schools	Percentage of schools			
Α	0	0%			
В	2		33%		
С	4			67%	
D	0	0%			
F	0	0%			
Not rated	0	0%			
		-			

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment Overall financial stress level:

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

Stress level		
Low	Moderate	High

Office of the Auditor General

Arlington Elementary School District

Maricopa County

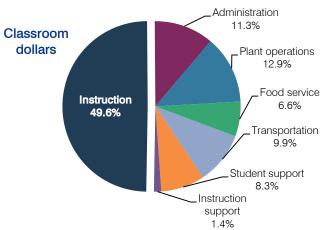
Efficiency peer groups 10 and T-11, Achievement peer group 22 Legislative district(s): 4 and 13

District size / location: Small, Rural Students attending: 267 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	·	District	Peer average	State average
	Cost per pu	ıpil	\$1,091	\$1,168	\$736
Administration	Students per administrator		56	54	66
Plant	Cost per square foot		\$9.03	\$7.54	\$6.09
operations	Square footage per student		137	139	152
Food service	Cost per meal equivalent		\$2.91	\$2.69	\$2.47
Transportation	Cost per mile		\$2.02	\$2.21	\$3.50
Transportation	Cost per rider		\$1,021	\$978	\$982
Very low	Low	Comparab	le Hio	ah V	erv hiah

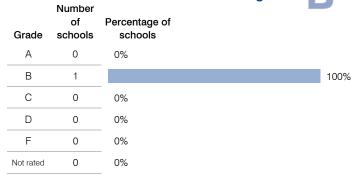
Per-pupil spending by operational area

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

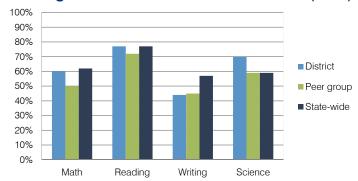
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stre	ess level: Low				
Measure: 2010 through	2012	Assessment			
Number of students atten	ding	Steady			
Spending exceeded oper	ating/capital budgets	No overspending			
Spending increase election	on results	Voter-approved			
Operating reserve percen	tage (max. 4%), trend	1.6%, Decreasing			
Years of capital reserve he	eld	More than 3 years			
Current financial and inter	nal control status	Compliant			
Stress level					
Low	Moderate	High			

State of **Arizona**

page 30 FY2012

Ash Creek Elementary School District

Cochise County

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

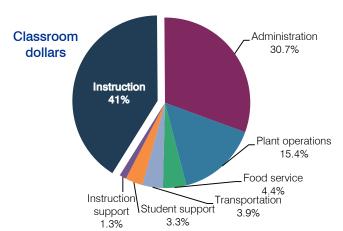
District size / location: Students attending: Number of schools: Very small, Rural

27

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

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

Per-pupil spending by operational area

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

STUDENT ACHIEVEMENT, TEACHER **MEASURES, AND FINANCIAL ASSESSMENT**

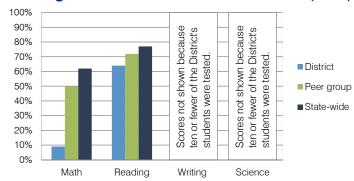
ADE-reported district and school letter grades

District grade:



Grade	Number of schools	Percentage of schools	g	
Α	0	0%		
В	0	0%		
С	0	0%		
D	1			100%
F	0	0%		
Not rated	0	0%		

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stre	ess level: Low	
Measure: 2010 through	2012	Assessment
Number of students atter	nding	Small school adjustment
Spending exceeded oper	rating/capital budgets	No overspending
Spending increase election	on results	No election held
Operating reserve percer	ntage (max. 4%), trend	4.0%, Steady
Years of capital reserve h	eld	More than 3 years
Current financial and inte	rnal control status	Not assessed
Stress level		
Low	Moderate	High

Office of the Auditor General

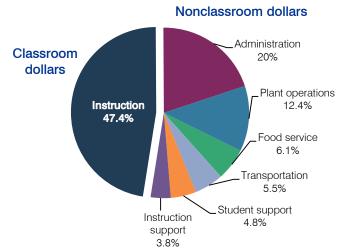
Ash Fork Joint Unified School District

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

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

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

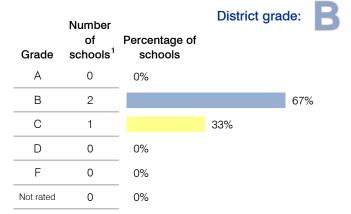
Operational			District	Peer	State
area	Measure		District	average	average
	Cost per p	upil	\$2,382	\$1,487	\$736
Administration	Students per administrator		33	43	66
Plant	Cost per square foot		\$6.89	\$5.04	\$6.09
operations	Square footage per student		215	299	152
Food service	Cost per meal equivalent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

Per-pupil spending by operational area

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

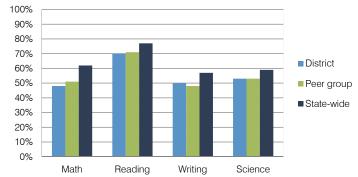
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades



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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Ctoto

Financial stress assessment

Overall financial stre	ess level:	Low	
Measure: 2010 through	2012		Assessment
Number of students atter	iding		Small school adjustment
Spending exceeded oper	ating/capital	budgets	No overspending
Spending increase election	Spending increase election results		
Operating reserve percer	ntage (max. 4	%), trend	4.0%, Steady
Years of capital reserve h	ars of capital reserve held		More than 3 years
Current financial and internal control status		Compliant	
Stress level			
Low	Mode	erate	High

Avondale Elementary School District

Maricopa County

Efficiency peer groups 8 and T-2, Achievement peer group 14 Legislative district(s): 4, 13 and 19

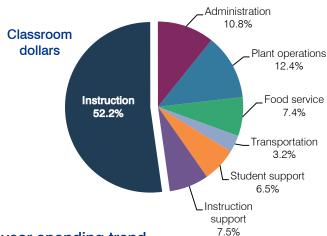
District size / location: Medium-Large, Suburb Students attending: 5,390

Number of schools: 8

OPERATIONAL EFFICIENCY

Spending by operational area





5-year spending trend

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

Cost measures relative to peer averages

Operational				Peer	State
area	Measure		District	average	average
	Cost per pu	ıpil	\$717	\$796	\$736
Administration	Students pe administrat		75	75	66
Plant	Cost per so	quare foot	\$6.03	\$6.25	\$6.09
operations	Square footage per student		135	131	152
Food service	Cost per m equivalent	eal	\$2.47	\$2.45	\$2.47
Transportation	Cost per mile		\$3.51	\$4.84	\$3.50
Transportation	Cost per ric	der	\$650	\$844	\$982
Very low	Low	Comparable	e Hig	gh V	ery high

Per-pupil spending by operational area

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

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

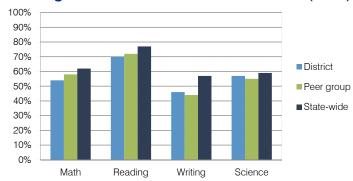
ADE-reported district and school letter grades





Grade	Number of schools	Percentage of schools	
Α	0	0%	
В	4		50%
С	2	25	5%
D	2	25	5%
F	0	0%	
Not rated	0	0%	

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: Moderate

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

Moderate

Office of the Auditor General

Baboquivari Unified School District

Pima County

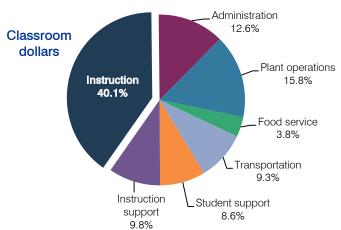
Efficiency peer groups 5 and T-10, Achievement peer group 8 Legislative district(s): 4

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

OPERATIONAL EFFICIENCY

Spending by operational area





5-year spending trend

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

Cost measures relative to peer averages

				_	
Operational area	Measure		District	Peer average	State average
	Cost per p	upil	\$1,891	\$1,074	\$736
Administration	Students per administrator		36	56	66
Plant	Cost per square foot		\$7.09	\$4.82	\$6.09
operations	Square foo student	Square footage per student		250	152
Food service	Cost per meal equivalent		\$3.08	\$2.97	\$2.47
Transportation	Cost per mile		\$3.25	\$2.26	\$3.50
панѕронацоп	Cost per rider		\$1,295	\$935	\$982
Very low	Low	Comparab	le Hic	yh V	ery high

Per-pupil spending by operational area

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

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades



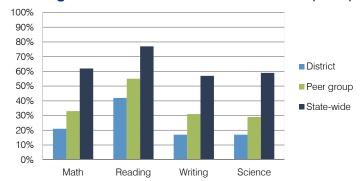


State

3

	Number of	Percentage of	2101110	· g.uuo.	L
Grade	schools	schools			
Α	0	0%			
В	0	0%			
С	0	0%			
D	2			67%	
F	1		33%		
Not rated	0	0%			

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall	financial	stress	level:	Moderate

Measure: 2010 through 2	Assessment	
Number of students attend	ling	Increase
Spending exceeded opera	ting/capital budgets	Capital only
Spending increase election	No election held	
Operating reserve percenta	3.5%, Varying	
Years of capital reserve he	More than 3 years	
Current financial and intern	Noncompliant	
Stress level		
Low	Moderate	High

State of Arizona

page 34 FY2012

Bagdad Unified School District

Yavapai County

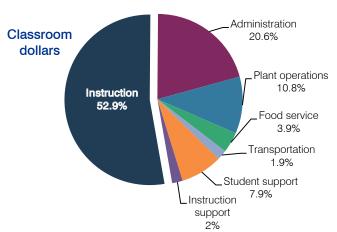
Efficiency peer groups 6 and T-8, Achievement peer group 4 Legislative district(s): 1

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

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	•	District	Peer average	State
area	Measure	,	DISTRICT	average	average
	Cost per p	oupil	\$1,940	\$1,487	\$736
Administration	Students p administra		37	43	66
Plant	Cost per square foot		\$4.26	\$5.04	\$6.09
operations	Square footage per student		239	299	152
Food service	Cost per meal equivalent		\$4.25	\$3.19	\$2.47
Transportation	Cost per mile		\$1.87	\$2.87	\$3.50
Transportation	Cost per rider		\$506	\$726	\$982
Very low	Low	Comparab	le Hiç	gh V	ery high

Per-pupil spending by operational area

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

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

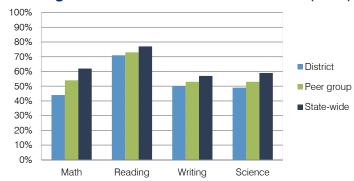
ADE-reported district and school letter grades





Grade	Number of schools	Percentage of schools
Α	0	0%
В	0	0%
С	2	
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: Moderate

Assessment
Steady
Capital only
Voter-approved
3.2%, Decreasing
1 to 3 years
Marginally compliant

Moderate

Office of the Auditor General

Balsz Elementary School District

Maricopa County

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

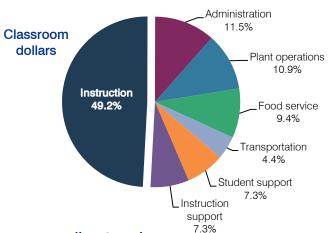
Legislative district(s): 24 and 27

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

OPERATIONAL EFFICIENCY

Spending by operational area





5-year spending trend

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

Cost measures relative to peer averages

				_	
Operational area	Measure		District	Peer average	State average
	Cost per pi	upil	\$884	\$796	\$736
Administration	Students per administrator		75	75	66
Plant	Cost per square foot		\$4.96	\$6.25	\$6.09
operations	Square footage per student		168	131	152
Food service	Cost per meal equivalent		\$2.38	\$2.45	\$2.47
Transportation	Cost per m	ile	\$4.42	\$4.84	\$3.50
Transportation	Cost per rider		\$900	\$844	\$982
Very low	Low	Comparab	le Hic	yh V	ery high

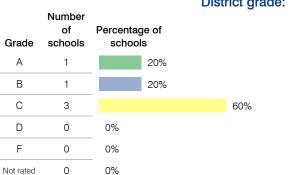
Per-pupil spending by operational area

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

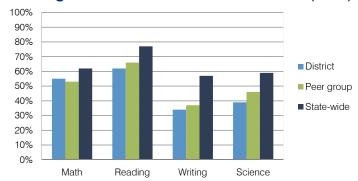
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stre	ess level: 1	Moderate	
Measure: 2010 through	2012		Assessment
Number of students atten	ıding		Moderate decrease
Spending exceeded oper	ating/capital b	oudgets	No overspending
Spending increase election	on results		Voter-approved
Operating reserve percen	ntage (max. 4%	6), trend	2.8%, Varying
Years of capital reserve h	eld		1 to 3 years
Current financial and inter	rnal control sta	atus	Compliant
Stress level			
Low	Moder	rate	High

Beaver Creek Elementary School District

Yavapai County

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

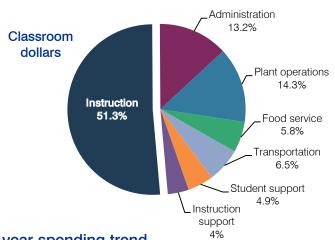
Legislative district(s): 1 and 6

District size / location: Students attending: Number of schools: Small, Rural 318

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

Operational				Peer	State
area	Measure		District	average	average
	Cost per pu	ıpil	\$983	\$1,168	\$736
Administration	Students po		45	54	66
Plant	Cost per square foot		\$6.56	\$7.54	\$6.09
operations	Square footage per student		162	139	152
Food service	Cost per meal equivalent		\$2.14	\$2.69	\$2.47
Transportation	Cost per mile		\$2.48	\$2.87	\$3.50
Transportation	Cost per rider		\$605	\$726	\$982
Very low	Low	Comparab	le Hiç	gh V	ery high

Per-pupil spending by operational area

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

STUDENT ACHIEVEMENT, TEACHER **MEASURES, AND FINANCIAL ASSESSMENT**

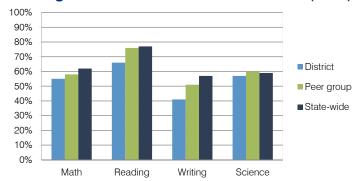
ADE-reported district and school letter grades





Grade	Number of schools	Percentage of schools	
Α	0	0%	
В	0	0%	
С	1		
D	0	0%	
F	0	0%	
Not rated	0	0%	
		-	

Percentage of students who met state standards (AIMS)



Student and teacher measures

	Peer	State
District	average	average
94%	94%	94%
N/A	N/A	N/A
21%	20%	25%
15.6	12.5	18.1
\$37,020	\$42,582	\$45,193
\$4,019	\$2,451	\$3,195
11.7	13.9	11.0
17%	11%	16%
	94% N/A 21% 15.6 \$37,020 \$4,019 11.7	District average 94% 94% N/A N/A 21% 20% 15.6 12.5 \$37,020 \$42,582 \$4,019 \$2,451 11.7 13.9

Financial stress assessment

Overall financial stre	ess level: Low	
Measure: 2010 through	2012	Assessment
Number of students atter	nding	Moderate decrease
Spending exceeded ope	rating/capital budgets	No overspending
Spending increase election	on results	No election held
Operating reserve percer	ntage (max. 4%), trend	3.2%, Varying
Years of capital reserve h	neld	1 to 3 years
Current financial and inte	Compliant	
Stress level		
Low	Moderate	High

Office of the Auditor General

Benson Unified School District

Cochise County

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

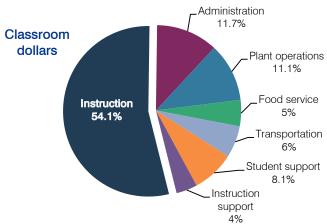
Legislative district(s): 14

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

OPERATIONAL EFFICIENCY

Spending by operational area





5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure		District	Peer average	State average
	Cost per pi	upil	\$898	\$1,074	\$736
Administration	Students per administrator		50	56	66
Plant	Cost per so	quare foot	\$5.00	\$4.82	\$6.09
operations	Square footage per student		172	250	152
Food service	Cost per meal equivalent		\$2.56	\$2.97	\$2.47
Transportation	Cost per mile		\$2.96	\$2.87	\$3.50
Transportation Cost per rider		\$781	\$726	\$982	
Very low	Low Comparable		le Hic	yh V	erv hiah

Per-pupil spending by operational area

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

STUDENT ACHIEVEMENT, TEACHER **MEASURES, AND FINANCIAL ASSESSMENT**

ADE-reported district and school letter grades

District grade:

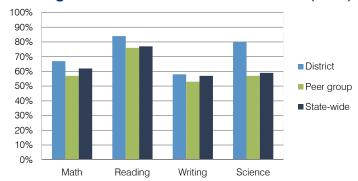


Door

State

Grade	Number of schools	Percentage schools	of	
Α	1		25%	
В	2			50%
С	0	0%		
D	0	0%		
F	0	0%		
Not rated	1		25%	
		-		

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stre	ss level:	Low	
Measure: 2010 through	2012		Assessment
Number of students attended	ding		Increase
Spending exceeded opera	ating/capital bu	dgets	No overspending
Spending increase electio	n results		Voter-approved
Operating reserve percent	age (max. 4%)	, trend	1.5%, Varying
Years of capital reserve he	eld		1 to 3 years
Current financial and internal control status			Compliant
Stress level			
Low	Modera	te	High

Bicentennial Union High School District

La Paz County

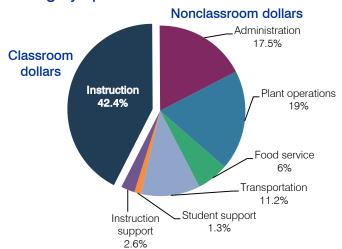
Efficiency peer groups 11 and T-13, Achievement peer group 12 Legislative district(s): 5

District size / location: Students attending: Number of schools:

Very small, Rural 136

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

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

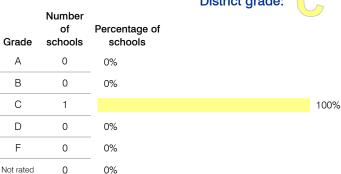
Per-pupil spending by operational area

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

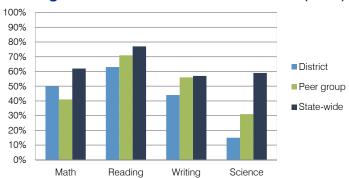
STUDENT ACHIEVEMENT, TEACHER **MEASURES, AND FINANCIAL ASSESSMENT**

ADE-reported district and school letter grades





Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall	financial	etrace	امیرما.	Moderate
Overan	III Iai Iulai	อแซออ	ievei.	Moderate

Measure: 2010 through	2012	Assessment
Number of students atten	ding	Increase
Spending exceeded oper	ating/capital budgets	Capital only
Spending increase election	No election held	
Operating reserve percen	3.8%, Increasing	
Years of capital reserve he	1 to 3 years	
Current financial and inter	Compliant	
Stress level		
Low	Moderate	High

Office of the Auditor General

Bisbee Unified School District

Cochise County

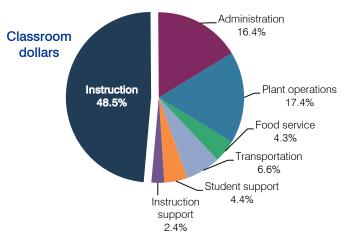
Efficiency peer groups 5 and T-12, Achievement peer group 7 Legislative district(s): 14

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

OPERATIONAL EFFICIENCY

Spending by operational area





5-year spending trend

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

Cost measures relative to peer averages

				_	
Operational area	Measure		District	Peer average	State average
	Cost per p	upil	\$1,298	\$1,074	\$736
Administration	Students p administrat		56	56	66
Plant	Cost per square foot		\$5.69	\$4.82	\$6.09
operations	Square foo student	tage per	243	250	152
Food service	Cost per meal equivalent		\$3.23	\$2.97	\$2.47
Transportation	Cost per mile		\$3.53	\$2.02	\$3.50
Панъронацон	Cost per rider		\$1,867	\$1,181	\$982
Very low	Low	Comparab	le Hic	yh V	ery high

Per-pupil spending by operational area

		Peer	State	National
Distr	rict	average	average	average
2011	2012	2012	2012	2010
\$7,901	\$7,921	\$8,416	\$7,475	\$10,652
3,781	3,840	4,202	4,053	6,526
4,120	4,081	4,214	3,422	4,126
1,255	1,298	1,074	736	1,139
1,432	1,383	1,179	928	1,012
356	343	412	382	405
459	520	536	362	443
427	350	619	578	592
191	187	394	436	535
	2011 \$7,901 3,781 4,120 1,255 1,432 356 459 427	\$7,901 \$7,921 3,781 3,840 4,120 4,081 1,255 1,298 1,432 1,383 356 343 459 520 427 350	District average 2011 2012 2012 \$7,901 \$7,921 \$8,416 3,781 3,840 4,202 4,120 4,081 4,214 1,255 1,298 1,074 1,432 1,383 1,179 356 343 412 459 520 536 427 350 619	District average average 2011 2012 2012 2012 \$7,901 \$7,921 \$8,416 \$7,475 3,781 3,840 4,202 4,053 4,120 4,081 4,214 3,422 1,255 1,298 1,074 736 1,432 1,383 1,179 928 356 343 412 382 459 520 536 362 427 350 619 578

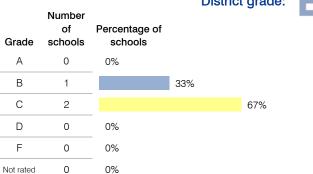
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

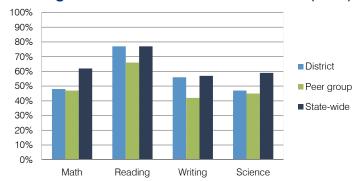
District grade:

Door

State



Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stre	ss level: Moderate)
Measure: 2010 through	2012	Assessment
Number of students atten	ding	Moderate decrease
Spending exceeded oper	No overspending	
Spending increase election	Voter-approved	
Operating reserve percen	tage (max. 4%), trend	3.9%, Steady
Years of capital reserve h	eld	1 to 3 years
Current financial and inter	nal control status	Marginally compliant
Stress level		
Low	Moderate	Lligh

State of **Arizona**

page 40 FY2012

Blue Elementary School District

Greenlee County

Efficiency peer group 11, Achievement peer group 17

Legislative district(s): 14

District size / location: Students attending: Number of schools:

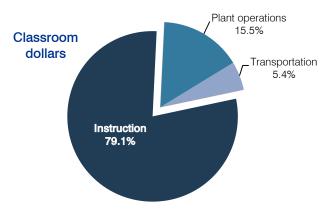
Very small, Rural

5 1

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

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

Per-pupil spending by operational area

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

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:

	Monales		District grade.	
Grade	Number of schools	Percentage of schools		
Α	1			100%
В	0	0%		
С	0	0%		
D	0	0%		
F	0	0%		
Not rated	0	0%		
		-		

Percentage of students who met state standards (AIMS)

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

Student and teacher measures

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

Financial stress assessment

Overall financial stress level:	Moderate
---------------------------------	----------

Measure: 2010 through 2012		Assessment	
Number of students attending		Small school adjustment	
Spending exceeded operating/c	apital budgets	Operating only	
Spending increase election resu	No election held		
Operating reserve percentage (r	2.7%, Increasing		
Years of capital reserve held		More than 3 years	
Current financial and internal co	ntrol status	Not assessed	
Stress level			
Low	Moderate	Hiah	

Office of the Auditor General

Blue Ridge Unified School District

Navajo County

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

District size / location: Students attending:

Medium-Large, Town

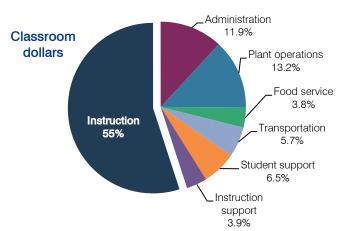
2,297 4

Number of schools:

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

				_	
Operational area	Measure		District	Peer average	State average
	Cost per p	upil	\$808	\$748	\$736
Administration	Students p administrat		79	66	66
Plant	Cost per square foot		\$4.10	\$5.53	\$6.09
operations Square foota student		tage per	218	173	152
Food service	Cost per meal equivalent		\$3.08	\$2.56	\$2.47
Transportation	Cost per mile		\$2.84	\$2.47	\$3.50
Панъронацон	Cost per rider		\$952	\$704	\$982
Very low	Low	Comparab	le Hic	yh V	ery high

Per-pupil spending by operational area

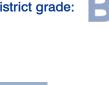
			Peer	State	National
	Dist	rict	average	average	average
	2011	2012	2012	2012	2010
Total	\$6,816	\$6,786	\$7,007	\$7,475	\$10,652
Classroom dollars	3,819	3,733	3,682	4,053	6,526
Nonclassroom dollars:	2,997	3,053	3,325	3,422	4,126
Administration	787	808	748	736	1,139
Plant operations	869	893	933	928	1,012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

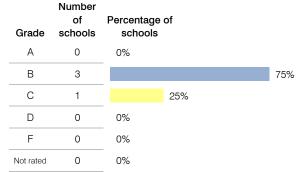
MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

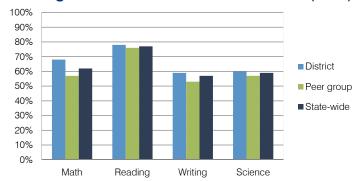
STUDENT ACHIEVEMENT, TEACHER

District grade:





Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stre	ess level: High	
Measure: 2010 through	2012	Assessment
Number of students atter	nding	Concentrated decrease
Spending exceeded ope	rating/capital budgets	Capital only
Spending increase electi	on results	No election held
Operating reserve percer	ntage (max. 4%), trend	1.9%, Varying
Years of capital reserve h	neld	1 to 3 years
Current financial and inte	rnal control status	Compliant
Stress level		
Low	Moderate	High

Bonita Elementary School District

Graham County

Efficiency peer groups 11 and T-13, Achievement peer group 18 Legislative district(s): 14

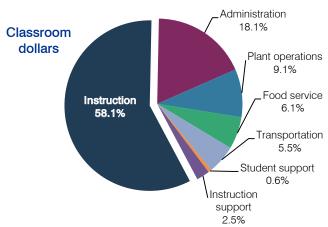
District size / location: Students attending: Number of schools: Very small, Rural 100

100

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

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

Per-pupil spending by operational area

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

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

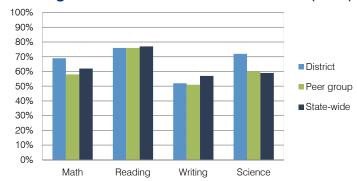
ADE-reported district and school letter grades

District grade:



	Number		
Grade	of schools	Percentage of schools	
Α	0	0%	
В	1		100%
С	0	0%	
D	0	0%	
F	0	0%	
Not rated	0	0%	

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stre	ess level:	Low	
Measure: 2010 through	2012		Assessment
Number of students atter	nding		Small school adjustment
Spending exceeded ope	rating/capita	l budgets	No overspending
Spending increase election	on results		No election held
Operating reserve percer	ntage (max. 4	4%), trend	4.0%, Steady
Years of capital reserve h	eld		More than 3 years
Current financial and inte	rnal control s	status	Compliant
Stress level			
Low	Mod	erate	High

Office of the Auditor General

Bouse Elementary School District

La Paz County

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

District size / location: Students attending:

Number of schools:

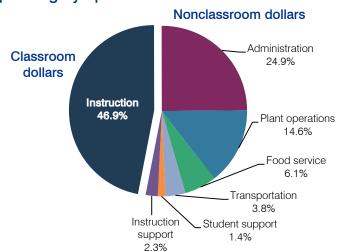
Very small, Rural

39

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

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

Per-pupil spending by operational area

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

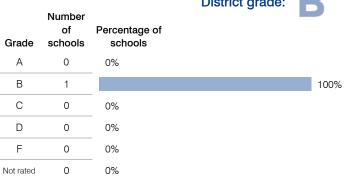
STUDENT ACHIEVEMENT, TEACHER **MEASURES, AND FINANCIAL ASSESSMENT**

ADE-reported district and school letter grades

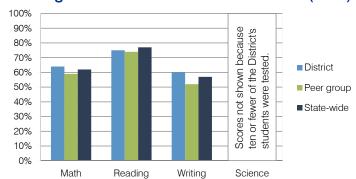
District grade:

Door

State



Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stre	ss level:	Low		
Measure: 2010 through	2012		Assessment	
Number of students atter	ding		Small school adjustment	
Spending exceeded oper	ating/capital	budgets	No overspending	
Spending increase election	on results		No election held	
Operating reserve percer	itage (max. 4	%), trend	4.0%, Steady	
Years of capital reserve h	eld		1 to 3 years	
Current financial and inte	nal control s	tatus	Marginally compliant	
Stress level				
Low	Mode	erate	High	

State of Arizona

Bowie Unified School District

Cochise County

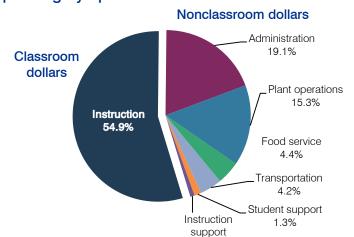
Efficiency peer groups 11 and T-13, Achievement peer group 6 Legislative district(s): 14

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

75 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

0.8%

Cost measures relative to peer averages

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

Per-pupil spending by operational area

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

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

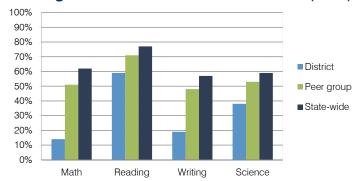
ADE-reported district and school letter grades

District grade:



Grade	Number of schools	Percentage of schools	
Α	0	0%	
В	0	0%	
С	1		50%
D	1		50%
F	0	0%	
Not rated	0	0%	

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress	level:	Low			
Measure: 2010 through 20	12		Assessment		
Number of students attending	ng		Small school adjustment		
Spending exceeded operation	ng/capita	l budgets	Capital only		
Spending increase election i	results		No election held		
Operating reserve percentage	ge (max.	4%), trend	4.0%, Steady		
Years of capital reserve held			More than 3 years		
Current financial and interna	cial and internal control status		Compliant		
Stress level					
Low	Mod	lerate	High		

Office of the Auditor General

Buckeye Elementary School District

Maricopa County

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

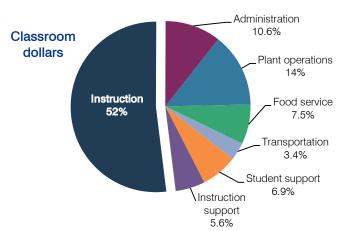
Legislative district(s): 4 and 13

District size / location: Medium-Large, Suburb Students attending: 4,174 Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

				_	
Operational area	Measure		District	Peer average	State average
	Cost per pi	upil	\$640	\$796	\$736
Administration	Students p administrat		95	75	66
Plant	Cost per so	quare foot	\$6.80	\$6.25	\$6.09
operations	Square footage per student		124	131	152
Food service	Cost per m equivalent	Cost per meal equivalent		\$2.45	\$2.47
Transportation Cost per mile		\$3.93	\$4.84	\$3.50	
Transportation	Cost per rider		\$634	\$844	\$982
Very low	Low	Comparab	le Hic	yh V	ery high

Per-pupil spending by operational area

		Peer	State	National
Dist	rict	average	average	average
2011	2012	2012	2012	2010
\$6,574	\$6,054	\$6,968	\$7,475	\$10,652
3,718	3,148	3,582	4,053	6,526
2,856	2,906	3,386	3,422	4,126
725	640	796	736	1,139
781	846	811	928	1,012
424	455	523	382	405
214	214	271	362	443
438	415	522	578	592
274	336	463	436	535
	2011 \$6,574 3,718 2,856 725 781 424 214 438	\$6,574 \$6,054 3,718 3,148 2,856 2,906 725 640 781 846 424 455 214 214 438 415	District average 2011 2012 2012 \$6,574 \$6,054 \$6,968 3,718 3,148 3,582 2,856 2,906 3,386 725 640 796 781 846 811 424 455 523 214 214 271 438 415 522	District average average 2011 2012 2012 \$6,574 \$6,054 \$6,968 \$7,475 3,718 3,148 3,582 4,053 2,856 2,906 3,386 3,422 725 640 796 736 781 846 811 928 424 455 523 382 214 214 271 362 438 415 522 578

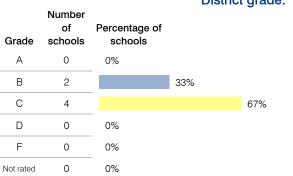
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

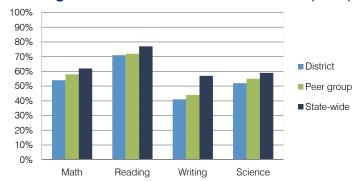


Door

State



Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress	level:	Low				
Measure: 2010 through 20	12		Assessment			
Number of students attending	ıg		Steady			
Spending exceeded operatir	ng/capital	budgets	No overspending			
Spending increase election results			No election held			
Operating reserve percentage	ge (max. 4	%), trend	3.0%, Varying			
Years of capital reserve held			More than 3 years			
Current financial and internal control status		Compliant				
Stress level						
Low	Mode	erate	High			

Buckeye Union High School District

Maricopa County

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

Legislative district(s): 4 and 13

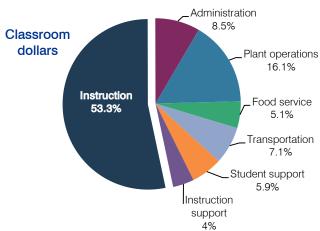
District size / location: Medium-Large, Suburb Students attending: 3,652

Number of schools:

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

Operational				Peer	State
area	Measure		District	average	average
	Cost per pu	pil	\$612	\$736	\$736
Administration	Students per administrator		68	71	66
Plant	Cost per sq	uare foot	\$5.69	\$5.88	\$6.09
operations	Square footage per student		203	158	152
Food service	Cost per me equivalent	eal	\$3.37	\$2.74	\$2.47
Transportation	Cost per mile		\$2.60	\$3.54	\$3.50
Transportation	Cost per rid	er	\$1,176	\$1,372	\$982
Very low	Low	Comparab	le Hiç	gh V	ery high

Per-pupil spending by operational area

		Peer	State	inational
Distr	rict	average	average	average
2011	2012	2012	2012	2010
\$7,389	\$7,174	\$7,033	\$7,475	\$10,652
3,953	3,822	3,759	4,053	6,526
3,436	3,352	3,274	3,422	4,126
621	612	736	736	1,139
1,134	1,156	920	928	1,012
360	367	338	382	405
544	511	426	362	443
397	419	546	578	592
380	287	308	436	535
	2011 \$7,389 3,953 3,436 621 1,134 360 544 397	\$7,389 \$7,174 3,953 3,822 3,436 3,352 621 612 1,134 1,156 360 367 544 511 397 419	District average 2011 2012 2012 \$7,389 \$7,174 \$7,033 3,953 3,822 3,759 3,436 3,352 3,274 621 612 736 1,134 1,156 920 360 367 338 544 511 426 397 419 546	District average average 2011 2012 2012 2012 \$7,389 \$7,174 \$7,033 \$7,475 3,953 3,822 3,759 4,053 3,436 3,352 3,274 3,422 621 612 736 736 1,134 1,156 920 928 360 367 338 382 544 511 426 362 397 419 546 578

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

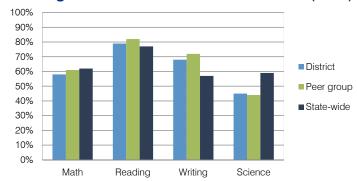
ADE-reported district and school letter grades

District grade:



	Number		Blothot grado.	D
Grade	of schools	Percentage of schools		
Α	0	0%		
В	3			100%
С	0	0%		
D	0	0%		
F	0	0%		
Not rated	0	0%		

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: Moderate

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

Moderate

Office of the Auditor General

Bullhead City Elementary School District

Mohave County

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

District size / location: Students attending:

Medium-Large, Town

3,166 6

Number of schools:

Percentage of

schools

0%

0%

0%

Number

of

schools

0

5

1

0

0

0

Grade

Α

В

С

D

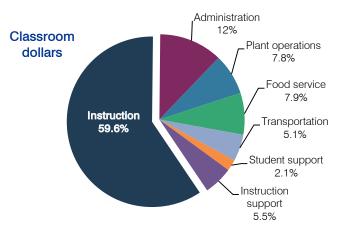
F

Not rated

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure		District	Peer average	State average
	Cost per p	upil	\$848	\$951	\$736
Administration	Students per administrator		82	61	66
Plant	Cost per so	quare foot	\$4.59	\$6.40	\$6.09
operations	Square foo student	tage per	119	142	152
Food service	Cost per m equivalent	Cost per meal equivalent		\$2.49	\$2.47
Transportation Cost per r		iile	\$3.82	\$3.84	\$3.50
Transportation	Cost per ric	der	\$332	\$416	\$982
Very low	Low	Comparab	le Hic	yh V	erv hiah

Per-pupil spending by operational area

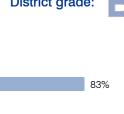
			Peer	State	National
	Distr	District		average	average
	2011	2012	2012	2012	2010
Total	\$7,170	\$7,047	\$7,482	\$7,475	\$10,652
Classroom dollars	4,059	4,200	3,712	4,053	6,526
Nonclassroom dollars:	3,111	2,847	3,770	3,422	4,126
Administration	889	848	951	736	1,139
Plant operations	601	547	881	928	1,012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

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

17%

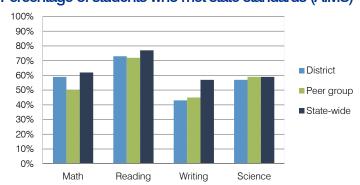
District grade:



Door

State

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stre	ss level:	Low		
Measure: 2010 through	2012		Assessment	
Number of students attended	ding		Steady	
Spending exceeded opera	ating/capital bu	ıdgets	No overspending	
Spending increase election	n results		No election held	
Operating reserve percent	age (max. 4%)	, trend	2.9%, Decreasing	
Years of capital reserve he	eld		1 to 3 years	
Current financial and inter	nal control stat	us	Compliant	
Stress level				
Low	Modera	ate	High	

State of Arizona

Camp Verde Unified School District

Yavapai County

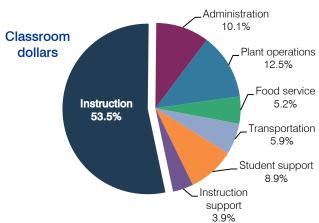
Efficiency peer groups 5 and T-11, Achievement peer group 8 Legislative district(s): 1 and 6

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

OPERATIONAL EFFICIENCY

Spending by operational area





5-year spending trend

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

Cost measures relative to peer averages

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

Per-pupil spending by operational area

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

STUDENT ACHIEVEMENT, TEACHER **MEASURES, AND FINANCIAL ASSESSMENT**

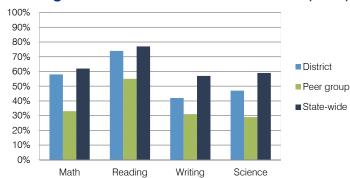
ADE-reported district and school letter grades

District grade:



Grade	Number of schools	Percentage of schools	Biotriot grado.	D
Α	0	0%		
В	0	0%		
С	3			100%
D	0	0%		
F	0	0%		
Not rated	0	0%		

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

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

Moderate

Office of the Auditor General

Canon Elementary School District

Yavapai County

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

District size / location: Students attending: Very Small, Rural

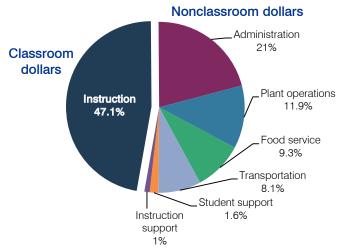
137

1

Number of schools:

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

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

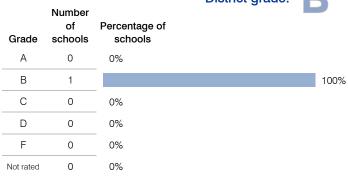
Per-pupil spending by operational area

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

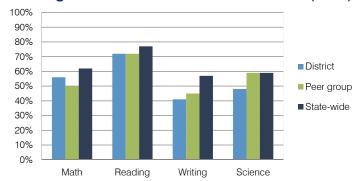
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall	financial	stress	level:	Moderate
Overall	Illianciai	Suess	ievei:	Woderate

Measure: 2010 through		Assessment
Number of students atter	ding	Large decrease
Spending exceeded oper	ating/capital budgets	No overspending
Spending increase election	on results	No election held
Operating reserve percer	tage (max. 4%), trend	2.4%, Varying
Years of capital reserve h	1 to 3 years	
Current financial and inte	rnal control status	Noncompliant
	nar common crarac	, to no o mpilarit
Stress level		
Low	Modorato	High

State of **Arizona**

page 50 FY2012

Cartwright Elementary School District

Maricopa County

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

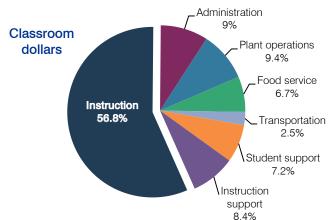
District size / location: Students attending: Number of schools: Large, City 17,152 20

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

Operational	roo roidiivo to po		Peer	State
area	Measure	District	average	average
	Cost per pupil	\$633	\$695	\$736
Administration	Students per administrator	72	67	66
Plant	Cost per square foot	\$5.65	\$6.05	\$6.09
operations	Square footage per student	117	131	152
Food service	Cost per meal equivalent	\$2.35	\$2.41	\$2.47
Transportation	Cost per mile	\$5.87	\$4.84	\$3.50
папъронацоп	Cost per rider	\$1,012	\$844	\$982
Very low	Low Comparab	le Hiç	gh V	ery high

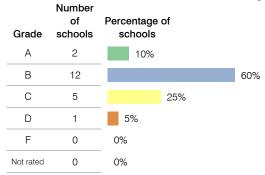
Per-pupil spending by operational area

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

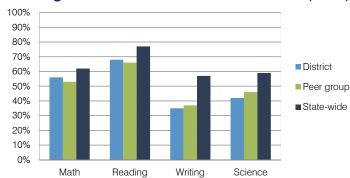
ADE-reported district and school letter grades







Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level:	Moderate

Assessment
Steady
No overspending
Voter-approved
1.9%, Decreasing
1 to 3 years
Marginally compliant
marginary compilarit

Moderate

Office of the Auditor General

Casa Grande Elementary School District

Pinal County

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

District size / location: Medium Students attending: Number of schools:

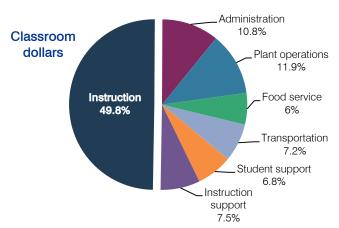
Medium-Large, City

6,945 12

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

				•	I .
Operational area	Measure		District	Peer average	State average
	Cost per p	upil	\$740	\$796	\$736
Administration	Students p administrat		70	75	66
Plant	Cost per so	quare foot	\$6.36	\$6.25	\$6.09
operations	Square foo student	tage per	129	131	152
Food service	Cost per meal equivalent		\$2.64	\$2.45	\$2.47
Transportation	Cost per mile		\$3.50	\$3.62	\$3.50
Transportation	Cost per rider		\$995	\$1,088	\$982
Very low	Low	Comparab	le Hio	ah V	erv hiah

Per-pupil spending by operational area

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

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

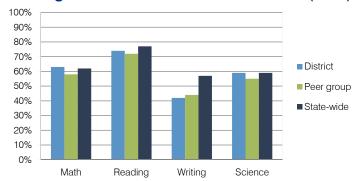
ADE-reported district and school letter grades

District grade:



Grade	Number of schools	Percentage of schools	Dic	ou lot gi
Α	1	8%		
В	7			58%
С	4		33%	
D	0	0%		
F	0	0%		
Not rated	0	0%		

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress le	vel: Moderate	
Measure: 2010 through 2012		Assessment
Number of students attending		Moderate decrease
Spending exceeded operating/	capital budgets	No overspending
Spending increase election resi	Voter-rejected	
Operating reserve percentage (max. 4%), trend	3.7%, Increasing
Years of capital reserve held		Less than 1 year
Current financial and internal co	ontrol status	Compliant
Stress level		
Low	Moderate	High

Casa Grande Union High School District

Pinal County

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

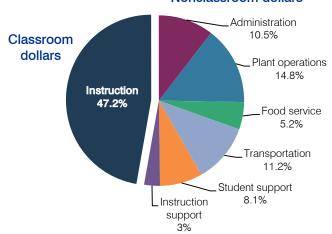
District size / location: Students attending: Number of schools: Medium-Large, City 3,493

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area





5-year spending trend

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

Cost measures relative to peer averages

Operational				Peer	State
area	Measure		District	average	average
	Cost per pu	upil	\$837	\$736	\$736
Administration	Students p administrat		67	71	66
Plant	Cost per so	quare foot	\$6.83	\$5.88	\$6.09
operations	Square foo student	tage per	173	158	152
Food service	Cost per meal equivalent		\$2.98	\$2.74	\$2.47
Transportation	Cost per mile		\$3.45	\$3.54	\$3.50
Transportation Cost per rider		\$1,172	\$1,372	\$982	
Very low	Low	Comparab	le Hiç	gh V	ery high

Per-pupil spending by operational area

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

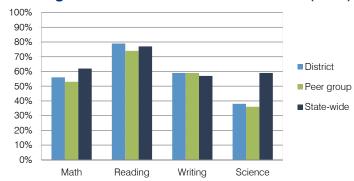
ADE-reported district and school letter grades





Grade	Number of schools	Percentage schools	of	
Α	0	0%		
В	1		25%	
С	2			50%
D	0	0%		
F	0	0%		
Not rated	1		25%	

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stres	ss level:	Moderate	
Measure: 2010 through 2	2012		Assessment
Number of students attend	ling		Moderate decrease
Spending exceeded opera	ting/capital	budgets	No overspending
Spending increase election	n results		No election held
Operating reserve percenta	age (max. 4	l%), trend	2.5%, Increasing
Years of capital reserve he	ld		1 to 3 years
Current financial and intern	al control s	tatus	Noncompliant
Stress level			
Low	Mode	erate	High

Office of the Auditor General

Catalina Foothills Unified School District

Pima County

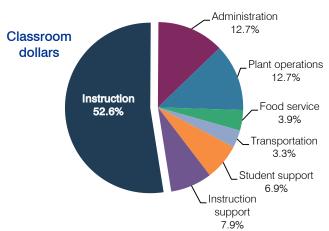
Efficiency peer groups 3 and T-2, Achievement peer group 1 Legislative district(s): 9

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

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

				_	
Operational area	Measure		District	Peer average	State average
	Cost per pi	upil	\$842	\$736	\$736
Administration	Students per administrator		66	71	66
Plant	Cost per so	quare foot	\$5.08	\$5.88	\$6.09
operations	Square footage per student		166	158	152
Food service	Cost per meal equivalent		\$2.76	\$2.74	\$2.47
Transportation	Cost per mile		\$3.00	\$4.84	\$3.50
Transportation	Cost per rider		\$613	\$844	\$982
Very low	Low	Comparab	le Hic	gh V	ery high

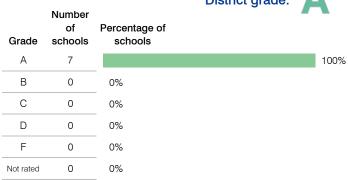
Per-pupil spending by operational area

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

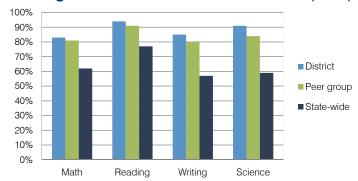
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stres	s level:	Low			
Measure: 2010 through 2	012		Assessment		
Number of students attendi	ng		Steady		
Spending exceeded operat	ing/capital	budgets	No overspending		
Spending increase election results			No election held		
Operating reserve percenta	ge (max. 4	%), trend	1.7%, Varying		
Years of capital reserve held	t		More than 3 years		
Current financial and interna	al control s	tatus	Compliant		
Stress level					
Low	Mode	erate	High		

Cave Creek Unified School District

Maricopa County

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

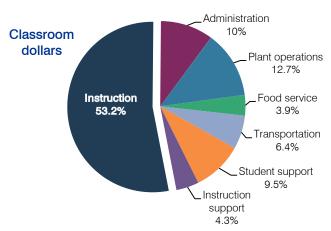
District size / location: Students attending: Number of schools: Medium-Large, City 5,551

5,551

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

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

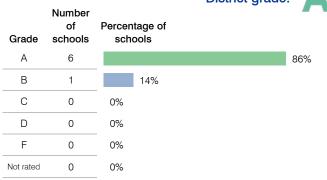
Per-pupil spending by operational area

Distr	rict			
	ICL	average	average	average
2011	2012	2012	2012	2010
\$7,198	\$7,028	\$7,033	\$7,475	\$10,652
3,948	3,742	3,759	4,053	6,526
3,250	3,286	3,274	3,422	4,126
701	701	736	736	1,139
927	897	920	928	1,012
271	272	338	382	405
462	447	426	362	443
648	670	546	578	592
241	299	308	436	535
	\$7,198 3,948 3,250 701 927 271 462 648	\$7,198 \$7,028 3,948 3,742 3,250 3,286 701 701 927 897 271 272 462 447 648 670	\$7,198 \$7,028 \$7,033 3,948 3,742 3,759 3,250 3,286 3,274 701 701 736 927 897 920 271 272 338 462 447 426 648 670 546	\$7,198 \$7,028 \$7,033 \$7,475 3,948 3,742 3,759 4,053 3,250 3,286 3,274 3,422 701 701 736 736 927 897 920 928 271 272 338 382 462 447 426 362 648 670 546 578

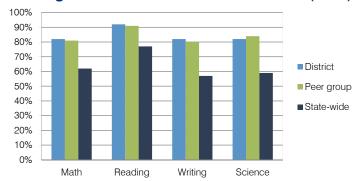
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

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

Office of the Auditor General

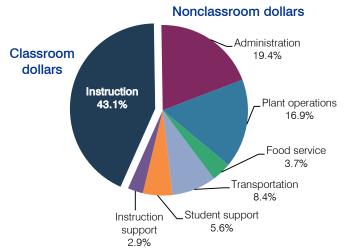
Cedar Unified School District

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

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

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure		District	Peer average	State average
ui ou	Cost per p	upil	\$3,736	\$1,487	\$736
Administration	Students p administrat		15	43	66
Plant	Cost per square foot		\$5.12	\$5.04	\$6.09
operations	Square footage per student		636	299	152
Food service	Cost per meal equivalent		\$2.69	\$3.19	\$2.47
Transportation	Cost per mile		\$2.06	\$2.02	\$3.50
танъронацон	Cost per ric	Cost per rider		\$1,181	\$982
Very low	Low	Comparab	le Hiç	gh V	ery high

Per-pupil spending by operational area

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

STUDENT ACHIEVEMENT, TEACHER **MEASURES, AND FINANCIAL ASSESSMENT**

ADE-reported district and school letter grades

schools

0%

0%

0%

0%

Number

of

schools

0

0

0

1

1

Ω

Grade

Α

В

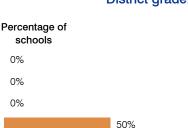
С

D

F

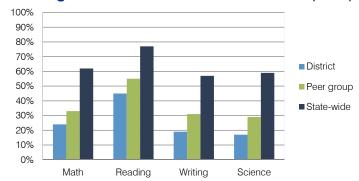
Not rated





50%

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stre	ess level: High				
Measure: 2010 through	2012	Assessment			
Number of students atter	nding	Small school adjustment			
Spending exceeded oper	Operating only				
Spending increase election	No election held				
Operating reserve percer	ntage (max. 4%), trend	1.3%, Increasing			
Years of capital reserve h	eld	More than 3 years			
Current financial and inte	Noncompliant				
Stress level					
Low	Moderate	High			

Chandler Unified School District

Maricopa County

Efficiency peer groups 1 and T-3, Achievement peer group 2

Legislative district(s): 12, 17 and 18

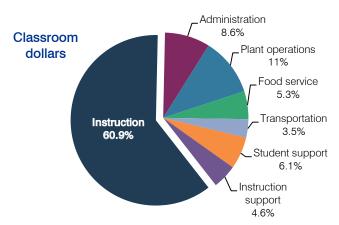
District size / location: Students attending: Number of schools: Very large, Suburb 38,093

41

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

Operational				Peer	State
area	Measure		District	average	average
	Cost per pupil		\$563	\$620	\$736
Administration	Students per administrator		108	79	66
Plant	Cost per square foot		\$6.42	\$5.88	\$6.09
operations	Square footage per student		113	144	152
Food service	Cost per meal equivalent		\$2.89	\$2.46	\$2.47
Cost per mile		ile	\$3.79	\$3.80	\$3.50
Transportation	Cost per ric	Cost per rider		\$940	\$982
Very low	Low	Comparab	le Hiç	gh V	ery high

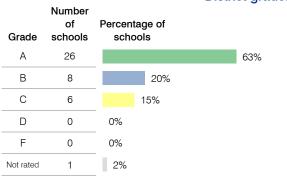
Per-pupil spending by operational area

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

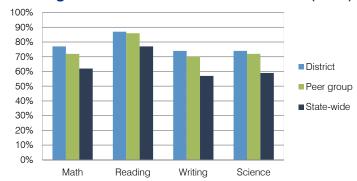
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level:	Moderate

Increase
morease
No overspending
Mixed election results
3.0%, Decreasing
1 to 3 years
Compliant

Moderate

Office of the Auditor General

Chinle Unified School District

Apache County

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

District size / location: M Students attending:

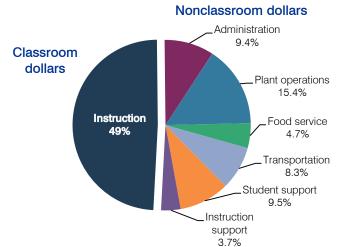
Medium-Large, Rural

3,537 7

Number of schools:

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure		District	Peer average	State average
	Cost per p	upil	\$1,151	\$748	\$736
Administration	Students p administrat		48	66	66
Plant	Cost per square foot		\$5.77	\$5.53	\$6.09
operations	Square footage per student		328	173	152
Food service	Cost per meal equivalent		\$2.47	\$2.56	\$2.47
Transportation	Cost per m	iile	\$3.11	\$2.21	\$3.50
Transportation Cost pe		der	\$1,390	\$978	\$982
Very low	Low	Comparab	le Hio	ah V	erv hiah

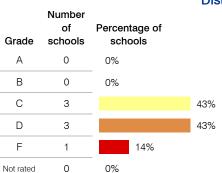
Per-pupil spending by operational area

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

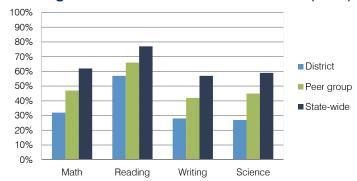
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
	District	average	average
rate	93%	93%	94%
ate (2011)	68%	76%	78%
(2011)	41%	40%	25%
r teacher	15.9	15.6	18.1
cher salary	\$55,483	\$42,644	\$45,193
rom Proposition 301	\$3,240	\$3,127	\$3,195
rs of teacher experience	13.4	13.0	11.0
of teachers in first 3 years	10%	13%	16%
rs of teacher experience	13.4	13.0	

Financial stress assessment

Overall financial stress le	vel: Low			
Measure: 2010 through 2012		Assessment		
Number of students attending		Moderate decrease		
Spending exceeded operating/c	apital budgets	No overspending		
Spending increase election resu	No election held			
Operating reserve percentage (r	max. 4%), trend	3.6%, Varying		
Years of capital reserve held		More than 3 years		
Current financial and internal co	ntrol status	Compliant		
Stress level				
Low	Moderate	High		

Chino Valley Unified School District

Yavapai County

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

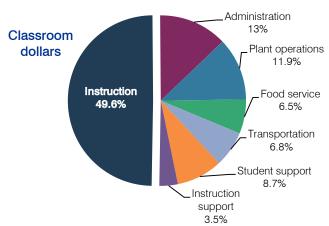
District size / location: Students attending: Number of schools: Medium-Large, Town

2,243

OPERATIONAL EFFICIENCY

Spending by operational area





5-year spending trend

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

Cost measures relative to peer averages

Operational				Peer	State
area	Measure		District	average	average
	Cost per p	upil	\$866	\$748	\$736
Administration	Students p administra		74	66	66
Plant	Cost per s	quare foot	\$5.40	\$5.53	\$6.09
operations	Square foo student	otage per	147	173	152
Food service	Cost per meal equivalent		\$2.69	\$2.56	\$2.47
Cost per mile		\$3.27	\$3.29	\$3.50	
Transportation	Cost per ri	der	\$741	\$644	\$982
Very low	Low	Comparab	le Hig	gh V	ery high

Per-pupil spending by operational area

Distr	rict	average	average	average
2011	2012	2012	2012	2010
\$6,462	\$6,687	\$7,007	\$7,475	\$10,652
3,208	3,314	3,682	4,053	6,526
3,254	3,373	3,325	3,422	4,126
803	866	748	736	1,139
830	795	933	928	1,012
411	432	354	382	405
434	458	369	362	443
494	585	540	578	592
282	237	381	436	535
	2011 \$6,462 3,208 3,254 803 830 411 434 494	2011 2012 \$6,462 \$6,687 3,208 3,314 3,254 3,373 803 866 830 795 411 432 434 458 494 585	2011 2012 2012 \$6,462 \$6,687 \$7,007 3,208 3,314 3,682 3,254 3,373 3,325 803 866 748 830 795 933 411 432 354 434 458 369 494 585 540	2011 2012 2012 2012 \$6,462 \$6,687 \$7,007 \$7,475 3,208 3,314 3,682 4,053 3,254 3,373 3,325 3,422 803 866 748 736 830 795 933 928 411 432 354 382 434 458 369 362 494 585 540 578

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

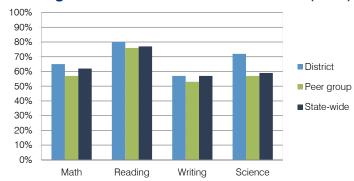
ADE-reported district and school letter grades

District grade:



	Number			Diotriot gi	uu o i	
Grade	of schools	Percentag schools				
Α	0	0%				
В	3				75%	
С	1		25%			
D	0	0%				
F	0	0%				
Not rated	0	0%				

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level:	Moderate

Measure: 2010 through	2012	Assessment
Number of students atter	nding	Concentrated decrease
Spending exceeded ope	rating/capital budgets	No overspending
Spending increase election	on results	Voter-rejected
Operating reserve percer	2.5%, Varying	
Years of capital reserve held		1 to 3 years
Current financial and inte	rnal control status	Compliant
Stress level		
Low	Moderate	High

Office of the Auditor General

Clarkdale-Jerome Elementary School District

Yavapai County

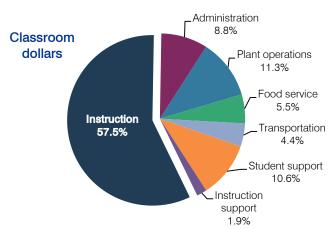
Efficiency peer groups 10 and T-6, Achievement peer group 19 Legislative district(s): 1 and 6

District size / location: Small, Town
Students attending: 447
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure		District	Peer average	State average
	Cost per p	upil	\$604	\$1,168	\$736
Administration	Students per administrator		157	54	66
Plant	Cost per square foot		\$7.23	\$7.54	\$6.09
operations	Square footage per student		108	139	152
Food service	Cost per meal equivalent		\$2.44	\$2.69	\$2.47
Transportation	Cost per mile		\$3.67	\$3.84	\$3.50
Transportation	Cost per rider		\$366	\$416	\$982
Very low	Low	Comparab	le Hio	ah V	erv hiah

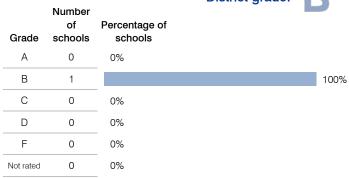
Per-pupil spending by operational area

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

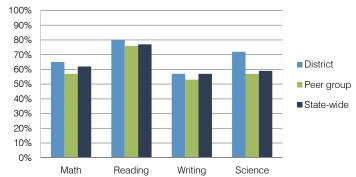
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stres	s level:	Low		
Measure: 2010 through 2	012		Assessment	
Number of students attend	ing		Increase	
Spending exceeded operating/capital budgets			No overspending	
Spending increase election results			Voter-approved	
Operating reserve percenta	age (max. 4	1%), trend	3.8%, Decreasing	
Years of capital reserve hel	d		1 to 3 years	
Current financial and intern	al control s	tatus	Compliant	
Stress level				
Low	Mod	erate	High	

State of **Arizona**

page 60 FY2012

Clifton Unified School District

Greenlee County

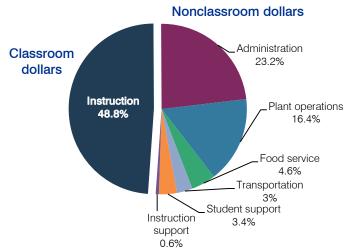
Efficiency peer groups 11 and T-13, Achievement peer group 4 Legislative district(s): 14

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

45 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

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

Per-pupil spending by operational area

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

STUDENT ACHIEVEMENT, TEACHER **MEASURES, AND FINANCIAL ASSESSMENT**

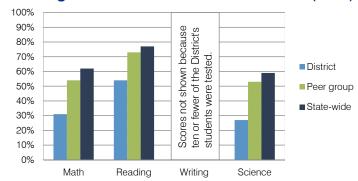
ADE-reported district and school letter grades





Grade	Number of schools	Percentage of schools	
Α	0	0%	
В	0	0%	
С	1		50%
D	0	0%	
F	0	0%	
Not rated	1		50%

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Assessment
nall school adjustment
perating and capital
Voter-rejected
1.3%, Increasing
1 to 3 years
Noncompliant
High

Office of the Auditor General

Cochise Elementary School District

Cochise County

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

District size / location: Students attending: Very small, Rural

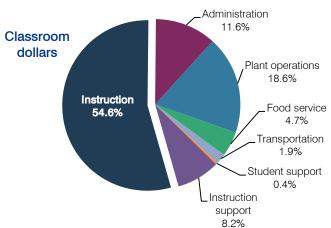
76 1

Number of schools:

OPERATIONAL EFFICIENCY

Spending by operational area





5-year spending trend

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

Cost measures relative to peer averages

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

Per-pupil spending by operational area

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

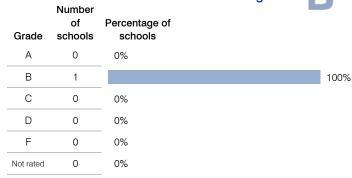
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

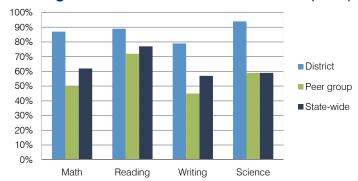
District grade:

Door

State



Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

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

State of Arizona

Colorado City Unified School District

Mohave County

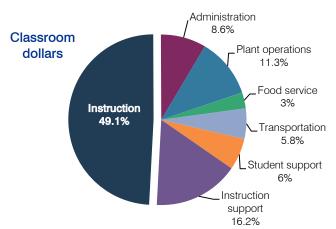
Efficiency peer groups 6 and T-6, Achievement peer group 7 Legislative district(s): 5

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

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

Operational		•		Peer	State
area	Measure		District	average	average
	Cost per p	upil	\$869	\$1,487	\$736
Administration	Students p administrat		38	43	66
Plant	Cost per so	quare foot	\$6.76	\$5.04	\$6.09
operations	Square foo student	tage per	169	299	152
Food service	Cost per meal equivalent		\$2.39	\$3.19	\$2.47
Transportation	Cost per mile		\$4.68	\$3.84	\$3.50
Transportation	Cost per rider		\$586	\$416	\$982
Very low	Low	Comparable	Hiç	gh V	ery high

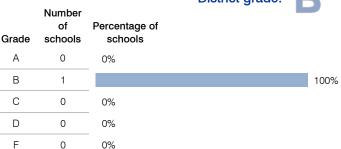
Per-pupil spending by operational area

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

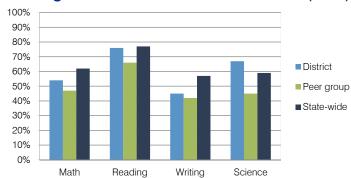
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

Not rated

0

0%

ct average	e average
5% 93%	
570 5070	94%
5% 76%	78%
2% 40%	25%
6.4 15.6	18.1
376 \$42,644	\$45,193
345 \$3,127	\$3,195
2.3 13.0	11.0
00/ 100/	16%
	345 \$3,127

Financial stress assessment

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

Office of the Auditor General

Colorado River Union High School District

Mohave County

Efficiency peer groups 4 and T-11, Achievement peer group 12 Legislative district(s): 5

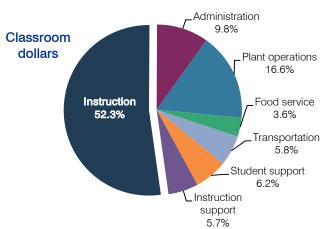
District size / location: Medium-Large, Town Students attending: 2,211

Number of schools:

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

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

Per-pupil spending by operational area

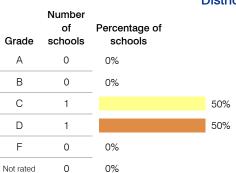
			Peer	State	National
	District		average	average	average
	2011	2012	2012	2012	2010
Total	\$6,431	\$7,004	\$7,007	\$7,475	\$10,652
Classroom dollars	3,602	3,665	3,682	4,053	6,526
Nonclassroom dollars:	2,829	3,339	3,325	3,422	4,126
Administration	517	683	748	736	1,139
Plant operations	1,069	1,161	933	928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

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

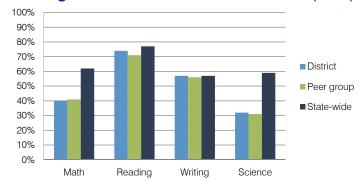
ADE-reported district and school letter grades

District grade:

2



Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress lev	/el: Low	
Measure: 2010 through 2012		Assessment
Number of students attending		Moderate decrease
Spending exceeded operating/ca	apital budgets	No overspending
Spending increase election resul	lts	No election held
Operating reserve percentage (n	nax. 4%), trend	3.2%, Varying
Years of capital reserve held		1 to 3 years
Current financial and internal cor	Compliant	
Stress level		
Low	Moderate	High

Concho Elementary School District

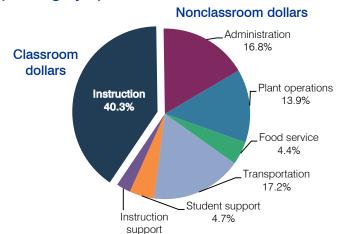
Apache County

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

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

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

2.7%

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

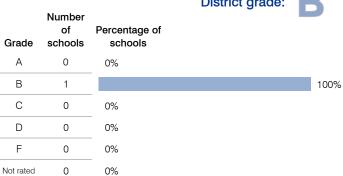
Per-pupil spending by operational area

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

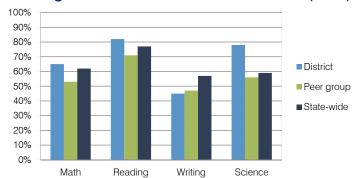
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress le	evel: Low	
Measure: 2010 through 2012		Assessment
Number of students attending		Large decrease
Spending exceeded operating/	capital budgets	No overspending
Spending increase election res	ults	No election held
Operating reserve percentage	(max. 4%), trend	d 3.4%, Varying
Years of capital reserve held		More than 3 years
Current financial and internal control status		Compliant
Stress level		
Low	Moderate	High

Office of the Auditor General

Congress Elementary School District

Yavapai County

Efficiency peer groups 11 and T-13, Achievement peer group 20 Legislative district(s): 1

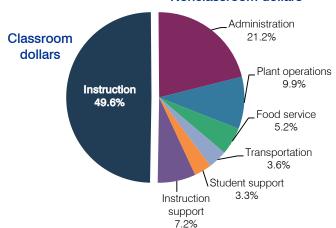
District size / location: Students attending: Number of schools: Very Small, Rural

110 1

OPERATIONAL EFFICIENCY

Spending by operational area





5-year spending trend

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

Cost measures relative to peer averages

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

Per-pupil spending by operational area

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

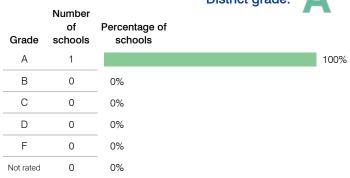
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

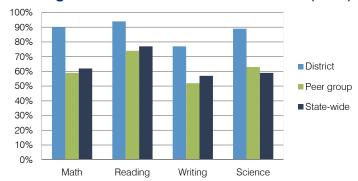
District grade:

Door

State



Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stre	ess level:	Low	
Measure: 2010 through	2012		Assessment
Number of students atter	nding		Small school adjustment
Spending exceeded oper	ating/capital	budgets	No overspending
Spending increase election	on results		No election held
Operating reserve percer	itage (max. 4	l%), trend	3.7%, Varying
Years of capital reserve h	eld		More than 3 years
Current financial and internal control status			Compliant
Stress level			
Low	Mode	erate	High

State of **Arizona**

page 66 FY2012

Continental Elementary School District

Pima County

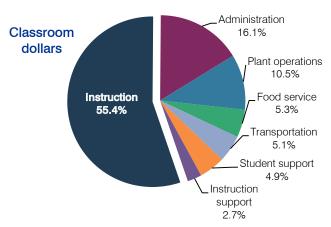
Efficiency peer groups 10 and T-7, Achievement peer group 18 Legislative district(s): 2 and 14

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

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

Operational				Peer	State
area	Measure		District	average	average
	Cost per pi	upil	\$1,212	\$1,168	\$736
Administration	Students p administrat		63	54	66
Plant	Cost per so	quare foot	\$5.14	\$7.54	\$6.09
operations	Square foo student	tage per	154	139	152
Food service	Cost per m equivalent	ieal	\$3.11	\$2.69	\$2.47
Transportation	Cost per mile		NR	\$3.29	\$3.50
Hansportation	Cost per ric	Cost per rider		\$644	\$982
Very low	Low	Comparable	Hiç	gh V	ery high

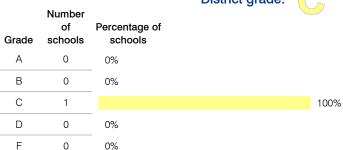
Per-pupil spending by operational area

		Peer	State	National
Dist	rict	average	average	average
2011	2012	2012	2012	2010
\$7,127	\$7,544	\$8,331	\$7,475	\$10,652
4,148	4,181	4,374	4,053	6,526
2,979	3,363	3,957	3,422	4,126
1,055	1,212	1,168	736	1,139
817	791	1,068	928	1,012
362	396	486	382	405
247	387	515	362	443
417	371	455	578	592
81	206	265	436	535
	2011 \$7,127 4,148 2,979 1,055 817 362 247 417	\$7,127 \$7,544 4,148 4,181 2,979 3,363 1,055 1,212 817 791 362 396 247 387 417 371	District average 2011 2012 2012 \$7,127 \$7,544 \$8,331 4,148 4,181 4,374 2,979 3,363 3,957 1,055 1,212 1,168 817 791 1,068 362 396 486 247 387 515 417 371 455	District average average 2011 2012 2012 2012 \$7,127 \$7,544 \$8,331 \$7,475 4,148 4,181 4,374 4,053 2,979 3,363 3,957 3,422 1,055 1,212 1,168 736 817 791 1,068 928 362 396 486 382 247 387 515 362 417 371 455 578

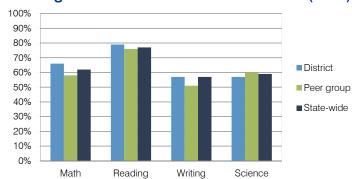
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades





Percentage of students who met state standards (AIMS)



Student and teacher measures

Not rated

0

0%

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

Financial stress assessment

Overall financial stre	ess level:	Low		
Measure: 2010 through	2012		Assessment	
Number of students atter	nding		Steady	
Spending exceeded ope	rating/capital b	udgets	No overspending	
Spending increase election	on results		Voter-approved	
Operating reserve percer	ntage (max. 4%), trend	2.8%, Decreasing	
Years of capital reserve h	eld		1 to 3 years	
Current financial and internal control status		Compliant		
Stress level				
Low	Moder	ate	High	

Office of the Auditor General

Coolidge Unified School District

Pinal County

Efficiency peer groups 4 and T-12, Achievement peer group 5

Legislative district(s): 8 and 12

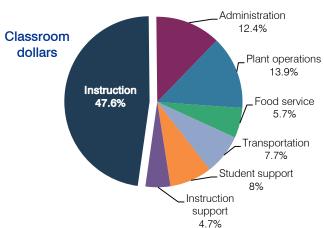
District size / location: Medium-Large, Town Students attending: 3,538 7

Number of schools:

OPERATIONAL EFFICIENCY

Spending by operational area





5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure		District	Peer average	State average
	Cost per p	upil	\$926	\$748	\$736
Administration	Students p administrat		61	66	66
Plant	Cost per square foot		\$3.99	\$5.53	\$6.09
operations	Square foo student	tage per	259	173	152
Food service	Cost per m equivalent	ieal	\$2.90	\$2.56	\$2.47
Transportation	Cost per mile		\$2.41	\$2.02	\$3.50
Cost per rider		\$1,271	\$1,181	\$982	
Very low	Low	Comparab	le Hig	gh V	ery high

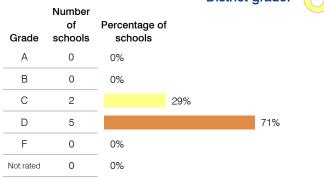
Per-pupil spending by operational area

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

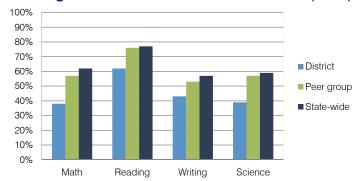
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stre	ess level: High				
Measure: 2010 through	2012	Assessment			
Number of students atter	nding	Large decrease			
Spending exceeded oper	ating/capital budgets	Operating only			
Spending increase election	on results	Voter-rejected			
Operating reserve percer	tage (max. 4%), trend	2.7%, Increasing			
Years of capital reserve h	eld	Less than 1 year			
Current financial and inte	rnal control status	Compliant			
Stress level					
Low	Moderate	High			

Cottonwood-Oak Creek Elementary School District

Yavapai County

Efficiency peer groups 9 and T-7, Achievement peer group 20

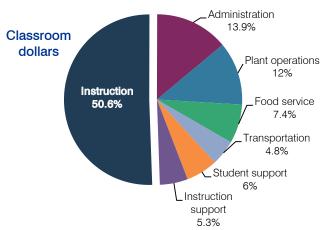
Legislative district(s): 1 and 6

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

OPERATIONAL EFFICIENCY

Spending by operational area





5-year spending trend

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

Cost measures relative to peer averages

Operational				Peer	State
area	Measure		District	average	average
	Cost per p	upil	\$1,020	\$951	\$736
Administration	Students p administrat		69	61	66
Plant	Cost per so	quare foot	\$5.77	\$6.40	\$6.09
operations	Square foo student	tage per	153	142	152
Food service	Cost per m equivalent	neal	\$2.54	\$2.49	\$2.47
Transportation	Cost per mile		\$3.14	\$3.29	\$3.50
Transportation	Cost per rider		\$662	\$644	\$982
Very low	Low	Comparab	le Hig	gh V	ery high

Per-pupil spending by operational area

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

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

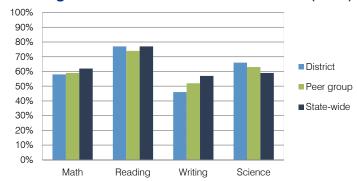
ADE-reported district and school letter grades

District grade:



Grade	Number of schools	Percentage of schools	
Α	1	20%	
В	2		40%
С	2		40%
D	0	0%	
F	0	0%	
Not rated	0	0%	

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level:	Moderate

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

Office of the Auditor General

Crane Elementary School District

Yuma County

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

District size / location: Students attending: Number of schools:

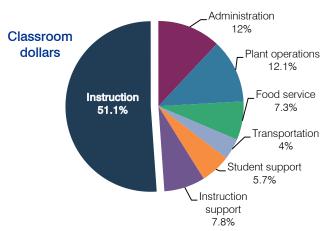
Medium-Large, City

5,838 10

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

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

Per-pupil spending by operational area

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

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:

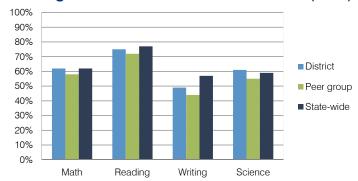
Door

State



Grade	Number of schools	Percentage of schools	J
Α	2	20%	
В	7		70%
С	1	10%	
D	0	0%	
F	0	0%	
Not rated	0	0%	

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stre	ss level:	Low	
Measure: 2010 through	2012		Assessment
Number of students atten	ding		Steady
Spending exceeded oper	ating/capital b	oudgets	No overspending
Spending increase election results			No election held
Operating reserve percen	tage (max. 4%	6), trend	3.2%, Varying
Years of capital reserve held			1 to 3 years
Current financial and internal control status			Compliant
Stress level			
Low	Mode	rate	High

Creighton Elementary School District

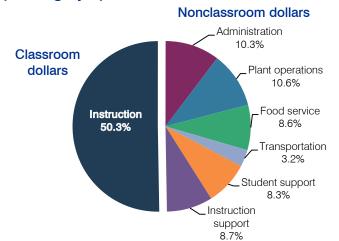
Maricopa County

Efficiency peer groups 8 and T-2, Achievement peer group 16 Legislative district(s): 24, 27 and 28

District size / location: Students attending: Number of schools: Medium-Large, City 6,120 9

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

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

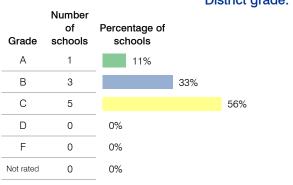
Per-pupil spending by operational area

		Peer	State	inational
Distr	rict	average	average	average
2011	2012	2012	2012	2010
\$8,668	\$8,234	\$6,968	\$7,475	\$10,652
4,416	4,141	3,582	4,053	6,526
4,252	4,093	3,386	3,422	4,126
906	846	796	736	1,139
825	877	811	928	1,012
693	710	523	382	405
288	264	271	362	443
695	683	522	578	592
845	713	463	436	535
	2011 \$8,668 4,416 4,252 906 825 693 288 695	\$8,668 \$8,234 4,416 4,141 4,252 4,093 906 846 825 877 693 710 288 264 695 683	District average 2011 2012 2012 \$8,668 \$8,234 \$6,968 4,416 4,141 3,582 4,252 4,093 3,386 906 846 796 825 877 811 693 710 523 288 264 271 695 683 522	District average average 2011 2012 2012 2012 \$8,668 \$8,234 \$6,968 \$7,475 4,416 4,141 3,582 4,053 4,252 4,093 3,386 3,422 906 846 796 736 825 877 811 928 693 710 523 382 288 264 271 362 695 683 522 578

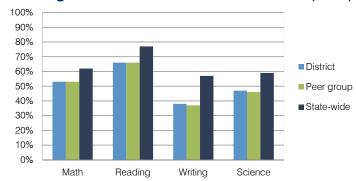
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades





Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Measure: 2010 through	2012	Assessment
Number of students atten	ding	Concentrated decrease
Spending exceeded oper	No overspending	
Spending increase election results		Voter-rejected
Operating reserve percentage (max. 4%), trend		1.9%, Varying
Years of capital reserve he	eld	1 to 3 years
Current financial and internal control status		Compliant
Stress level		
Low	Moderate	High

Office of the Auditor General

Crown King Elementary School District

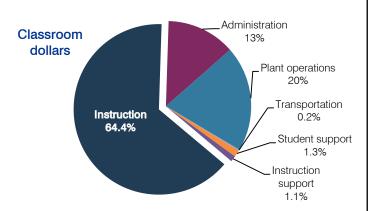
Yavapai County
Efficiency peer group 11, Achievement peer group 20
Legislative district(s): 1

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

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

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

Per-pupil spending by operational area

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

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: N/A

Grade	Number of schools	Percentage of schools	3	 2 4
Α	0	0%		
В	0	0%		
С	0	0%		
D	0	0%		
F	0	0%		
Not rated	1			1009
- Not rated	<u>'</u>	_		

Percentage of students who met state standards (AIMS)

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

Student and teacher measures

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

Financial stress assessment

Overall financial stre	ess level:	Low	
Measure: 2010 through	2012		Assessment
Number of students atter	nding		Small school adjustment
Spending exceeded operating/capital budgets			No overspending
Spending increase election	on results		No election held
Operating reserve percer	itage (max. 4	%), trend	4.0%, Steady
Years of capital reserve h	eld		More than 3 years
Current financial and internal control status			Not assessed
Stress level			
Low	Mode	erate	High

Deer Valley Unified School District

Maricopa County

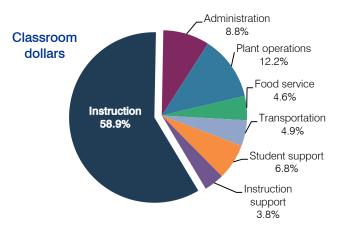
Efficiency peer groups 1 and T-4, Achievement peer group 2 Legislative district(s): 1, 15, 20 and 22

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

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

Operational				Peer	State
area	Measure		District	average	average
	Cost per pi	upil	\$571	\$620	\$736
Administration	Students per administrator		88	79	66
Plant	Cost per square foot		\$5.99	\$5.88	\$6.09
operations	Square footage per student		133	144	152
Food service	Cost per meal equivalent		\$2.29	\$2.46	\$2.47
Transportation	Cost per mile		\$4.00	\$3.62	\$3.50
Transportation	Cost per rider		\$1,169	\$1,088	\$982
Very low	Low	Comparab	le Hiç	gh V	ery high

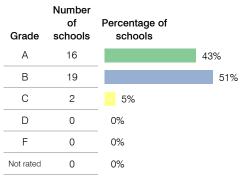
Per-pupil spending by operational area

	Dist	dat	Peer	State	National
	2011	2012	average 2012	average 2012	average 2010
Total	\$6,670	\$6,511	\$7,111	\$7,475	\$10.652
Classroom dollars				4,053	6,526
	3,975	3,838	4,052		•
Nonclassroom dollars:	2,695	2,673	3,059	3,422	4,126
Administration	570	571	620	736	1,139
Plant operations	794	796	843	928	1,012
Food service	290	297	321	382	405
Transportation	304	318	340	362	443
Student support	475	439	567	578	592
Instruction support	262	252	368	436	535

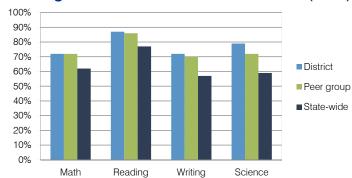
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

FY2012

Overall financial stress level:	Moderate

oncentrated decrease No overspending
No overenending
140 Oversperiding
Mixed election results
2.2%, Steady
1 to 3 years
Compliant

Stress level

Low Moderate High

page 73

Double Adobe Elementary School District

Cochise County

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

District size / location: Students attending:

Very small, Rural

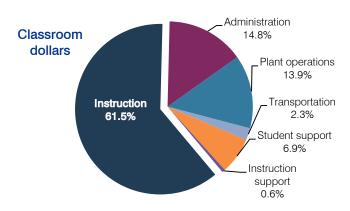
47 1

Number of schools:

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

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

Per-pupil spending by operational area

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

MEASURES, AND FINANCIAL ASSESSMENT

STUDENT ACHIEVEMENT, TEACHER

ADE-reported district and school letter grades



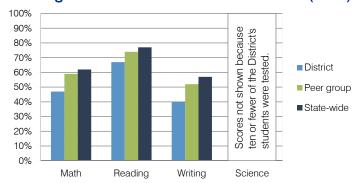
Door

State



Grade	Number of schools	Percentage of schools	Diotriot grade.	
Α	0	0%		
В	0	0%		
С	0	0%		
D	1			100%
F	0	0%		
Not rated	0	0%		

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stre	ess level:	Low	
Measure: 2010 through	2012		Assessment
Number of students atter	nding		Small school adjustment
Spending exceeded operating/capital budgets			No overspending
Spending increase election results			No election held
Operating reserve percentage (max. 4%), trend			4.0%, Steady
Years of capital reserve h	reserve held		More than 3 years
Current financial and inte	urrent financial and internal control status		Not assessed
Stress level			
Low	Mod	erate	High

State of Arizona

page 74 FY2012

Douglas Unified School District

Cochise County

Efficiency peer groups 4 and T-10, Achievement peer group 8

OPERATIONAL EFFICIENCY

Legislative district(s): 14

District size / location:
Students attending:
Number of schools:

Medium-Large, Town

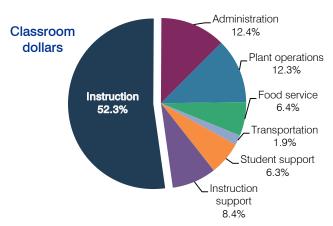
3,957

Number of schools:

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

Operational				Peer	State
area	Measure	D	istrict	average	average
	Cost per pupil		\$828	\$748	\$736
Administration	Students per administrator		54	66	66
Plant	Cost per square	e foot	\$5.72	\$5.53	\$6.09
operations	Square footage student	e per	144	173	152
Food service	Cost per meal equivalent		\$2.52	\$2.56	\$2.47
Transportation	Cost per mile		\$4.19	\$2.26	\$3.50
Transportation	Cost per rider	5	\$1,520	\$935	\$982
Very low	Low Co	mparable	Hiç	jh V	ery high

Per-pupil spending by operational area

		Peer	State	inational
Distr	rict	average	average	average
2011	2012	2012	2012	2010
\$6,685	\$6,691	\$7,007	\$7,475	\$10,652
3,599	3,498	3,682	4,053	6,526
3,086	3,193	3,325	3,422	4,126
845	828	748	736	1,139
811	822	933	928	1,012
394	430	354	382	405
131	125	369	362	443
403	422	540	578	592
502	566	381	436	535
	2011 \$6,685 3,599 3,086 845 811 394 131 403	\$6,685 \$6,691 3,599 3,498 3,086 3,193 845 828 811 822 394 430 131 125 403 422	District average 2011 2012 2012 \$6,685 \$6,691 \$7,007 3,599 3,498 3,682 3,086 3,193 3,325 845 828 748 811 822 933 394 430 354 131 125 369 403 422 540	District average average 2011 2012 2012 2012 \$6,685 \$6,691 \$7,007 \$7,475 3,599 3,498 3,682 4,053 3,086 3,193 3,325 3,422 845 828 748 736 811 822 933 928 394 430 354 382 131 125 369 362 403 422 540 578

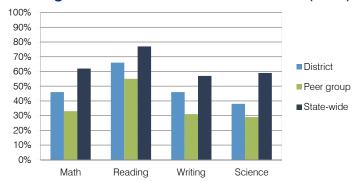
ADE-reported district and school letter grades





Grade	Number of schools	Percentage of schools	-
Α	0	0%	
В	1	13%	
С	5		63%
D	1	13%	
F	1	13%	
Not rated	0	0%	

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level:	Moderate
Magazira, 2010 through 2012	

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	2.6%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant
Stress level	
01100010101	

Moderate

Office of the Auditor General

Accomment

Duncan Unified School District

Greenlee County

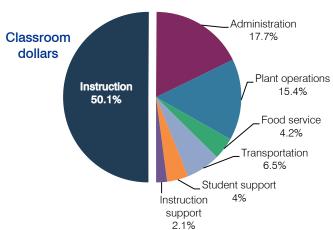
Efficiency peer groups 6 and T-11, Achievement peer group 5 Legislative district(s): 14

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

OPERATIONAL EFFICIENCY

Spending by operational area





5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure		District	Peer average	State average
	Cost per p	upil	\$1,595	\$1,487	\$736
Administration	Students per administrator		39	43	66
Plant	Cost per so	quare foot	\$4.18	\$5.04	\$6.09
operations	Square foo student	tage per	331	299	152
Food service	Cost per m equivalent	ieal	\$2.97	\$3.19	\$2.47
Transportation	Cost per m	iile	\$1.45	\$2.21	\$3.50
Transportation	Cost per ric	der	\$718	\$978	\$982
Very low	Low	Comparab	le Hio	ah V	erv hiah

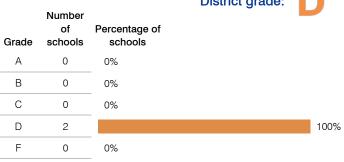
Per-pupil spending by operational area

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

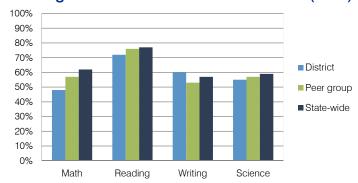
STUDENT ACHIEVEMENT, TEACHER **MEASURES, AND FINANCIAL ASSESSMENT**

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

Not rated

Ω

0%

	Peer	State
District	average	average
94%	94%	94%
82%	82%	78%
20%	24%	25%
14.6	17.0	18.1
\$38,337	\$40,636	\$45,193
\$2,661	\$3,192	\$3,195
12.8	11.8	11.0
4%	15%	16%
	94% 82% 20% 14.6 \$38,337 \$2,661 12.8	District average 94% 94% 82% 82% 20% 24% 14.6 17.0 \$38,337 \$40,636 \$2,661 \$3,192 12.8 11.8

Financial stress assessment

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

State of Arizona

Dysart Unified School District

Maricopa County

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

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

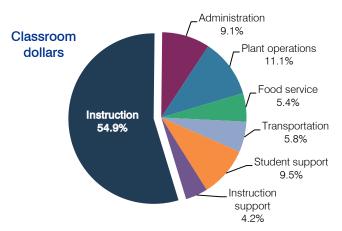
District size / location: Students attending: Number of schools: Very large, Suburb

23,714 24

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

Operational		'		Peer	State
area	Measure		District	average	average
	Cost per p	upil	\$613	\$620	\$736
Administration	Students p administrat		82	79	66
Plant	Cost per so	quare foot	\$5.62	\$5.88	\$6.09
operations	Square footage per student		134	144	152
Food service	Cost per m equivalent	neal	\$2.47	\$2.46	\$2.47
Transportation	Cost per mile		\$4.92	\$4.84	\$3.50
Transportation	Cost per rider		\$979	\$844	\$982
Very low	Low	Comparable	Hiç	gh V	ery high

Per-pupil spending by operational area

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

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

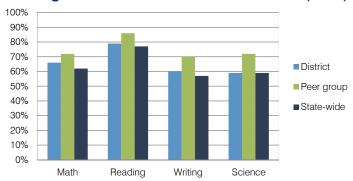
ADE-reported district and school letter grades





Grade	Number of schools	Percentage of schools	J
Α	4	17%	
В	14		58%
С	6	25%	
D	0	0%	
F	0	0%	
Not rated	0	0%	

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress	s level:	Low	
Measure: 2010 through 20	012		Assessment
Number of students attendi	ng		Increase
Spending exceeded operati	ing/capital b	udgets	No overspending
Spending increase election	results		Voter-approved
Operating reserve percenta	.ge (max. 4%	5), trend	2.6%, Decreasing
Years of capital reserve held	d		Less than 1 year
Current financial and interna	al control sta	itus	Compliant
Stress level			
Low	Moder	ate	High

Office of the Auditor General

Elfrida Elementary School District

Cochise County

Efficiency peer groups 11 and T-13, Achievement peer group 21 Legislative district(s): 14

District size / location:
Students attending:
Number of schools:

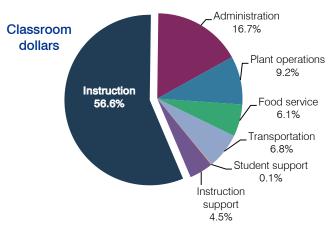
Very small, Rural

117 1

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

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

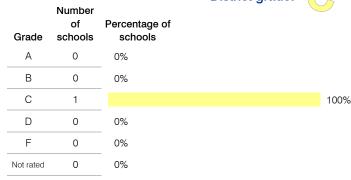
Per-pupil spending by operational area

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

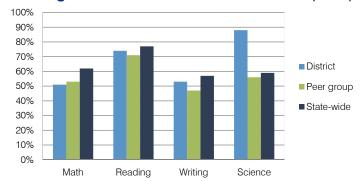
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

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

Eloy Elementary School District

Pinal County

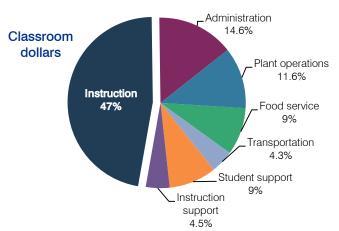
Efficiency peer groups 9 and T-6, Achievement peer group 21 Legislative district(s): 8 and 11

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

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure		District	Peer average	State average
area					
	Cost per p	upil	\$1,236	\$951	\$736
Administration	Students p administra		46	61	66
Plant	Cost per square foot		\$6.15	\$6.40	\$6.09
operations	Square footage per student		161	142	152
Food service	Cost per meal equivalent		\$3.11	\$2.49	\$2.47
Transportation	Cost per mile		\$4.55	\$3.84	\$3.50
Transportation	Cost per rider		\$611	\$416	\$982
Very low	Low	Comparabl	e Hig	gh V	ery high

Per-pupil spending by operational area

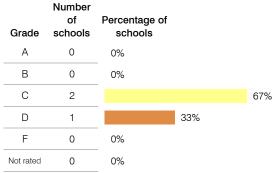
			Peer	State	National
	Dist		average	average	average
	2011	2012	2012	2012	2010
Total	\$8,026	\$8,492	\$7,482	\$7,475	\$10,652
Classroom dollars	3,844	3,987	3,712	4,053	6,526
Nonclassroom dollars:	4,182	4,505	3,770	3,422	4,126
Administration	1,049	1,236	951	736	1,139
Plant operations	986	989	881	928	1,012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

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

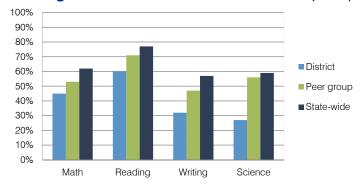
ADE-reported district and school letter grades







Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stre	ess level:	Low	
Measure: 2010 through	2012		Assessment
Number of students atten	ding		Large decrease
Spending exceeded oper	ating/capital b	oudgets	No overspending
Spending increase election	on results		Voter-approved
Operating reserve percen	itage (max. 4%	6), trend	3.6%, Decreasing
Years of capital reserve h	eld		1 to 3 years
Current financial and inter	nal control sta	atus	Compliant
Stress level			
Low	Moder	rate	High

Office of the Auditor General

Flagstaff Unified School District

Coconino County

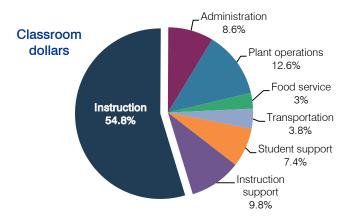
Efficiency peer groups 2 and T-5, Achievement peer group 3 Legislative district(s): 6 and 7

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

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure		District	Peer average	State average
	Cost per p	upil	\$733	\$636	\$736
Administration	Students per administrator		68	68	66
Plant	Cost per square foot		\$6.13	\$6.49	\$6.09
operations	Square footage per student		177	144	152
Food service	Cost per m equivalent	eal	\$2.42	\$2.34	\$2.47
Transportation	Cost per mile		\$2.05	\$3.54	\$3.50
Transportation	Cost per ric	der	\$900	\$1,372	\$982
Very low	Low	Comparable	e Hic	ah V	erv hiah

Per-pupil spending by operational area

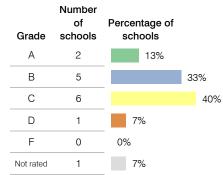
			Peer	State	National
	Distr	rict	average	average	average
	2011	2012	2012	2012	2010
Total	\$8,411	\$8,570	\$6,835	\$7,475	\$10,652
Classroom dollars	4,794	4,695	3,705	4,053	6,526
Nonclassroom dollars:	3,617	3,875	3,130	3,422	4,126
Administration	670	733	636	736	1,139
Plant operations	1,067	1,082	929	928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

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

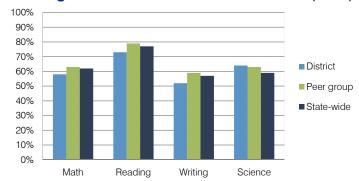
ADE-reported district and school letter grades

District grade:





Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stre	ss level:	Low			
Measure: 2010 through	2012		Assessment		
Number of students attended	ding		Large decrease		
Spending exceeded opera	ating/capital	budgets	No overspending		
Spending increase election results			Voter-approved		
Operating reserve percent	age (max. 4	l%), trend	3.7%, Steady		
Years of capital reserve he	eld		More than 3 years		
Current financial and intern	nal control s	tatus	Compliant		
Stress level					
Low	Mode	erate	High		

Florence Unified School District

Pinal County

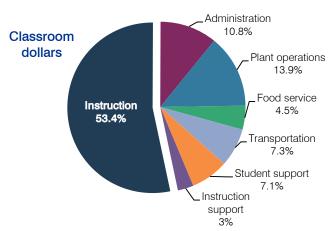
Efficiency peer groups 2 and T-12, Achievement peer group 3 Legislative district(s): 8

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

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

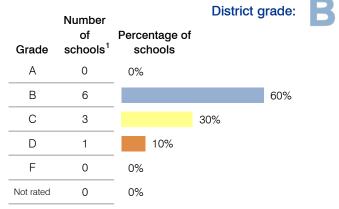
Operational			Peer	State
area	Measure	District	average	average
	Cost per pupil	\$717	\$636	\$736
Administration	Students per administrator	73	68	66
Plant	Cost per square foot	\$6.06	\$6.49	\$6.09
operations	Square footage per student	153	144	152
Food service	Cost per meal equivalent	\$2.39	\$2.34	\$2.47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

Per-pupil spending by operational area

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

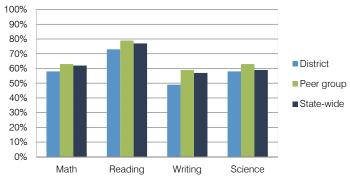
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades



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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress	level:	Low	
Measure: 2010 through 20	12		Assessment
Number of students attending	g		Increase
Spending exceeded operatin	g/capital l	oudgets	No overspending
Spending increase election re	esults		Voter-rejected
Operating reserve percentage	e (max. 49	%), trend	3.6%, Increasing
Years of capital reserve held			1 to 3 years
Current financial and internal	control st	atus	Compliant
Stress level			
Low	Mode	rate	High

Office of the Auditor General

Door

State

Flowing Wells Unified School District

Pima County

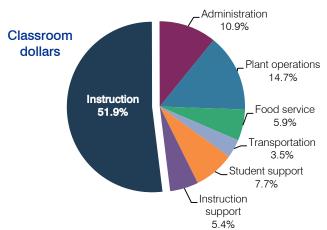
Efficiency peer groups 3 and T-2, Achievement peer group 7 Legislative district(s): 3, 9 and 11

District size / location: Medium-Large, Suburb Students attending: 5,304 Number of schools: 9

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure		District	Peer average	State average
	Cost per p	upil	\$751	\$736	\$736
Administration	Students per administrator		75	71	66
Plant	Cost per square foot		\$6.85	\$5.88	\$6.09
operations	Square footage per student		148	158	152
Food service	Cost per m equivalent	Cost per meal equivalent		\$2.74	\$2.47
Transportation	Cost per m	iile	\$5.39	\$4.84	\$3.50
панъронацон	Cost per ric	der	\$799	\$844	\$982
Very low	Low	Comparab	le Hic	gh V	ery high

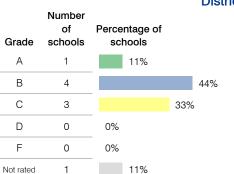
Per-pupil spending by operational area

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

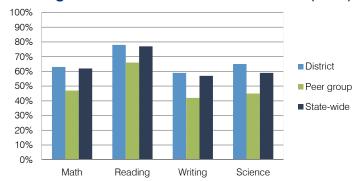
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stre	ss level:	Low			
Measure: 2010 through	2012		Assessment		
Number of students attended	ding		Steady		
Spending exceeded opera	ating/capital	budgets	No overspending		
Spending increase election	n results		Voter-approved		
Operating reserve percent	tage (max. 4	l%), trend	4.0%, Steady		
Years of capital reserve he	eld		1 to 3 years		
Current financial and inter	nal control s	tatus	Compliant		
Stress level					
Low	Mode	erate	High		

Fountain Hills Unified School District

Maricopa County

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

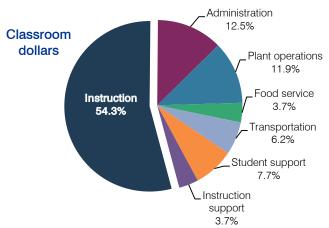
Legislative district(s): 23

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

OPERATIONAL EFFICIENCY

Spending by operational area





5-year spending trend

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

Cost measures relative to peer averages

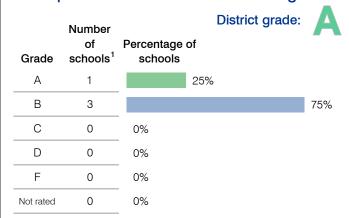
Operational				Peer	State
area	Measure	D	District	average	average
	Cost per pupil		\$941	\$736	\$736
Administration	Students per administrator		61	71	66
Dlant	Cost per square foot		\$4.19	\$5.88	\$6.09
Plant Square footage student		per	214	158	152
Food service	Cost per meal equivalent		\$2.17	\$2.74	\$2.47
Transportation	Cost per mile		\$3.17	\$3.80	\$3.50
Transportation	Cost per rider		\$758	\$940	\$982
Very low	Low Co	mparable	Hiç	gh V	ery high

Per-pupil spending by operational area

		Peer	State	inational
Distr	rict	average	average	average
2011	2012	2012	2012	2010
\$7,634	\$7,551	\$7,033	\$7,475	\$10,652
4,148	4,101	3,759	4,053	6,526
3,486	3,450	3,274	3,422	4,126
967	941	736	736	1,139
919	895	920	928	1,012
306	280	338	382	405
447	469	426	362	443
589	583	546	578	592
258	282	308	436	535
	2011 \$7,634 4,148 3,486 967 919 306 447 589	\$7,634 \$7,551 4,148 4,101 3,486 3,450 967 941 919 895 306 280 447 469 589 583	District average 2011 2012 2012 \$7,634 \$7,551 \$7,033 4,148 4,101 3,759 3,486 3,450 3,274 967 941 736 919 895 920 306 280 338 447 469 426 589 583 546	District average average 2011 2012 2012 2012 \$7,634 \$7,551 \$7,033 \$7,475 4,148 4,101 3,759 4,053 3,486 3,450 3,274 3,422 967 941 736 736 919 895 920 928 306 280 338 382 447 469 426 362 589 583 546 578

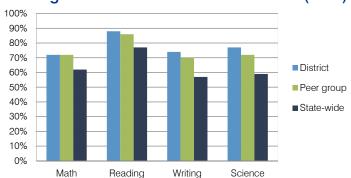
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades



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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stres	s level: Moderate	
Measure: 2010 through 2	012	Assessment
Number of students attend	ing	Concentrated decrease
Spending exceeded opera	ting/capital budgets	No overspending
Spending increase election	results	No election held
Operating reserve percenta	age (max. 4%), trend	3.7%, Increasing
Years of capital reserve hel	d	1 to 3 years
Current financial and intern	al control status	Compliant
Stress level		
Low	Moderate	High

Office of the Auditor General

Ctoto

Fowler Elementary School District

Maricopa County

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

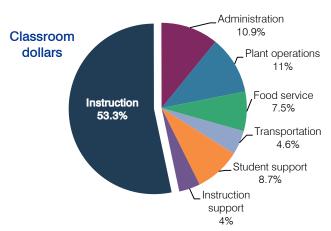
Legislative district(s): 19

District size / location: Medium-Large, Suburb Students attending: 4,322 Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

				_	l _
Operational area	Measure		District	Peer average	State average
	Cost per p	upil	\$685	\$796	\$736
Administration	Students p administrat		79	75	66
Plant	Cost per square foot		\$5.34	\$6.25	\$6.09
operations	Square foo student	tage per	130	131	152
Food service	Cost per m equivalent	Cost per meal equivalent		\$2.45	\$2.47
Transportation	Cost per mile		\$4.37	\$5.69	\$3.50
Transportation	Cost per ric	der	\$351	\$569	\$982
Very low	Low	Comparab	le Hio	ah V	erv hiah

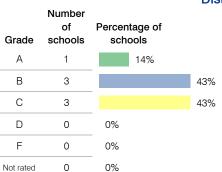
Per-pupil spending by operational area

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

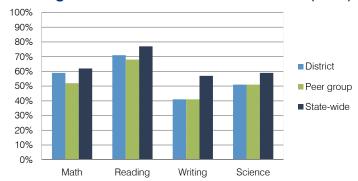
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stres	ss level:	Low			
Measure: 2010 through	2012		Assessment		
Number of students attended	ding		Steady		
Spending exceeded opera	ting/capital	budgets	No overspending		
Spending increase election	n results		Voter-approved		
Operating reserve percent	age (max. 4	l%), trend	2.9%, Varying		
Years of capital reserve he	ld		1 to 3 years		
Current financial and interr	nal control s	tatus	Compliant		
Stress level					
Low	Mod	erate	High		

State of Arizona

page 84 FY2012

Fredonia-Moccasin Unified School District

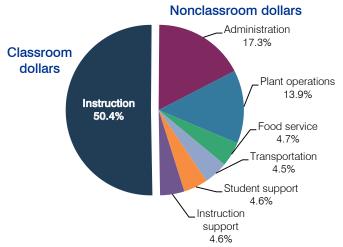
Coconino County

Efficiency peer groups 6 and T-11, Achievement peer group 5 Legislative district(s): 5 and 7

District size / location: Students attending: Number of schools: Small, Rural 262 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational		•		Peer	State
area	Measure		District	average	average
	Cost per p	oupil	\$1,866	\$1,487	\$736
Administration	Students per administrator		37	43	66
Plant	Cost per square foot		\$3.84	\$5.04	\$6.09
operations	Square for student	Square footage per		299	152
Food service		Cost per meal equivalent		\$3.19	\$2.47
Transportation	Cost per mile		\$3.21	\$2.21	\$3.50
Transportation	Cost per rider		\$1,414	\$978	\$982
Very low	Low	Comparab	le Hig	gh V	ery high

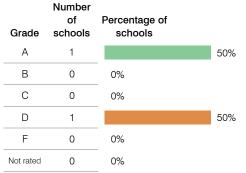
Per-pupil spending by operational area

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

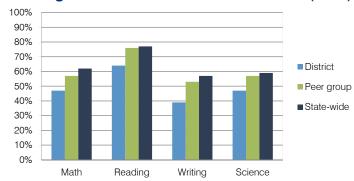
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades





Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stre	ess level:	Low	
Measure: 2010 through	2012		Assessment
Number of students atter	nding		Small school adjustment
Spending exceeded open	rating/capita	l budgets	No overspending
Spending increase election	on results		No election held
Operating reserve percer	ntage (max.	4%), trend	Impact Aid Fund reserve
Years of capital reserve h	eld		More than 3 years
Current financial and inte	rnal control s	status	Compliant
Stress level			
Low	Mod	erate	High

Office of the Auditor General

Ft. Thomas Unified School District

Graham County

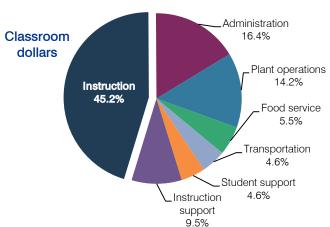
Efficiency peer groups 6 and T-9, Achievement peer group 7 Legislative district(s): 7 and 14

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

OPERATIONAL EFFICIENCY

Spending by operational area





5-year spending trend

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

Cost measures relative to peer averages

				_	
Operational area	Measure		District	Peer average	State average
	Cost per p	liqu	\$2,488	\$1,487	\$736
Administration	Students p administrat		25	43	66
Plant	Cost per square foot		\$5.73	\$5.04	\$6.09
operations	Square foo student	tage per	374	299	152
Food service	Cost per m equivalent	eal	\$3.56	\$3.19	\$2.47
Transportation	Cost per m	ile	\$2.75	\$2.47	\$3.50
Transportation	Cost per ric	der	\$780	\$704	\$982
Very low	Low	Comparable	e Hic	yh V	ery high

Per-pupil spending by operational area

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

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

Percentage of

schools

0%

0%

0%

0%

Number

of

schools

0

0

1

2

0

0

Grade

В

С

D

F

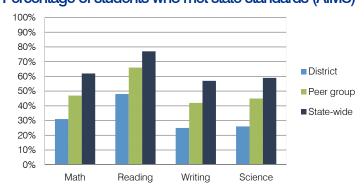
Not rated





67%

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: Moderate

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

Moderate

Gadsden Elementary School District

Yuma County

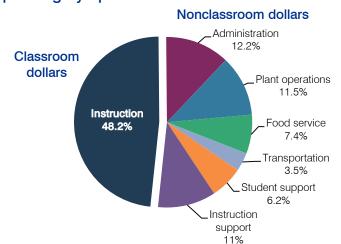
Efficiency peer groups 9 and T-6, Achievement peer group 21 Legislative district(s): 4

District size / location: Students attending: Number of schools: Medium-Large, Town 4.895

4,093

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational		•		Peer	State
area	Measure		District	average	average
	Cost per p	upil	\$851	\$951	\$736
Administration	Students per administrator		64	61	66
Plant	Cost per square foot		\$8.04	\$6.40	\$6.09
operations	Square footage per student		100	142	152
Food service	Cost per meal equivalent		\$2.45	\$2.49	\$2.47
Transportation	Cost per mile		\$3.65	\$3.84	\$3.50
Transportation	Cost per ric	der	\$247	\$416	\$982
Very low	Low	Comparabl	le Hiç	gh V	ery high

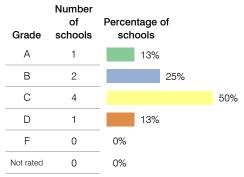
Per-pupil spending by operational area

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

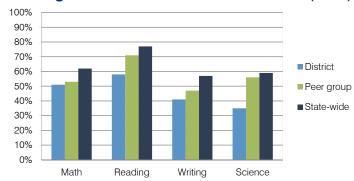
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades





Percentage of students who met state standards (AIMS)



Student and teacher measures

	Peer	State
District	average	average
96%	95%	94%
N/A	N/A	N/A
40%	39%	25%
22.4	14.4	18.1
\$42,049	\$40,820	\$45,193
\$2,497	\$2,313	\$3,195
7.0	11.7	11.0
39%	12%	16%
	96% N/A 40% 22.4 \$42,049 \$2,497 7.0	District average 96% 95% N/A N/A 40% 39% 22.4 14.4 \$42,049 \$40,820 \$2,497 \$2,313 7.0 11.7

Financial stress assessment

Overall financial stre	ess level: Low	
Measure: 2010 through	2012	Assessment
Number of students atter	nding	Increase
Spending exceeded ope	rating/capital budgets	No overspending
Spending increase electi	on results	No election held
Operating reserve percei	ntage (max. 4%), trend	3.9%, Steady
Years of capital reserve h	neld	1 to 3 years
Current financial and inte	rnal control status	Compliant
Stress level		
Low	Moderate	High

Office of the Auditor General

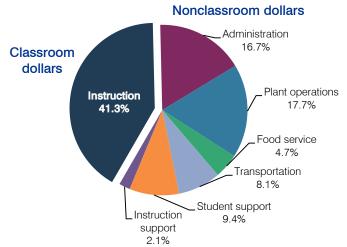
Ganado Unified School District

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

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

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational	Measure		District	Peer	State
area	Measure		DISTRICT	average	average
	Cost per p	upil	\$2,144	\$1,074	\$736
Administration	Students p administrat		39	56	66
Plant	Cost per so	quare foot	\$5.61	\$4.82	\$6.09
operations	Square foo student	tage per	407	250	152
Food service	Cost per m equivalent	eal	\$2.58	\$2.97	\$2.47
Transportation	Cost per m	iile	\$2.85	\$2.26	\$3.50
Transportation	Cost per ric	der	\$1,048	\$935	\$982
Very low	Low	Comparab	le Hig	gh V	ery high

Per-pupil spending by operational area

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

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

Number

of

schools

0

1

1

2

0

0

0%

0%

Grade

В

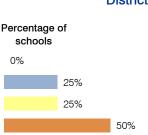
С

D

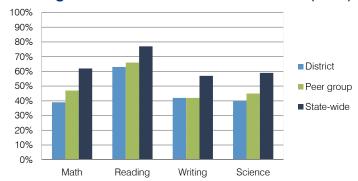
F

Not rated





Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stre	ess level:	Low		
Measure: 2010 through	2012		Assessment	
Number of students atter	nding		Moderate decrease	
Spending exceeded oper	nding exceeded operating/capital budgets			
Spending increase election results			No election held	
Operating reserve percentage (max. 4%), trend			Impact Aid Fund reserve	
Years of capital reserve held			More than 3 years	
Current financial and inter	rnal control s	tatus	Marginally compliant	
Stress level				
Low	Mod	erate	High	

Gila Bend Unified School District

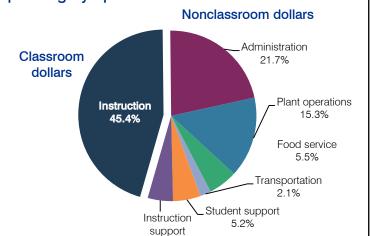
Maricopa County

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

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

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

4.8%

Cost measures relative to peer averages

Operational area	Measure		District	Peer average	State
area	IVICASUIC		DISTRICT	average	average
	Cost per p	upil	\$2,058	\$1,487	\$736
Administration	Students per administrator		36	43	66
Plant	Cost per square foot		\$6.81	\$5.04	\$6.09
operations	Square footage per student		213	299	152
Food service	Cost per meal equivalent		\$2.22	\$3.19	\$2.47
Transportation	Cost per mile		\$1.56	\$3.29	\$3.50
Transportation	Cost per rider		\$319	\$644	\$982
Very low	Low	Comparab	le Hiç	gh V	ery high

Per-pupil spending by operational area

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

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

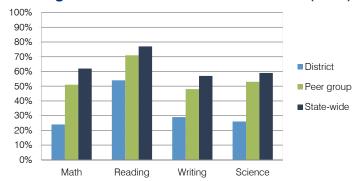
ADE-reported district and school letter grades





Grade	Number of schools	Percentage of schools	
Α	0	0%	
В	0	0%	
С	1		50%
D	1		50%
F	0	0%	
Not rated	0	0%	

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stre	ss level:	Low	
Measure: 2010 through	2012		Assessment
Number of students attended	ding		Moderate decrease
Spending exceeded opera	ating/capita	l budgets	No overspending
Spending increase election results			Mixed election results
Operating reserve percentage (max. 4%), trend			4.0%, Steady
Years of capital reserve he	eld		Impact Aid Fund reserve
Current financial and interr	nal control	status	Compliant
Stress level			
Low	Mod	erate	High

Office of the Auditor General

Gilbert Unified School District

Maricopa County

Efficiency peer groups 1 and T-3, Achievement peer group 1

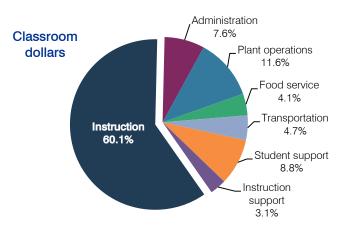
Legislative district(s): 12, 16, 17, 25 and 26

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

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

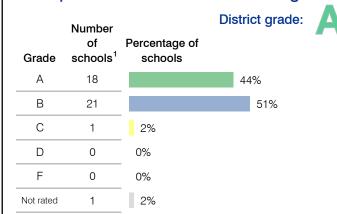
Operational area	Measure	District	Peer average	State average
	Cost per pupil	\$496	\$620	\$736
Administration	Students per administrator	77	79	66
Plant	Cost per square foot	\$5.78	\$5.88	\$6.09
operations	Square footage per student	132	144	152
Food service	Cost per meal equivalent	\$2.23	\$2.46	\$2.47
Transportation	Cost per mile	\$3.64	\$3.80	\$3.50
Transportation	Cost per rider \$9	\$961	\$940	\$982
Very low	Low Comparab	le Hic	y dr	ery high

Per-pupil spending by operational area

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

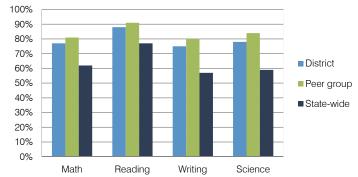
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades



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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

State

Financial stress assessment

Overall financial stre	ess level:	Low			
Measure: 2010 through	Assessment				
Number of students atter	Number of students attending				
Spending exceeded oper	No overspending				
Spending increase election results			Voter-rejected		
Operating reserve percentage (max. 4%), trend			3.3%, Varying		
Years of capital reserve held			1 to 3 years		
Current financial and internal control status		Compliant			
Stress level					
Low	Mode	erate	High		

State of Arizona

Glendale Elementary School District

Maricopa County

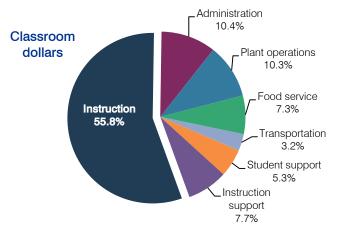
Efficiency peer groups 7 and T-1, Achievement peer group 15 Legislative district(s): 20, 29 and 30

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

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

Operational				Peer	State
area	Measure		District	average	average
	Cost per p	upil	\$734	\$695	\$736
Administration	Students p administra		71	67	66
Plant	Cost per square foot		\$6.45	\$6.05	\$6.09
operations	Square footage per student		113	131	152
Food service	Cost per meal equivalent		\$2.32	\$2.41	\$2.47
Transportation	Cost per mile		\$8.02	\$5.69	\$3.50
Transportation	Cost per ri	der	\$865	\$569	\$982
Very low	Low	Comparable	e Hig	gh V	ery high

Per-pupil spending by operational area

Distr	rict	average	average	average
2011	2012	2012	2012	2010
\$6,910	\$7,086	\$7,254	\$7,475	\$10,652
3,787	3,955	3,944	4,053	6,526
3,123	3,131	3,310	3,422	4,126
733	734	695	736	1,139
737	730	794	928	1,012
518	520	489	382	405
188	226	299	362	443
361	377	526	578	592
586	544	507	436	535
	2011 \$6,910 3,787 3,123 733 737 518 188 361	2011 2012 \$6,910 \$7,086 3,787 3,955 3,123 3,131 733 734 737 730 518 520 188 226 361 377	2011 2012 2012 \$6,910 \$7,086 \$7,254 3,787 3,955 3,944 3,123 3,131 3,310 733 734 695 737 730 794 518 520 489 188 226 299 361 377 526	2011 2012 2012 2012 \$6,910 \$7,086 \$7,254 \$7,475 3,787 3,955 3,944 4,053 3,123 3,131 3,310 3,422 733 734 695 736 737 730 794 928 518 520 489 382 188 226 299 362 361 377 526 578

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

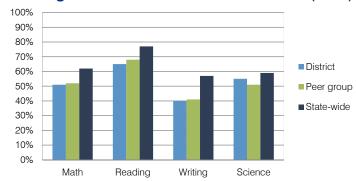
ADE-reported district and school letter grades





Grade	Number of schools	Percentage of schools		
Α	0	0%		
В	7		41%	
С	9			53%
D	1	6%		
F	0	0%		
Not rated	0	0%		

Percentage of students who met state standards (AIMS)



Student and teacher measures

	Peer	State
District	average	average
95%	95%	94%
N/A	N/A	N/A
36%	33%	25%
17.5	17.7	18.1
\$41,747	\$41,441	\$45,193
\$3,292	\$2,520	\$3,195
7.3	9.6	11.0
37%	21%	16%
	95% N/A 36% 17.5 \$41,747 \$3,292 7.3	District average 95% 95% N/A N/A 36% 33% 17.5 17.7 \$41,747 \$41,441 \$3,292 \$2,520 7.3 9.6

Financial stress assessment

Overall financial stre	ess level:	Low					
Measure: 2010 through	Assessment						
Number of students atter	umber of students attending						
Spending exceeded ope	pending exceeded operating/capital budgets						
Spending increase election		Voter-approved					
Operating reserve percer	Operating reserve percentage (max. 4%), trend						
Years of capital reserve h	ears of capital reserve held						
Current financial and inte	Compliant						
Stress level							
Low	Modera	ate	High				

Office of the Auditor General

Glendale Union High School District

Maricopa County

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

District size / location: Students attending: Number of schools:

Number

of

schools

4

1

0

0

0%

10%

Grade

В

С

D

F

Not rated

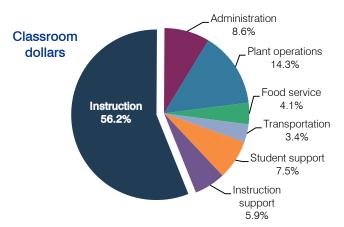
Large, City 14,783

10

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure		District	Peer average	State average
	Cost per pu	ıpil	\$658	\$636	\$736
Administration	Students per administrator		70	68	66
Plant	Cost per so	Cost per square foot		\$6.49	\$6.09
operations	Square footage per student		155	144	152
Food service	Cost per meal equivalent		\$2.53	\$2.34	\$2.47
Transportation	Cost per mile		\$5.63	\$3.54	\$3.50
танъронацон	Cost per ric	der	\$2,043	\$1,372	\$982
Very low	Low	Comparab	le Hic	yh V	erv hiah

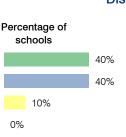
Per-pupil spending by operational area

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

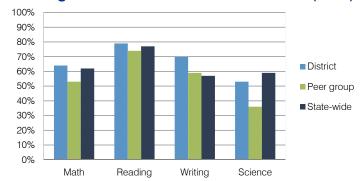
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stres	ss level:	Low	
Measure: 2010 through	2012		Assessment
Number of students attended	ding		Steady
Spending exceeded opera	ating/capital	budgets	No overspending
Spending increase election	n results		Voter-approved
Operating reserve percent	Operating reserve percentage (max. 4%), trend		
Years of capital reserve held			1 to 3 years
Current financial and internal control status		Compliant	
Stress level			
Low	Mod	erate	High

Globe Unified School District

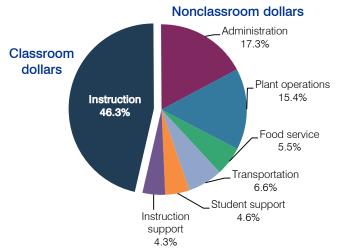
Gila County

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

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

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	_	District	Peer average	State average
	Cost per p	oupil	\$1,172	\$1,074	\$736
Administration	Students per administrator		56	56	66
Plant	Cost per s	Cost per square foot		\$4.82	\$6.09
operations	Square footage per student		219	250	152
Food service	Cost per meal equivalent		\$3.15	\$2.97	\$2.47
Transportation	Cost per mile		\$4.59	\$3.84	\$3.50
Transportation	Cost per rider		\$409	\$416	\$982
Very low	Low	Comparab	le Hiç	gh V	ery high

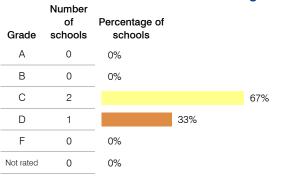
Per-pupil spending by operational area

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

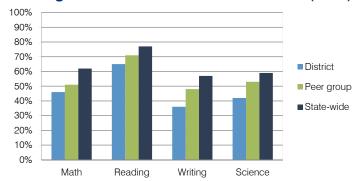
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades





Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

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

Office of the Auditor General

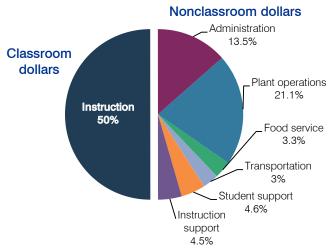
Grand Canyon Unified School District

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

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

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

				_	
Operational area	Measure		District	Peer average	State average
	Cost per p	upil	\$1,693	\$1,487	\$736
Administration	Students per administrator		39	43	66
Plant	Cost per square foot		\$9.37	\$5.04	\$6.09
operations	Square footage per student		281	299	152
Food service	Cost per meal equivalent		\$3.08	\$3.19	\$2.47
Transportation	Cost per mile		\$1.18	\$2.02	\$3.50
Tansportation	Cost per rider		\$710	\$1,181	\$982
Very low	Low	Comparab	le Hid	yh V	ery high

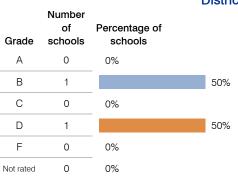
Per-pupil spending by operational area

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

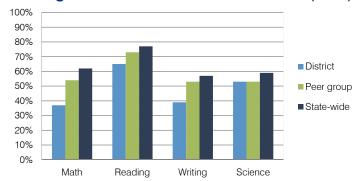
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades





Percentage of students who met state standards (AIMS)



Student and teacher measures

	Peer	State
District	average	average
94%	94%	94%
88%	86%	78%
16%	15%	25%
10.6	14.3	18.1
\$37,312	\$39,138	\$45,193
\$2,072	\$3,133	\$3,195
12.7	10.9	11.0
18%	17%	16%
	94% 88% 16% 10.6 \$37,312 \$2,072 12.7	District average 94% 94% 88% 86% 16% 15% 10.6 14.3 \$37,312 \$39,138 \$2,072 \$3,133 12.7 10.9

Financial stress assessment

Measure: 2010 through	2012	Assessment
Number of students atter	nding	Small school adjustment
Spending exceeded oper	ating/capital budgets	No overspending
Spending increase election	on results	No election held
Operating reserve percer	tage (max. 4%), trend	3.3%, Increasing
Years of capital reserve h	ears of capital reserve held	
Current financial and inter	rnal control status	Compliant
Stress level		
Low	Moderate	High

State of Arizona

page 94 FY2012

Hackberry Elementary School District

Mohave County

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

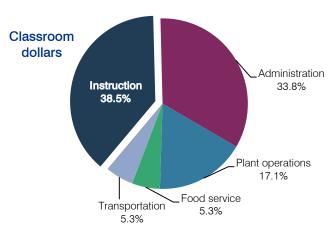
District size / location: Students attending: Number of schools: Very small, Rural 34

34

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

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

Per-pupil spending by operational area

		Peer	State	National
Dist	rict	average	average	average
2011	2012	2012	2012	2010
\$38,387	\$20,714	\$15,082	\$7,475	\$10,652
13,113	7,972	7,880	4,053	6,526
25,274	12,742	7,202	3,422	4,126
13,917	6,990	2,472	736	1,139
7,017	3,551	2,126	928	1,012
1,477	1,107	756	382	405
1,931	1,092	970	362	443
932	0	541	578	592
0	2	337	436	535
	2011 \$38,387 13,113 25,274 13,917 7,017 1,477 1,931 932	\$38,387 \$20,714 13,113 7,972 25,274 12,742 13,917 6,990 7,017 3,551 1,477 1,107 1,931 1,092 932 0	2011 2012 2012 \$38,387 \$20,714 \$15,082 13,113 7,972 7,880 25,274 12,742 7,202 13,917 6,990 2,472 7,017 3,551 2,126 1,477 1,107 756 1,931 1,092 970 932 0 541	2011 2012 2012 2012 \$38,387 \$20,714 \$15,082 \$7,475 13,113 7,972 7,880 4,053 25,274 12,742 7,202 3,422 13,917 6,990 2,472 736 7,017 3,551 2,126 928 1,477 1,107 756 382 1,931 1,092 970 362 932 0 541 578

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

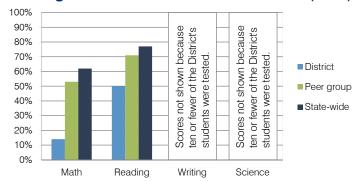
ADE-reported district and school letter grades

District grade:



Grade	Number of schools	Percentage of schools	Diomict grader	
Α	0	0%		
В	0	0%		
С	0	0%		
D	1			100%
F	0	0%		
Not rated	0	0%		

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level:	Moderate
Overali illialiciai siress ievei.	woderate

Measure: 2010 through	2012	Assessment		
Number of students atter	nding	Small school adjustment		
Spending exceeded open	rating/capital budgets	Operating only		
Spending increase election	No election held			
Operating reserve percentage (max. 4%), trend		2.7%, Increasing		
Years of capital reserve held		More than 3 years		
Current financial and internal control status		Noncompliant		
Stress level				
Low	Moderate	High		

Office of the Auditor General

Hayden-Winkelman Unified School District

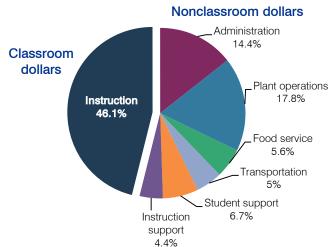
Gila County

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

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

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure		District	Peer average	State average
	Cost per pi	upil	\$1,383	\$1,487	\$736
Administration	Students p administrat		35	43	66
Plant	Cost per so	quare foot	\$3.22	\$5.04	\$6.09
operations	Square foo student	tage per	529	299	152
Food service	Cost per m equivalent	ieal	\$2.95	\$3.19	\$2.47
Transportation	Cost per m	iile	\$1.93	\$2.26	\$3.50
mansportation	Cost per ric	der	\$774	\$935	\$982
Very low	Low	Comparabl	le Hig	gh V	ery high

Per-pupil spending by operational area

State of Arizona

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

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

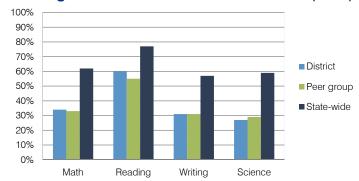
ADE-reported district and school letter grades





	Number	Dougoutous of	Biotriot grado.	
Grade	of schools	Percentage of schools		
Α	0	0%		
В	0	0%		
С	0	0%		
D	3			100%
F	0	0%		
Not rated	0	0%		

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: Moderate

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

Stress level

Low Moderate High

page 96 FY2012

Heber-Overgaard Unified School District

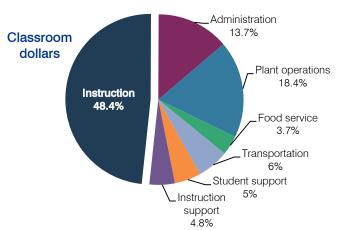
Navajo County
Efficiency peer groups 6 and T-11, Achievement peer group 7
Legislative district(s): 6

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

OPERATIONAL EFFICIENCY

Spending by operational area





5-year spending trend

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

Cost measures relative to peer averages

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

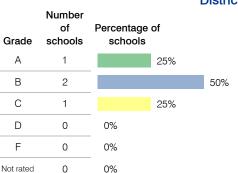
Per-pupil spending by operational area

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

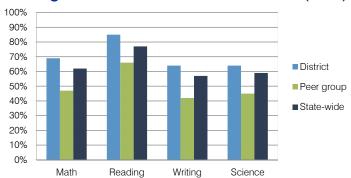
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades





Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stre	ess level:	Low	
Measure: 2010 through	2012		Assessment
Number of students atter	nding		Steady
Spending exceeded oper	rating/capital bu	dgets	No overspending
Spending increase election	on results		No election held
Operating reserve percer	ntage (max. 4%)	, trend	2.8%, Decreasing
Years of capital reserve h	eld		1 to 3 years
Current financial and internal control status			Compliant
Stress level			
Low	Modera	ite	High

Office of the Auditor General

Higley Unified School District

Maricopa County

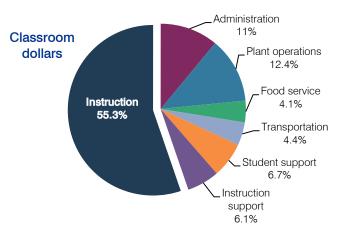
Efficiency peer groups 2 and T-4, Achievement peer group 1 Legislative district(s): 12

District size / location: Large, Suburb Students attending: 9,887 Number of schools: 10

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

				_	
Operational area	Measure		District	Peer average	State average
	Cost per p	upil	\$657	\$636	\$736
Administration	Students per administrator		84	68	66
Plant	Cost per so	Cost per square foot		\$6.49	\$6.09
operations	Square footage per student		142	144	152
Food service	Cost per meal equivalent		\$2.64	\$2.34	\$2.47
Transportation	Cost per mile		\$4.31	\$3.62	\$3.50
Панъронацон	Cost per rider		\$1,287	\$1,088	\$982
Very low	Low	Comparab	le Hic	yh V	ery high

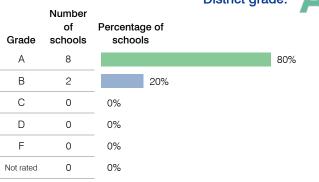
Per-pupil spending by operational area

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

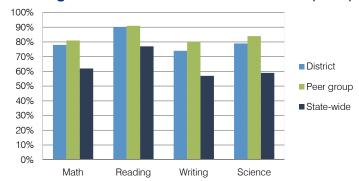
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stres	s level:	Low	
Measure: 2010 through 2	012		Assessment
Number of students attendi	ng		Increase
Spending exceeded operat	ing/capital	budgets	No overspending
Spending increase election	results		Voter-rejected
Operating reserve percenta	ge (max. 4	%), trend	3.2%, Increasing
Years of capital reserve held	d		1 to 3 years
Current financial and internal control status			Compliant
Stress level			
Low	Mode	erate	High

State of Arizona

page 98 FY2012

Hillside Elementary School District

Yavapai County

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

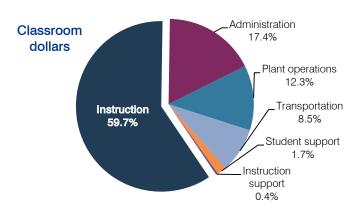
District size / location: Students attending: Number of schools: Very small, Rural

32 1

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

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

Per-pupil spending by operational area

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

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

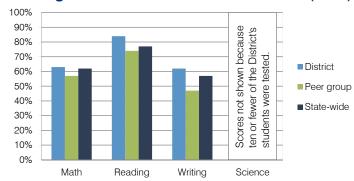
ADE-reported district and school letter grades





Grade	Number of schools	Percentage of schools	J	
Α	0	0%		
В	0	0%		
С	1			100%
D	0	0%		
F	0	0%		
Not rated	0	0%		

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

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

Office of the Auditor General

Holbrook Unified School District

Navajo County

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

District size / location:
Students attending:
Number of schools:

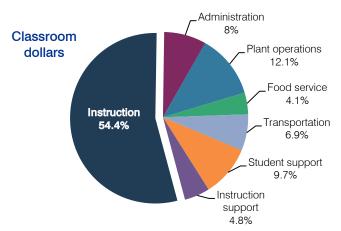
Medium, Town 1,999 5

Number of schools:

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

Operational		•		Peer	State
area	Measure		District	average	average
	Cost per pi	ıpil	\$766	\$1,074	\$736
Administration	Students per administrator		63	56	66
Plant	Cost per square foot		\$5.69	\$4.82	\$6.09
operations	Square footage per student		202	250	152
Food service	Cost per meal equivalent		\$2.57	\$2.97	\$2.47
Transportation	Cost per mile		\$1.40	\$2.02	\$3.50
Transportation	Cost per rider		\$775	\$1,181	\$982
Very low	Low Comparab		le Hio	ah V	erv hiah

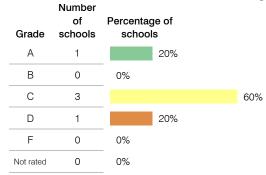
Per-pupil spending by operational area

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

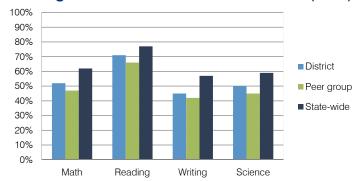
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

District	average	average
0.50/		avorage
95%	93%	94%
79%	76%	78%
39%	40%	25%
14.4	15.6	18.1
\$44,931	\$42,644	\$45,193
\$1,740	\$3,127	\$3,195
11.7	13.0	11.0
12%	13%	16%
	79% 39% 14.4 \$44,931 \$1,740 11.7	79% 76% 39% 40% 14.4 15.6 \$44,931 \$42,644 \$1,740 \$3,127 11.7 13.0

Financial stress assessment

Measure: 2010 through	2012	Assessment	
Number of students atter	nding	Increase	
Spending exceeded oper	Spending exceeded operating/capital budgets		
Spending increase election	No election held		
Operating reserve percer	Impact Aid Fund reserve		
Years of capital reserve h	More than 3 years		
Current financial and inte	Compliant		
Stress level			
Low	Moderate	High	

Humboldt Unified School District

Yavapai County

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

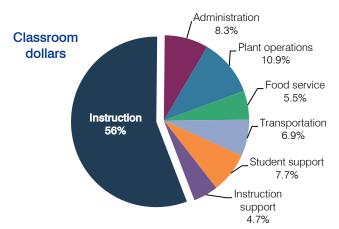
District size / location: Medium-Large, Suburb Students attending: 5,636

Number of schools: 9

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

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

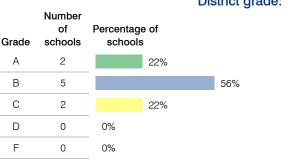
Per-pupil spending by operational area

		Peer	State	inational
Distr	rict	average	average	average
2011	2012	2012	2012	2010
\$6,469	\$6,584	\$7,033	\$7,475	\$10,652
3,639	3,687	3,759	4,053	6,526
2,830	2,897	3,274	3,422	4,126
591	544	736	736	1,139
738	719	920	928	1,012
336	360	338	382	405
432	452	426	362	443
500	510	546	578	592
233	312	308	436	535
	2011 \$6,469 3,639 2,830 591 738 336 432 500	\$6,469 \$6,584 3,639 3,687 2,830 2,897 591 544 738 719 336 360 432 452 500 510	District average 2011 2012 2012 \$6,469 \$6,584 \$7,033 3,639 3,687 3,759 2,830 2,897 3,274 591 544 736 738 719 920 336 360 338 432 452 426 500 510 546	District average average 2011 2012 2012 2012 \$6,469 \$6,584 \$7,033 \$7,475 3,639 3,687 3,759 4,053 2,830 2,897 3,274 3,422 591 544 736 736 738 719 920 928 336 360 338 382 432 452 426 362 500 510 546 578

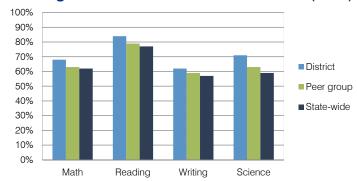
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

Not rated

0

0%

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

Financial stress assessment

Overall financial stress	level:	Low	
Measure: 2010 through 20	12		Assessment
Number of students attending	g		Moderate decrease
Spending exceeded operating	g/capital	budgets	No overspending
Spending increase election results			No election held
Operating reserve percentage (max. 4%), trend			3.1%, Increasing
Years of capital reserve held			1 to 3 years
Current financial and internal control status			Compliant
Stress level			
Low	Mode	rate	High

Office of the Auditor General

Hyder Elementary School District

Yuma County

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

District size / location: Students attending: Very small, Rural

102

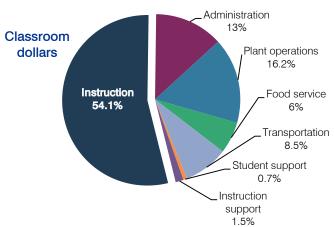
1

Number of schools:

OPERATIONAL EFFICIENCY

Spending by operational area





5-year spending trend

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

Cost measures relative to peer averages

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

Per-pupil spending by operational area

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

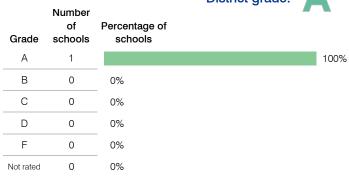
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

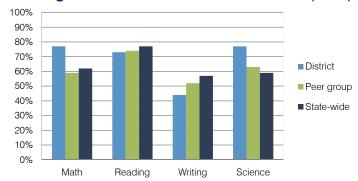
District grade:

Door

State



Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stre	ss level:	Low	
Measure: 2010 through	2012		Assessment
Number of students atten	ding		Small school adjustment
Spending exceeded opera	Spending exceeded operating/capital budgets		
Spending increase election results			No election held
Operating reserve percen	tage (max. 4	l%), trend	4.0%, Steady
Years of capital reserve he	eld		1 to 3 years
Current financial and internal control status			Marginally compliant
Stress level			
Low	Mode	erate	High

State of Arizona

page 102 FY2012

Isaac Elementary School District

Maricopa County

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

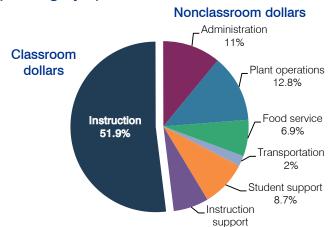
District size / location: Students attending: Number of schools:

Medium-Large, City

6,676 10

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

6.7%

Cost measures relative to peer averages

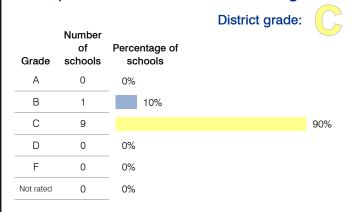
Operational area	Measure		District	Peer average	State average
	Cost per pupil		\$907	\$796	\$736
Administration	Students per administrator		76	75	66
Plant	Cost per square foot		\$9.01	\$6.25	\$6.09
operations	Square footage per student		117	131	152
Food service	Cost per meal equivalent		\$2.32	\$2.45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

Per-pupil spending by operational area

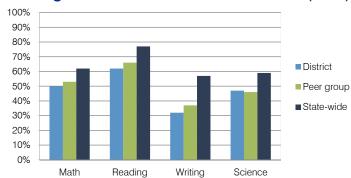
	Dist	rict	Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$8,170	\$8,232	\$6,968	\$7,475	\$10,652
Classroom dollars	4,042	4,274	3,582	4,053	6,526
Nonclassroom dollars:	4,128	3,958	3,386	3,422	4,126
Administration	978	907	796	736	1,139
Plant operations	1,063	1,057	811	928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

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades



Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stre	ess level:	Low	
Measure: 2010 through 2012			Assessment
Number of students atter	nding		Concentrated decrease
Spending exceeded ope	rating/capita	l budgets	No overspending
Spending increase election results			Voter-approved
Operating reserve percer	ntage (max.	4%), trend	3.5%, Varying
Years of capital reserve h	eld		More than 3 years
Current financial and internal control status			Compliant
Stress level			
Low	Mod	erate	High

Office of the Auditor General

J.O. Combs Unified School District

Pinal County

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

Legislative district(s): 8 and 16

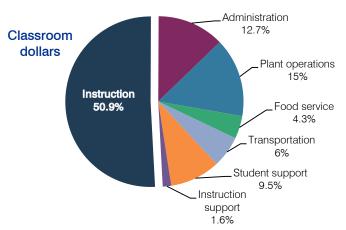
District size / location: Medium-Large, Rural Students attending: 4,147

Number of schools:

OPERATIONAL EFFICIENCY

Spending by operational area





5-year spending trend

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

Cost measures relative to peer averages

Operational		•		Peer	State
area	Measure		District	average	average
	Cost per p	upil	\$753	\$748	\$736
Administration	Students per administrator		83	66	66
Plant	Cost per square foot		\$5.65	\$5.53	\$6.09
operations	Square footage per student		158	173	152
Food service	Cost per meal equivalent		\$2.00	\$2.56	\$2.47
Transportation	Cost per mile		\$3.18	\$2.87	\$3.50
Папъронацон	Cost per rider		\$780	\$726	\$982
Very low	Low	Comparable	e Hic	ah V	erv hiah

Per-pupil spending by operational area

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

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

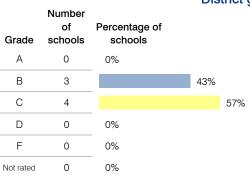
ADE-reported district and school letter grades

District grade:

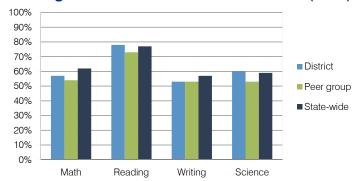
Peer

State

7



Percentage of students who met state standards (AIMS)



Student and teacher measures

		1 661	State
Measure	District	average	average
Attendance rate	94%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	17%	15%	25%
Students per teacher	19.5	14.3	18.1
Average teacher salary	\$34,708	\$39,138	\$45,193
Amount from Proposition 301	\$2,639	\$3,133	\$3,195
Average years of teacher experience	7.5	10.9	11.0
Percentage of teachers in first 3 years	24%	17%	16%

Financial stress assessment

Measure: 2010 through	Assessment	
Number of students atten	ding	Increase
Spending exceeded oper	ating/capital budgets	No overspending
Spending increase election	Voter-rejected	
Operating reserve percen	tage (max. 4%), trend	4.0%, Steady
Years of capital reserve he	eld	1 to 3 years
Current financial and inter	Compliant	
Stress level		
Low	Moderate	Hiah

Joseph City Unified School District

Navajo County

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

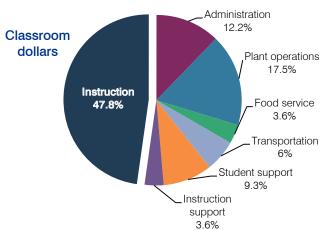
District size / location: Students attending: Number of schools: Small, Rural 456 2

Ctoto

OPERATIONAL EFFICIENCY

Spending by operational area





5-year spending trend

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

Cost measures relative to peer averages

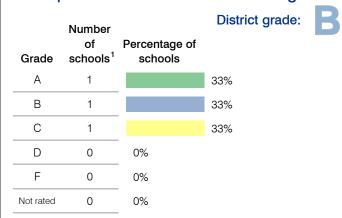
Operational				Peer	State
area	Measure		District	average	average
	Cost per pup	il	\$1,385	\$1,487	\$736
Administration	Students per administrator		38	43	66
Plant	Cost per square foot		\$4.30	\$5.04	\$6.09
operations	Square footage per student		463	299	152
Food service	Cost per meal equivalent		\$3.97	\$3.19	\$2.47
Transportation	Cost per mile		\$1.49	\$2.26	\$3.50
Transportation	Cost per rider		\$622	\$935	\$982
Very low	Low (Comparable	Hiç	gh V	ery high

Per-pupil spending by operational area

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

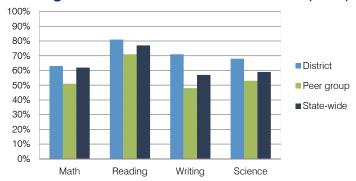
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades



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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress le	evel: Low	
Measure: 2010 through 2012	!	Assessment
Number of students attending		Steady
Spending exceeded operating/	capital budgets	No overspending
Spending increase election res	ults	No election held
Operating reserve percentage	(max. 4%), trend	4.0%, Steady
Years of capital reserve held		1 to 3 years
Current financial and internal co	Compliant	
Stress level		
Low	Moderate	High

Office of the Auditor General

Kayenta Unified School District

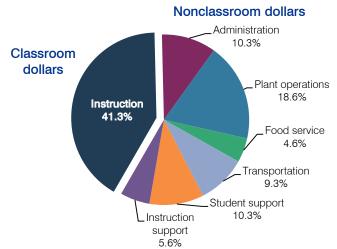
Navajo County
Efficiency peer groups 5 and T-11. Ach

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

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

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

				_	
Operational area	Measure		District	Peer average	State average
	Cost per p	upil	\$1,117	\$1,074	\$736
Administration	Students p administrat		51	56	66
Plant	Cost per so	quare foot	\$7.01	\$4.82	\$6.09
operations	Square foo student	tage per	288	250	152
Food service	Cost per meal equivalent		\$2.10	\$2.97	\$2.47
Transportation	Cost per m	iile	\$2.50	\$2.21	\$3.50
Transportation	Cost per rid	der	\$1,257	\$978	\$982
Very low	Low	Comparab	le Hid	gh V	ery high

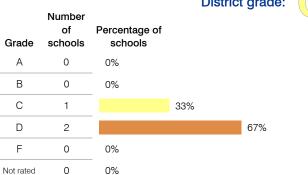
Per-pupil spending by operational area

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

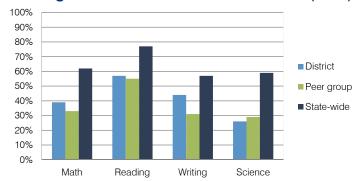
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades





Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stres	s level:	Low	
Measure: 2010 through 2	2012		Assessment
Number of students attend	ling		Steady
Spending exceeded opera	ting/capital	budgets	No overspending
Spending increase election	results		No election held
Operating reserve percenta	age (max. 4	l%), trend	Impact Aid Fund reserve
Years of capital reserve he	ld		More than 3 years
Current financial and intern	al control s	tatus	Compliant
Stress level			
Low	Mode	erate	High

Kingman Unified School District

Mohave County

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

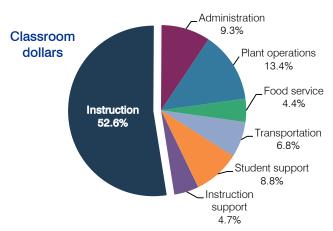
District size / location: Students attending: Number of schools: Medium-Large, Town

6,750 10

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

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

Per-pupil spending by operational area

		Peer	State	National
Distr	rict	average	average	average
2011	2012	2012	2012	2010
\$6,390	\$6,723	\$7,007	\$7,475	\$10,652
3,390	3,536	3,682	4,053	6,526
3,000	3,187	3,325	3,422	4,126
628	624	748	736	1,139
808	901	933	928	1,012
275	298	354	382	405
471	455	369	362	443
570	593	540	578	592
248	316	381	436	535
	2011 \$6,390 3,390 3,000 628 808 275 471 570	\$6,390 \$6,723 3,390 3,536 3,000 3,187 628 624 808 901 275 298 471 455 570 593	2011 2012 2012 \$6,390 \$6,723 \$7,007 3,390 3,536 3,682 3,000 3,187 3,325 628 624 748 808 901 933 275 298 354 471 455 369 570 593 540	2011 2012 2012 2012 \$6,390 \$6,723 \$7,007 \$7,475 3,390 3,536 3,682 4,053 3,000 3,187 3,325 3,422 628 624 748 736 808 901 933 928 275 298 354 382 471 455 369 362 570 593 540 578

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

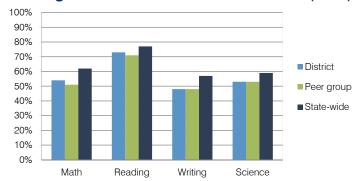
ADE-reported district and school letter grades





Grade	Number of schools	Percentage schools		
Α	2		20%	6
В	3			30%
С	3			30%
D	2		20%	6
F	0	0%		
Not rated	0	0%		

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress le	vel: Low	
Measure: 2010 through 2012		Assessment
Number of students attending		Moderate decrease
Spending exceeded operating/o	capital budgets	No overspending
Spending increase election resu	ılts	No election held
Operating reserve percentage (r	max. 4%), trend	3.8%, Decreasing
Years of capital reserve held		More than 3 years
Current financial and internal co	ntrol status	Compliant
Stress level		
Low	Moderate	High

Office of the Auditor General

Kirkland Elementary School District

Yavapai County

Efficiency peer groups 11 and T-13, Achievement peer group 21 Legislative district(s): 1

District size / location:
Students attending:

Very small, Rural

54

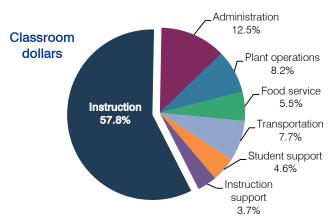
1

Number of schools:

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

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

Per-pupil spending by operational area

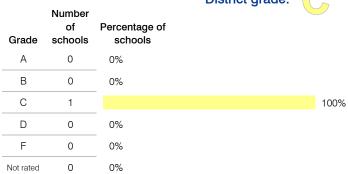
			Peer	State	National
	District		average	average	average
	2011	2012	2012	2012	2010
Total	\$14,300	\$15,895	\$15,082	\$7,475	\$10,652
Classroom dollars	7,566	9,180	7,880	4,053	6,526
Nonclassroom dollars:	6,734	6,715	7,202	3,422	4,126
Administration	2,359	1,986	2,472	736	1,139
Plant operations	1,452	1,298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

MEASURES, AND FINANCIAL ASSESSMENT

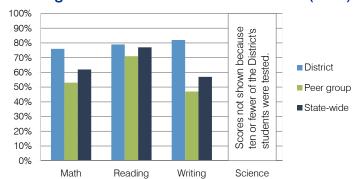
STUDENT ACHIEVEMENT, TEACHER

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stre	ss level:	Low	
Measure: 2010 through	2012		Assessment
Number of students atten	ding		Small school adjustment
Spending exceeded opera	ding exceeded operating/capital budgets		
Spending increase election	No election held		
Operating reserve percen	Operating reserve percentage (max. 4%), trend		
Years of capital reserve he	Years of capital reserve held		
Current financial and inter	Current financial and internal control status		
Stress level			
Low	Mode	erate	High

Kyrene Elementary School District

Maricopa County

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

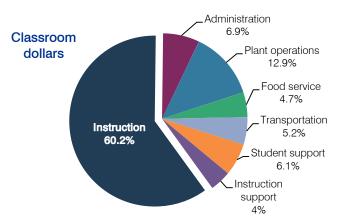
Legislative district(s): 18 and 27

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

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

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

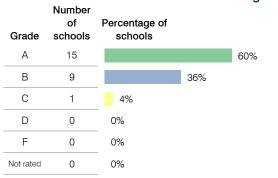
Per-pupil spending by operational area

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

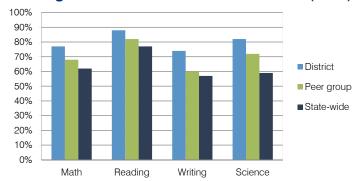
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stre Measure: 2010 through		Assessment			
Number of students atter		Steady			
	0	· · · · · · · · · · · · · · · · · · ·			
Spending exceeded oper	rating/capital budgets	No overspending			
Spending increase election	Voter-approved				
Operating reserve percer	ntage (max. 4%), trend	3.9%, Steady			
Years of capital reserve h	More than 3 years				
Current financial and inte	Compliant				
Stress level					
Low	Moderate	High			

Office of the Auditor General

Lake Havasu Unified School District

Mohave County

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

District size / location: Students attending:

Medium-Large, Town

5,474 8

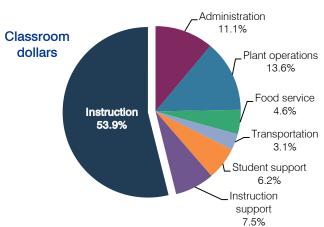
State

Number of schools:

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

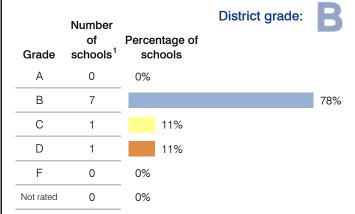
Operational				Peer	State
area	Measure		District	average	average
	Cost per p	upil	\$718	\$748	\$736
Administration	Students per administrator		66	66	66
Plant	Cost per square foot		\$6.13	\$5.53	\$6.09
operations	Square footage per student		143	173	152
Food service	Cost per meal equivalent		\$2.34	\$2.56	\$2.47
Transportation	Cost per mile		\$3.72	\$2.21	\$3.50
	Cost per rider		NR	\$978	\$982
Very low	Low	Comparabl	le Hig	gh V	ery high

Per-pupil spending by operational area

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

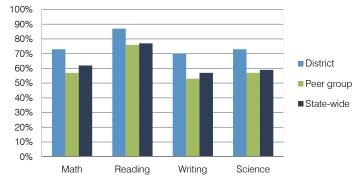
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades



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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: Moderate

Assessment
Large decrease
No overspending
Voter-rejected
3.7%, Varying
1 to 3 years
Compliant

000	0.10	0,0	002			
483	381	436	535	Low	Moderate	High

Stress level

State of Arizona

page 110 FY2012

Laveen Elementary School District

Maricopa County

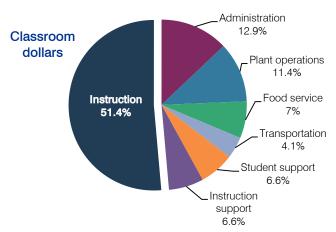
Efficiency peer groups 8 and T-1, Achievement peer group 14 Legislative district(s): 19 and 27

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

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

Operational			Peer	State	
area	Measure		District	average	average
	Cost per po	upil	\$724	\$796	\$736
Administration	Students per administrator		88	75	66
Plant	Cost per square foot		\$8.01	\$6.25	\$6.09
operations	Square footage per student		80	131	152
Food service	Cost per m equivalent	eal	\$2.16	\$2.45	\$2.47
Transportation	Cost per mile		\$5.56	\$5.69	\$3.50
папъропацоп	Cost per rider		\$506	\$569	\$982
Very low	Low	Comparabl	e Hiç	gh V	ery high

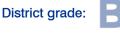
Per-pupil spending by operational area

Dietr				
District		average	average	average
2011	2012	2012	2012	2010
\$5,707	\$5,653	\$6,968	\$7,475	\$10,652
2,954	2,905	3,582	4,053	6,526
2,753	2,748	3,386	3,422	4,126
702	724	796	736	1,139
724	643	811	928	1,012
368	396	523	382	405
214	234	271	362	443
394	375	522	578	592
351	376	463	436	535
	\$5,707 2,954 2,753 702 724 368 214 394	\$5,707 \$5,653 2,954 2,905 2,753 2,748 702 724 724 643 368 396 214 234 394 375	\$5,707 \$5,653 \$6,968 2,954 2,905 3,582 2,753 2,748 3,386 702 724 796 724 643 811 368 396 523 214 234 271 394 375 522	\$5,707 \$5,653 \$6,968 \$7,475 2,954 2,905 3,582 4,053 2,753 2,748 3,386 3,422 702 724 796 736 724 643 811 928 368 396 523 382 214 234 271 362 394 375 522 578

STUDENT ACHIEVEMENT, TEACHER **MEASURES, AND FINANCIAL ASSESSMENT**

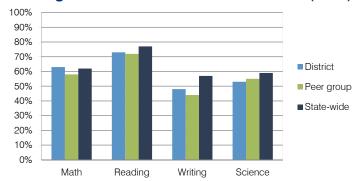
ADE-reported district and school letter grades





Grade	Number of schools	Percentage of schools	3	
Α	1	17%		
В	5			83%
С	0	0%		
D	0	0%		
F	0	0%		
Not rated	0	0%		

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stre	ess level: Low	
Measure: 2010 through	2012	Assessment
Number of students atter	nding	Increase
Spending exceeded oper	rating/capital budgets	No overspending
Spending increase election	on results	Voter-approved
Operating reserve percer	ntage (max. 4%), trend	3.2%, Varying
Years of capital reserve h	eld	More than 3 years
Current financial and inte	rnal control status	Compliant
Stress level		
Low	Moderate	High

Office of the Auditor General

Liberty Elementary School District

Maricopa County

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

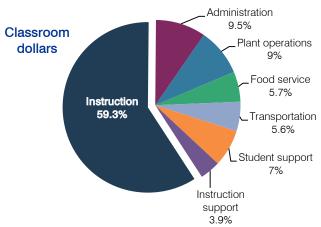
Legislative district(s): 4 and 13

District size / location: Medium-Large, Suburb Students attending: 3,105 Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

				_	l _
Operational area	Measure		District	Peer average	State average
	Cost per p	upil	\$633	\$796	\$736
Administration	Students per administrator		76	75	66
Plant	Cost per square foot		\$5.20	\$6.25	\$6.09
operations	Square footage per student		116	131	152
Food service	Cost per meal equivalent		\$2.66	\$2.45	\$2.47
Transportation	Cost per mile		\$3.00	\$3.62	\$3.50
Transportation	Cost per rider		\$956	\$1,088	\$982
Very low	Low	Comparab	le Hio	ah V	erv hiah

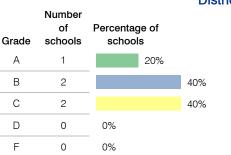
Per-pupil spending by operational area

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

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:

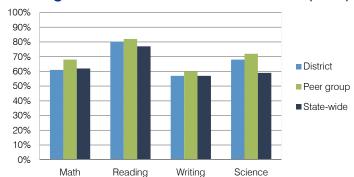


0%

Not rated

0

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress	level:	Low			
Measure: 2010 through 20	12		Assessment		
Number of students attending	ıg		Large decrease		
Spending exceeded operatir	ng/capital	budgets	No overspending		
Spending increase election r	esults		Voter-approved		
Operating reserve percentage	ge (max. 4	%), trend	3.1%, Varying		
Years of capital reserve held			More than 3 years		
Current financial and internal	Current financial and internal control status				
Stress level					
Low	Mode	erate	High		

State of Arizona

page 112 FY2012

Litchfield Elementary School District

Maricopa County

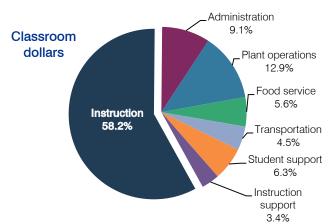
Efficiency peer groups 7 and T-3, Achievement peer group 13 Legislative district(s): 13, 19 and 29

District size / location: Students attending: Number of schools: Large, Suburb 9,774 13

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

Operational		'		Peer	State
area	Measure		District	average	average
	Cost per pupi	I	\$555	\$695	\$736
Administration	Students per administrator		97	67	66
Plant	Cost per squa	are foot	\$6.68	\$6.05	\$6.09
operations	Square footage per student		118	131	152
Food service	Cost per meal equivalent		\$2.04	\$2.41	\$2.47
Transportation	Cost per mile		\$3.41	\$3.80	\$3.50
Transportation	Cost per rider		\$795	\$940	\$982
Very low	Low C	omparable	Hiç	gh V	ery high

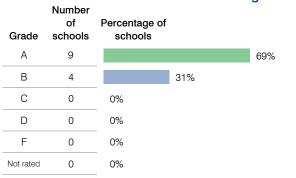
Per-pupil spending by operational area

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

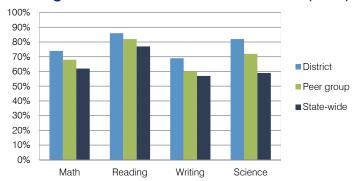
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stre	ess level: Low				
Measure: 2010 through	2012	Assessment			
Number of students atter	nding	Increase			
Spending exceeded open	rating/capital budgets	No overspending			
Spending increase election	on results	Voter-rejected			
Operating reserve percer	ntage (max. 4%), trend	3.9%, Steady			
Years of capital reserve h	eld	More than 3 years			
Current financial and inte	Compliant				
Stress level					
Low	Moderate	High			

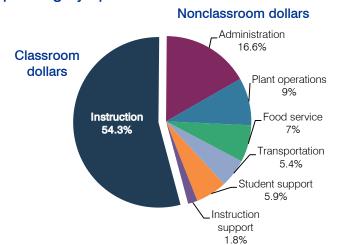
Office of the Auditor General

Littlefield Unified School District

Mohave County Efficiency peer groups 6 and T-8, Achievement peer group 8 Legislative district(s): 5 District size / location: Small, Rural Students attending: 474 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational				Peer	State
area	Measure		District	average	average
	Cost per pu	liqu	\$1,338	\$1,487	\$736
Administration	Students per administrator		50	43	66
Plant	Cost per square foot		\$4.26	\$5.04	\$6.09
operations	Square footage per student		170	299	152
Food service	Cost per meal equivalent		\$3.27	\$3.19	\$2.47
Transportation	Cost per mile		\$2.44	\$2.87	\$3.50
Tansportation	Cost per rider		\$621	\$726	\$982
Very low	Low	Comparab	le Hiç	gh V	ery high

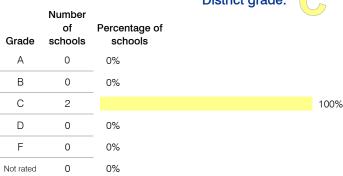
Per-pupil spending by operational area

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

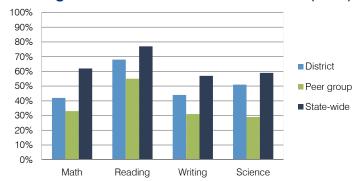
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades





Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	95%	92%	94%
Graduation rate (2011)	67%	69%	78%
Poverty rate (2011)	47%	49%	25%
Students per teacher	14.0	14.8	18.1
Average teacher salary	\$40,699	\$42,031	\$45,193
Amount from Proposition 301	\$2,486	\$3,203	\$3,195
Average years of teacher experience	9.9	11.5	11.0
Percentage of teachers in first 3 years	29%	19%	16%
Percentage of teachers in first 3 years	29%	19%	1

Financial stress assessment

Measure: 2010 through	2012	Assessment
Number of students atter	nding	Moderate decrease
Spending exceeded ope	2011, isolated	
Spending increase election	Voter-rejected	
Operating reserve percer	ntage (max. 4%), trend	0.4%, Increasing
Years of capital reserve h	ield	1 to 3 years
Current financial and inte	rnal control status	Noncompliant
Stress level		
l ow	Moderate	Lliab

Littleton Elementary School District

Maricopa County

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

Legislative district(s): 19

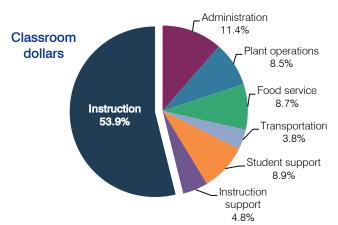
District size / location: Medium-Large, Suburb Students attending: 4,812

Number of schools:

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

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

Per-pupil spending by operational area

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

STUDENT ACHIEVEMENT, TEACHER **MEASURES, AND FINANCIAL ASSESSMENT**

ADE-reported district and school letter grades

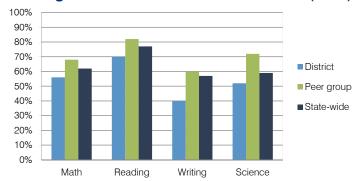




6

Grade	Number of schools	Percentage of schools		
Α	1	17%		
В	3			50%
С	2		33%	
D	0	0%		
F	0	0%		
Not rated	0	0%		

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stre	ess level:	Low	
Measure: 2010 through	2012		Assessment
Number of students atter	nding		Steady
Spending exceeded oper	No overspending		
Spending increase election		Voter-approved	
Operating reserve percer	ntage (max. 4%	s), trend	3.1%, Decreasing
Years of capital reserve h	eld		1 to 3 years
Current financial and inte	rnal control sta	itus	Compliant
Stress level			
Low	Moder	ate	High

Office of the Auditor General

Madison Elementary School District

Maricopa County

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

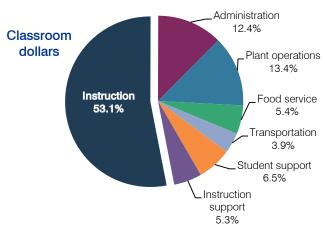
District size / location: Students attending: Number of schools: Medium-Large, City 5,666

3,000

OPERATIONAL EFFICIENCY

Spending by operational area





5-year spending trend

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

Cost measures relative to peer averages

				_	
Operational area	Measure		District	Peer average	State average
	Cost per p	upil	\$813	\$796	\$736
Administration	Students per administrator		60	75	66
Plant	Cost per square foot		\$6.31	\$6.25	\$6.09
operations	Square footage per student		139	131	152
Food service	Cost per m equivalent	Cost per meal equivalent		\$2.45	\$2.47
Transportation	Cost per mile		\$6.66	\$4.84	\$3.50
Transportation	Cost per rider		\$959	\$844	\$982
Very low	Low Comparab		le Hic	ah V	erv hiah

Per-pupil spending by operational area

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

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

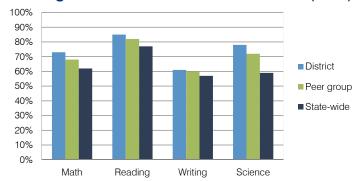
ADE-reported district and school letter grades

District grade:



Grade	Number of schools	ı		ntage of lools		
Α	4					50%
В	3				38%	
С	1			13%		
D	0		0%			
F	0		0%			
Not rated	0		0%			

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stres	ss level:	Low			
Measure: 2010 through	2012		Assessment		
Number of students attended	ding		Increase		
Spending exceeded opera	ating/capital	budgets	No overspending		
Spending increase election	n results		Voter-approved		
Operating reserve percent	age (max. 4	%), trend	3.3%, Varying		
Years of capital reserve held			More than 3 years		
Current financial and internal control status			Compliant		
Stress level					
Low	Mode	erate	High		

Maine Consolidated School District

Coconino County

Efficiency peer groups 11 and T-13, Achievement peer group 17 Legislative district(s): 6

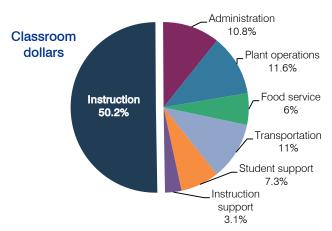
District size / location: Students attending: Number of schools: Very small, Rural 126

126

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

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

Per-pupil spending by operational area

			State	National
Dist	rict	average	average	average
2011	2012	2012	2012	2010
\$15,704	\$14,950	\$15,082	\$7,475	\$10,652
8,212	7,512	7,880	4,053	6,526
7,492	7,438	7,202	3,422	4,126
1,823	1,617	2,472	736	1,139
1,765	1,736	2,126	928	1,012
869	893	756	382	405
1,643	1,640	970	362	443
1,003	1,084	541	578	592
389	468	337	436	535
	2011 \$15,704 8,212 7,492 1,823 1,765 869 1,643 1,003	\$15,704 \$14,950 8,212 7,512 7,492 7,438 1,823 1,617 1,765 1,736 869 893 1,643 1,640 1,003 1,084	2011 2012 2012 \$15,704 \$14,950 \$15,082 8,212 7,512 7,880 7,492 7,438 7,202 1,823 1,617 2,472 1,765 1,736 2,126 869 893 756 1,643 1,640 970 1,003 1,084 541	2011 2012 2012 2012 \$15,704 \$14,950 \$15,082 \$7,475 8,212 7,512 7,880 4,053 7,492 7,438 7,202 3,422 1,823 1,617 2,472 736 1,765 1,736 2,126 928 869 893 756 382 1,643 1,640 970 362 1,003 1,084 541 578

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

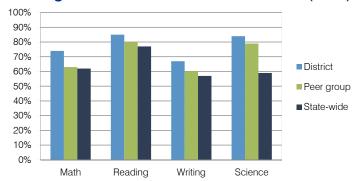
ADE-reported district and school letter grades

District grade:



			District grade.		
Grade	Number of schools	Percentage of schools		Ī	
Α	0	0%			
В	1				100%
С	0	0%			
D	0	0%			
F	0	0%			
Not rated	0	0%			

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stre	ess level: Low					
Measure: 2010 through	2012	Assessment				
Number of students atter	nding	Small school adjustment				
Spending exceeded ope	rating/capital budgets	No overspending				
Spending increase electi	on results	No election held				
Operating reserve percer	ntage (max. 4%), trend	3.8%, Increasing				
Years of capital reserve h	neld	More than 3 years				
Current financial and inte	rnal control status	Compliant				
Stress level						
Low	Moderate	High				

Office of the Auditor General

Mammoth-San Manuel Unified School District

Pinal County

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

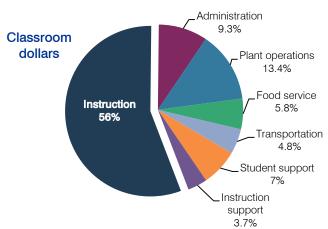
District size / location: Students attending: Number of schools: Medium, Town 909

4

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

Operational		•		Peer	State
area	Measure		District	average	average
	Cost per p	upil	\$739	\$1,074	\$736
Administration	Students p administrat		58	56	66
Plant	Cost per square foot		\$3.21	\$4.82	\$6.09
operations	Square foo student	tage per	330	250	152
Food service	Cost per meal equivalent		\$2.72	\$2.97	\$2.47
Transportation	Cost per mile		\$1.82	\$2.87	\$3.50
Transportation	Cost per rider		\$444	\$726	\$982
Very low	Low Comparab		e Hig	gh V	ery high

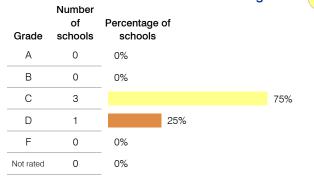
Per-pupil spending by operational area

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

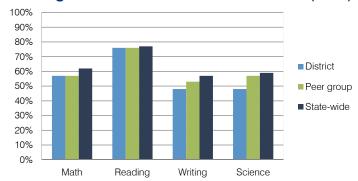
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades





Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level:	Moderate

1 1
Large decrease
No overspending
No election held
4.0%, Steady
1 to 3 years
Compliant

Moderate

State of **Arizona**

page 118 FY2012

Marana Unified School District

Pima County

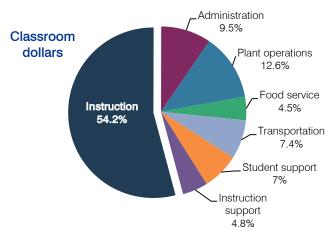
Efficiency peer groups 2 and T-4, Achievement peer group 2 Legislative district(s): 9 and 11

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

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

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

Cost measures relative to peer averages

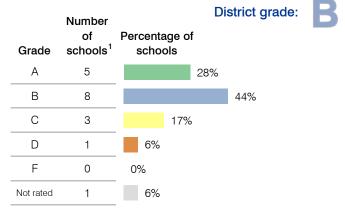
Operational			Peer	State
area	Measure	Distric	ct average	average
	Cost per pupil	\$67	77 \$636	\$736
Administration	Students per administrator	6	68	66
Plant	Cost per square foot		2 <mark>8</mark> \$6.49	\$6.09
operations	Square footage per student	14	144	152
Food service	Cost per meal equivalent	\$2.5	\$2.34	\$2.47
Transportation	Cost per mile	\$3.2	24 \$3.62	\$3.50
Transportation	Cost per rider	\$99	96 \$1,088	\$982
Very low	Low Compa	rable	High	Very high

Per-pupil spending by operational area

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

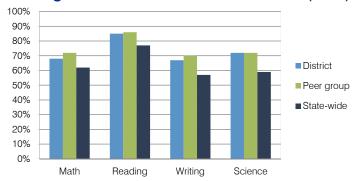
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades



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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stre	ess level:	Moderate	
Measure: 2010 through	2012		Assessment
Number of students atter	nding		Moderate decrease
Spending exceeded oper	ating/capital	budgets	No overspending
Spending increase election	on results		Voter-approved
Operating reserve percer	itage (max. 4	l%), trend	4.0%, Steady
Years of capital reserve held			1 to 3 years
Current financial and inter	rnal control s	tatus	Marginally compliant
Stress level			
Low	Mode	oroto	High

Office of the Auditor General

Door

State

Maricopa Unified School District

Pinal County

Efficiency peer groups 4 and T-7, Achievement peer group 4

Legislative district(s): 11

District size / location: Medium Students attending: Number of schools:

Medium-Large, Rural

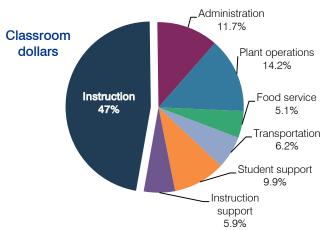
5,402

State

OPERATIONAL EFFICIENCY

Spending by operational area





5-year spending trend

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

Cost measures relative to peer averages

Operational				Peer	State
area	Measure		District	average	average
	Cost per pi	upil	\$809	\$748	\$736
Administration	Students p administrat		89	66	66
Plant	Cost per so	quare foot	\$6.63	\$5.53	\$6.09
operations	Square foo student	tage per	148	173	152
Food service	Cost per meal equivalent		\$2.14	\$2.56	\$2.47
Transportation Cost per mile		nile	\$3.52	\$3.29	\$3.50
Tansportation	Cost per ric	der	\$672	\$644	\$982
Very low	Low	Comparab	le Hio	ah V	erv hiah

Per-pupil spending by operational area

			1 661	Siale	National
	Dist	District		average	average
	2011	2012	2012	2012	2010
Total	\$7,049	\$6,924	\$7,007	\$7,475	\$10,652
Classroom dollars	3,499	3,252	3,682	4,053	6,526
Nonclassroom dollars:	3,550	3,672	3,325	3,422	4,126
Administration	754	809	748	736	1,139
Plant operations	952	983	933	928	1,012
Food service	356	354	354	382	405
Transportation	418	431	369	362	443
Student support	674	685	540	578	592
Instruction support	396	410	381	436	535

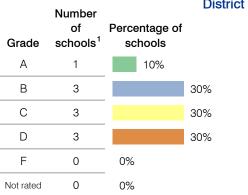
State

National

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

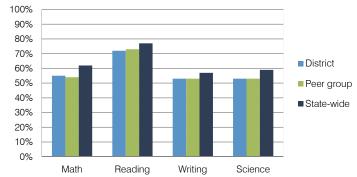
ADE-reported district and school letter grades





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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level:	Moderate

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

Sti	ress level		
	Low	Moderate	High

State of **Arizona**

page 120 FY2012

Mayer Unified School District

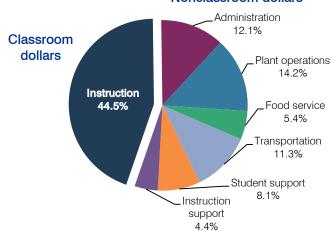
Yavapai County
Efficiency peer groups 6 and T-11, Achievement peer group 5
Legislative district(s): 1

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

OPERATIONAL EFFICIENCY

Spending by operational area





5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	_	District	Peer average	State average
	Cost per pur	oil	\$1,059	\$1,487	\$736
Administration	Students per administrato		55	43	66
Plant	Cost per squ	uare foot	\$5.53	\$5.04	\$6.09
operations	Square foota student	age per	225	299	152
Food service	Cost per meal equivalent		\$2.60	\$3.19	\$2.47
Transportation Cost per mile Cost per rider		e	\$2.26	\$2.21	\$3.50
		er	\$1,079	\$978	\$982
Very low	Low	Comparabl	e Hiç	gh V	ery high

Per-pupil spending by operational area

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

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

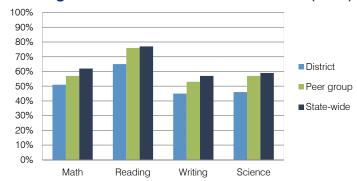
ADE-reported district and school letter grades





Grade	Number of schools	Percentage of schools	
Α	0	0%	
В	0	0%	
С	1		50%
D	1		50%
F	0	0%	
Not rated	0	0%	

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress leve	el: Low	
Measure: 2010 through 2012		Assessment
Number of students attending		Increase
Spending exceeded operating/cap	oital budgets	No overspending
Spending increase election results	}	No election held
Operating reserve percentage (ma	ax. 4%), trend	2.5%, Varying
Years of capital reserve held		More than 3 years
Current financial and internal control status		Compliant
Stress level		
Low	loderate	High

Office of the Auditor General

McNary Elementary School District

Apache County

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

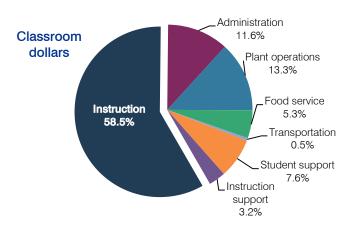
District size / location: Students attending: Number of schools: Very small, Rural

104 1

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Student enrollment decreased 34 percent, which contributed to the 55 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 64.9 to 58.5 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on student support increased substantially.

Cost measures relative to peer averages

	•		9	
Operational			Peer	State
area	Measure	District	average	average
	Cost per pupil	\$1,890	\$2,472	\$736
Administration	Students per administrator	26	30	66
Plant	Cost per square foot	\$5.64	\$6.93	\$6.09
operations	Square footage per student	383	320	152
Food service	Cost per meal equivalent	\$3.46	\$4.88	\$2.47
Transportation	Cost per mile	\$0.69	\$1.53	\$3.50
Transportation	Cost per rider	\$1,213	\$1,171	\$982

Per-pupil spending by operational area

			Peer	State	National
	Dist	rict	average	average	average
	2011	2012	2012	2012	2010
Total	\$12,835	\$16,252	\$15,082	\$7,475	\$10,652
Classroom dollars	6,831	9,510	7,880	4,053	6,526
Nonclassroom dollars:	6,004	6,742	7,202	3,422	4,126
Administration	1,659	1,890	2,472	736	1,139
Plant operations	1,890	2,161	2,126	928	1,012
Food service	845	859	756	382	405
Transportation	85	82	970	362	443
Student support	1,021	1,228	541	578	592
Instruction support	504	522	337	436	535

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

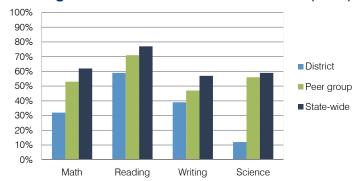




State

	Number	Percentage of	District grade.	
Grade	schools	schools		
Α	0	0%		
В	0	0%		
С	0	0%		
D	1			100%
F	0	0%		
Not rated	0	0%		

Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	43%	39%	25%
Students per teacher	10.4	14.4	18.1
Average teacher salary	\$34,860	\$40,820	\$45,193
Amount from Proposition 301	\$2,316	\$2,313	\$3,195
Average years of teacher experience	8.4	11.7	11.0
Percentage of teachers in first 3 years	0%	12%	16%

Financial stress assessment

Overall financial stre	ess level:	Low	
Measure: 2010 through	2012		Assessment
Number of students atter	nding		Small school adjustment
Spending exceeded ope	rating/capital b	oudgets	2011, isolated
Spending increase election results			No election held
Operating reserve percer	ntage (max. 4%	6), trend	Impact Aid Fund reserve
Years of capital reserve held			More than 3 years
Current financial and internal control status		Compliant	
Stress level			
Low	Mode	rate	High

State of Arizona

page 122 FY2012

McNeal Elementary School District

Cochise County

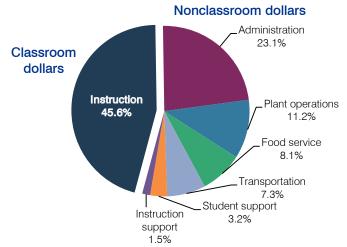
Efficiency peer groups 11 and T-13, Achievement peer group 20 Legislative district(s): 14

District size / location: Students attending: Number of schools: Very small, Rural 54

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 13 percent. Spending in the classroom varied year to year, decreasing overall from 54 to 45.6 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration and transportation increased substantially.

Cost measures relative to peer averages

Operational	•		Peer	State
area	Measure	District	average	average
	Cost per pupil	\$2,611	\$2,472	\$736
Administration	Students per administrator	27	30	66
Plant	Cost per square foot	\$8.00	\$6.93	\$6.09
operations	Square footage per student	159	320	152
Food service	Cost per meal equivalent	\$3.80	\$4.88	\$2.47
Transportation	Cost per mile	\$0.87	\$1.53	\$3.50
Transportation	Cost per rider	\$817	\$1,171	\$982

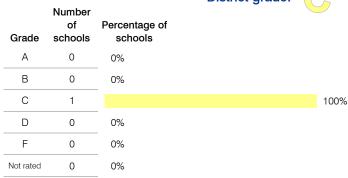
Per-pupil spending by operational area

			Peer	State	inational
	Dist	rict	average	average	average
	2011	2012	2012	2012	2010
Total	\$13,260	\$11,306	\$15,082	\$7,475	\$10,652
Classroom dollars	6,224	5,159	7,880	4,053	6,526
Nonclassroom dollars:	7,036	6,147	7,202	3,422	4,126
Administration	3,113	2,611	2,472	736	1,139
Plant operations	1,532	1,268	2,126	928	1,012
Food service	932	912	756	382	405
Transportation	660	822	970	362	443
Student support	701	367	541	578	592
Instruction support	98	167	337	436	535

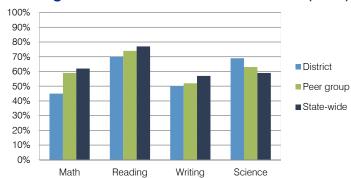
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades





Percentage of students who met state standards (AIMS)



Student and teacher measures

	Peer	State	
Measure	District	average	average
Attendance rate	95%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	28%	29%	25%
Students per teacher	13.5	12.6	18.1
Average teacher salary	\$41,576	\$45,750	\$45,193
Amount from Proposition 301	\$2,974	\$2,292	\$3,195
Average years of teacher experience	20.3	13.0	11.0
Percentage of teachers in first 3 years	0%	13%	16%

Financial stress assessment

Overall financial stress level:	Moderate

Measure: 2010 through	Assessment	
Number of students atter	nding	Small school adjustment
Spending exceeded open	rating/capital budgets	No overspending
Spending increase election	on results	No election held
Operating reserve percer	ntage (max. 4%), trend	1.1%, Varying
Years of capital reserve held		1 to 3 years
Current financial and internal control status		Compliant
Stress level		
Low	Moderate	High

Office of the Auditor General

Mesa Unified School District

Maricopa County

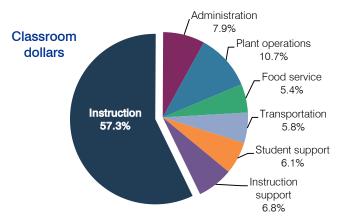
Efficiency peer groups 1 and T-4, Achievement peer group 3 Legislative district(s): 16, 17, 18, 23, 25 and 26

District size / location: Very large, City Students attending: 60,857 Number of schools: 82

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil increased by 4 percent. Spending in the classroom decreased from 62.1 to 57.3 percent. Spending on transportation increased and spending on instruction support increased substantially. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
	Cost per pupil	\$606	\$620	\$736
Administration	Students per administrator	74	79	66
Plant	Cost per square foot	\$6.05	\$5.88	\$6.09
operations	Square footage per student	136	144	152
Food service	Cost per meal equivalent	\$2.44	\$2.46	\$2.47
Transportation	Cost per mile	\$4.66	\$3.62	\$3.50
танъронацон	Transportation Cost per rider		\$1,088	\$982
Very low	Low Comparab	le Hic	rh V	ery high

Per-pupil spending by operational area

		Peer	State	National
District		average	average	average
2011	2012	2012	2012	2010
\$7,732	\$7,682	\$7,111	\$7,475	\$10,652
4,452	4,398	4,052	4,053	6,526
3,280	3,284	3,059	3,422	4,126
595	606	620	736	1,139
887	822	843	928	1,012
404	414	321	382	405
444	448	340	362	443
435	472	567	578	592
515	522	368	436	535
	2011 \$7,732 4,452 3,280 595 887 404 444 435	2011 2012 \$7,732 \$7,682 4,452 4,398 3,280 3,284 595 606 887 822 404 414 444 448 435 472	District average 2011 2012 2012 \$7,732 \$7,682 \$7,111 4,452 4,398 4,052 3,280 3,284 3,059 595 606 620 887 822 843 404 414 321 444 448 340 435 472 567	District average average 2011 2012 2012 2012 \$7,732 \$7,682 \$7,111 \$7,475 4,452 4,398 4,052 4,053 3,280 3,284 3,059 3,422 595 606 620 736 887 822 843 928 404 414 321 382 444 448 340 362 435 472 567 578

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

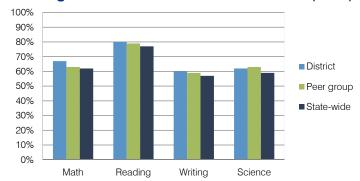
ADE-reported district and school letter grades

District grade:



Grade	Number of schools	Percentage o	f	
Α	22		27%	
В	33			40%
С	20		24%	
D	3	4%		
F	0	0%		
Not rated	4	5%		

Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	95%	94%	94%
Graduation rate (2011)	76%	80%	78%
Poverty rate (2011)	25%	24%	25%
Students per teacher	19.2	18.2	18.1
Average teacher salary	\$54,398	\$45,442	\$45,193
Amount from Proposition 301	\$4,099	\$3,594	\$3,195
Average years of teacher experience	14.5	11.8	11.0
Percentage of teachers in first 3 years	10%	14%	16%

Financial stress assessment

Measure: 2010 through	Measure: 2010 through 2012				
Number of students atten	ding	Concentrated decrease			
Spending exceeded oper	ating/capital budgets	No overspending			
Spending increase election	Voter-approved				
Operating reserve percen	tage (max. 4%), trend	4.0%, Steady			
Years of capital reserve h	eld	More than 3 years			
Current financial and inter	nal control status	Compliant			
Stress level					
Low	Moderate	High			

Miami Unified School District

Gila County

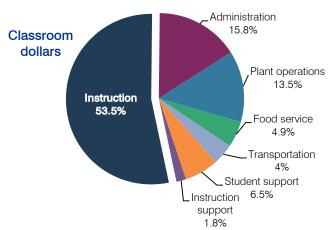
Efficiency peer groups 5 and T-7, Achievement peer group 7 Legislative district(s): 8

District size / location: Students attending: Number of schools: Medium, Town 1,151

OPERATIONAL EFFICIENCY

Spending by operational area





5-year spending trend

Total spending per pupil decreased by 6 percent. Spending in the classroom varied year to year, increasing overall from 51.6 to 53.5 percent. Spending on food service decreased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational		•		Peer	State
area	Measure	Measure District		average	average
	Cost per pupil		\$1,129	\$1,074	\$736
Administration	Students p administrat		58	56	66
Plant	Cost per square foot		\$4.10	\$4.82	\$6.09
operations	Square footage per student		236	250	152
Food service	Cost per m equivalent	eal	\$2.66	\$2.97	\$2.47
Transportation	Cost per mile		\$3.71	\$3.29	\$3.50
Transportation	Cost per ric	der	\$819	\$644	\$982
Very low	Low	Comparable	Hiç	gh V	ery high

Per-pupil spending by operational area

			Peer	State	National
	Dist	rict	average	average	average
	2011	2012	2012	2012	2010
Total	\$7,211	\$7,155	\$8,416	\$7,475	\$10,652
Classroom dollars	3,993	3,826	4,202	4,053	6,526
Nonclassroom dollars:	3,218	3,329	4,214	3,422	4,126
Administration	1,086	1,129	1,074	736	1,139
Plant operations	972	968	1,179	928	1,012
Food service	343	350	412	382	405
Transportation	281	286	536	362	443
Student support	474	469	619	578	592
Instruction support	62	127	394	436	535

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

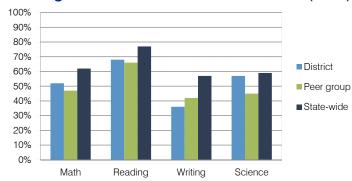
ADE-reported district and school letter grades





Grade	Number of schools	Percentage schools	of	
Α	1		25%	
В	0	0%		
С	2			50%
D	1		25%	
F	0	0%		
Not rated	0	0%		

Percentage of students who met state standards (AIMS)



Student and teacher measures

	Peer	State
District	average	average
93%	93%	94%
75%	76%	78%
38%	40%	25%
17.5	15.6	18.1
\$41,097	\$42,644	\$45,193
\$3,423	\$3,127	\$3,195
15.9	13.0	11.0
8%	13%	16%
	93% 75% 38% 17.5 \$41,097 \$3,423 15.9	District average 93% 93% 75% 76% 38% 40% 17.5 15.6 \$41,097 \$42,644 \$3,423 \$3,127 15.9 13.0

Financial stress assessment

Overall financial stre	ess level:	Low	
Measure: 2010 through	2012		Assessment
Number of students atten	ding		Steady
Spending exceeded oper	No overspending		
Spending increase election results			Voter-rejected
Operating reserve percen	tage (max. 49	6), trend	3.7%, Decreasing
Years of capital reserve he	eld		1 to 3 years
Current financial and inter	nal control sta	atus	Compliant
Stress level			
Low	Mode	rate	High

Office of the Auditor General

Mingus Union High School District

Yavapai County

Efficiency peer groups 5 and T-7, Achievement peer group 11 Legislative district(s): 1 and 6

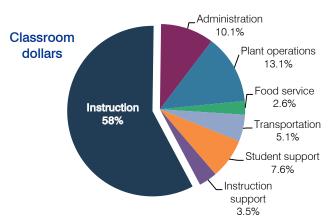
District size / location: Students attending: Number of schools: Medium, Town 1,186

1,10

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil increased by 6 percent. Spending in the classroom varied year to year, decreasing overall from 62.4 to 58 percent. Spending on plant operations, food service, and instruction support increased, and spending on student support decreased substantially. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational		•		Peer	State
area	Measure		District	average	average
	Cost per p	upil	\$737	\$1,074	\$736
Administration	Students p administrat		61	56	66
Plant	Cost per square foot		\$5.71	\$4.82	\$6.09
operations	Square footage per student		167	250	152
Food service	Cost per m equivalent	Cost per meal equivalent		\$2.97	\$2.47
Transportation	Cost per mile		\$3.63	\$3.29	\$3.50
Transportation	Cost per ric	Cost per rider		\$644	\$982
Very low	Low	Comparab	le Hic	ah V	erv hiah

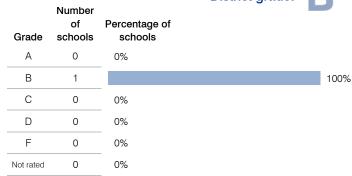
Per-pupil spending by operational area

			Peer	State	National
	Distr	rict	average	average	average
	2011	2012	2012	2012	2010
Total	\$6,785	\$7,335	\$8,416	\$7,475	\$10,652
Classroom dollars	3,732	4,257	4,202	4,053	6,526
Nonclassroom dollars:	3,053	3,078	4,214	3,422	4,126
Administration	778	737	1,074	736	1,139
Plant operations	920	957	1,179	928	1,012
Food service	249	192	412	382	405
Transportation	307	372	536	362	443
Student support	552	560	619	578	592
Instruction support	247	260	394	436	535

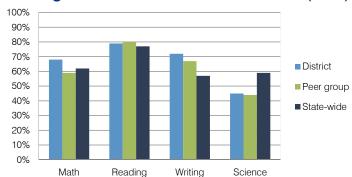
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	93%	94%	94%
Graduation rate (2011)	80%	86%	78%
Poverty rate (2011)	19%	22%	25%
Students per teacher	20.1	14.0	18.1
Average teacher salary	\$42,996	\$39,650	\$45,193
Amount from Proposition 301	\$5,849	\$3,669	\$3,195
Average years of teacher experience	8.6	10.6	11.0
Percentage of teachers in first 3 years	31%	31%	16%

Financial stress assessment

Overall financial stre	ess level: Moderate	•
Measure: 2010 through	2012	Assessment
Number of students atter	ding	Moderate decrease
Spending exceeded oper	ating/capital budgets	Capital only
Spending increase election results		No election held
Operating reserve percentage (max. 4%), trend		1.8%, Increasing
Years of capital reserve held		1 to 3 years
Current financial and internal control status		Compliant
Stress level		
Low	Madarata	Lliab

Mobile Elementary School District

Maricopa County

Efficiency peer groups 11 and T-13, Achievement peer group 17 Legislative district(s): 4

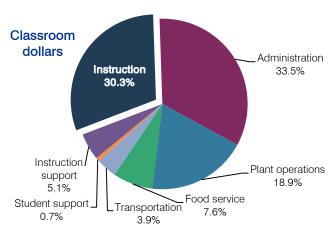
District size / location: Students attending: Number of schools: Very small, Rural

28

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil decreased by 6 percent. Spending in the classroom varied year to year, increasing overall from 26.9 to 30.3 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration and plant operations decreased, and spending instruction support increased.

Cost measures relative to peer averages

Operational		Peer	State	
area	Measure	District	average	average
	Cost per pupil	\$9,790	\$2,472	\$736
Administration	Students per administrator	14	30	66
Plant	Cost per square foot	\$6.65	\$6.93	\$6.09
operations	Square footage per student	830	320	152
Food service	Cost per meal equivalent	\$7.86	\$4.88	\$2.47
Transportation	Cost per mile	\$1.61	\$1.53	\$3.50
Transportation	Cost per rider	\$656	\$1,171	\$982

Per-pupil spending by operational area

			State	inational
District		average	average	average
2011	2012	2012	2012	2010
\$37,081	\$29,206	\$15,082	\$7,475	\$10,652
13,338	8,857	7,880	4,053	6,526
23,743	20,349	7,202	3,422	4,126
10,730	9,790	2,472	736	1,139
7,804	5,520	2,126	928	1,012
2,864	2,214	756	382	405
1,318	1,142	970	362	443
564	206	541	578	592
463	1,477	337	436	535
	2011 \$37,081 13,338 23,743 10,730 7,804 2,864 1,318 564	2011 2012 \$37,081 \$29,206 13,338 8,857 23,743 20,349 10,730 9,790 7,804 5,520 2,864 2,214 1,318 1,142 564 206	2011 2012 2012 \$37,081 \$29,206 \$15,082 13,338 8,857 7,880 23,743 20,349 7,202 10,730 9,790 2,472 7,804 5,520 2,126 2,864 2,214 756 1,318 1,142 970 564 206 541	District average average 2011 2012 2012 2012 \$37,081 \$29,206 \$15,082 \$7,475 13,338 8,857 7,880 4,053 23,743 20,349 7,202 3,422 10,730 9,790 2,472 736 7,804 5,520 2,126 928 2,864 2,214 756 382 1,318 1,142 970 362 564 206 541 578

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

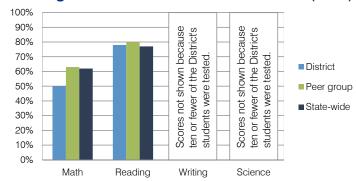
ADE-reported district and school letter grades

District grade:



			District grade.		
Grade	Number of schools	Percentage of schools		Ī	
Α	0	0%			
В	1				100%
С	0	0%			
D	0	0%			
F	0	0%			
Not rated	0	0%			

Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	8%	9%	25%
Students per teacher	6.9	9.6	18.1
Average teacher salary	\$35,551	\$42,030	\$45,193
Amount from Proposition 301	\$1,281	\$2,164	\$3,195
Average years of teacher experience	5.6	10.4	11.0
Percentage of teachers in first 3 years	20%	7%	16%

Financial stress assessment

Overall financial stress le	evel: Low		
Measure: 2010 through 2012	2	Assessment	
Number of students attending		Small school adjustment	
Spending exceeded operating,	capital budgets	No overspending	
Spending increase election res	No election held		
Operating reserve percentage	2.0%, Decreasing		
Years of capital reserve held	More than 3 years		
Current financial and internal c	Not assessed		
Stress level			
Low	Moderate	High	

Office of the Auditor General

Mohave Valley Elementary School District

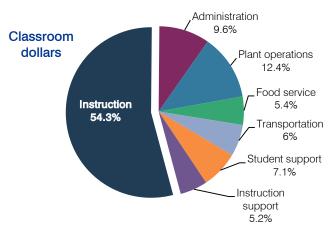
Mohave County
Efficiency peer groups 9 and T-6, Achievement peer group 20
Legislative district(s): 5

District size / location: Students attending: Number of schools: Medium, Rural 1,606 4

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

After initially increasing, total spending per pupil returned to 2007 levels, but spending in the classroom was lower, decreasing from 59.3 to 54.3 percent. Overall, spending on transportation increased and spending on student support increased substantially. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

				_	
Operational area	Measure		District	Peer average	State average
	Cost per pupil		\$615	\$951	\$736
Administration	Students per administrator		96	61	66
Plant	Cost per square foot		\$5.83	\$6.40	\$6.09
operations	Square footage per student		137	142	152
Food service	Cost per meal equivalent		\$1.93	\$2.49	\$2.47
Transportation Cost per mile		\$3.42	\$3.84	\$3.50	
Transportation	Cost per rider		\$417	\$416	\$982
Very low	Low Comparab		le Hid	gh V	ery high

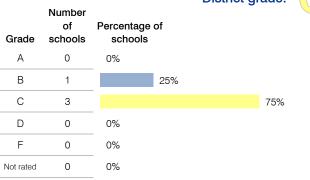
Per-pupil spending by operational area

			Peer	State	National
	District		average	average	average
	2011	2012	2012	2012	2010
Total	\$6,465	\$6,429	\$7,482	\$7,475	\$10,652
Classroom dollars	3,418	3,491	3,712	4,053	6,526
Nonclassroom dollars:	3,047	2,938	3,770	3,422	4,126
Administration	983	615	951	736	1,139
Plant operations	775	798	881	928	1,012
Food service	345	350	512	382	405
Transportation	334	383	498	362	443
Student support	333	456	429	578	592
Instruction support	277	336	499	436	535

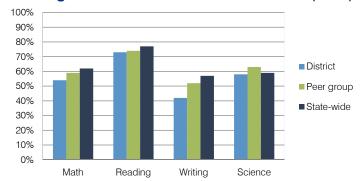
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades





Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	94%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	28%	29%	25%
Students per teacher	20.6	12.6	18.1
Average teacher salary	\$44,864	\$45,750	\$45,193
Amount from Proposition 301	\$4,721	\$2,292	\$3,195
Average years of teacher experience	8.8	13.0	11.0
Percentage of teachers in first 3 years	20%	13%	16%

Financial stress assessment

Overall financial stre	ss level:	Low	
Measure: 2010 through	2012		Assessment
Number of students attended	ding		Moderate decrease
Spending exceeded opera	ating/capital	budgets	No overspending
Spending increase election	n results		No election held
Operating reserve percent	age (max. 4	%), trend	Impact Aid Fund reserve
Years of capital reserve he	eld		Impact Aid Fund reserve
Current financial and inter	nal control s	tatus	Compliant
Stress level			
Low	Mode	erate	High

Mohawk Valley Elementary School District

Yuma County

Efficiency peer groups 11 and T-13, Achievement peer group 21 Legislative district(s): 4 and 13

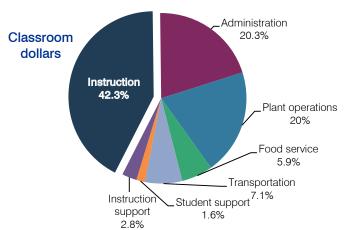
District size / location: Students attending: Number of schools: Very small, Rural 139

-

OPERATIONAL EFFICIENCY

Spending by operational area





5-year spending trend

Total spending per pupil decreased by 9 percent. Spending in the classroom varied year to year, decreasing overall from 45.6 to 42.3 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration decreased and spending on plant operations and transportation increased.

Cost measures relative to peer averages

Operational	•		Peer	State
area	Measure	District	average	average
	Cost per pupil	\$2,082	\$2,472	\$736
Administration	Students per administrator	69	30	66
Plant	Cost per square foot	\$5.93	\$6.93	\$6.09
operations	Square footage per student	345	320	152
Food service	Cost per meal equivalent	\$3.01	\$4.88	\$2.47
Transportation	Cost per mile	\$2.54	\$1.53	\$3.50
Transportation	Cost per rider	\$994	\$1,171	\$982

Per-pupil spending by operational area

			Peer	State	inational
	Dist	rict	average	average	average
	2011	2012	2012	2012	2010
Total	\$9,745	\$10,261	\$15,082	\$7,475	\$10,652
Classroom dollars	4,397	4,345	7,880	4,053	6,526
Nonclassroom dollars:	5,348	5,916	7,202	3,422	4,126
Administration	2,082	2,082	2,472	736	1,139
Plant operations	1,726	2,048	2,126	928	1,012
Food service	581	600	756	382	405
Transportation	589	733	970	362	443
Student support	60	164	541	578	592
Instruction support	310	289	337	436	535

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

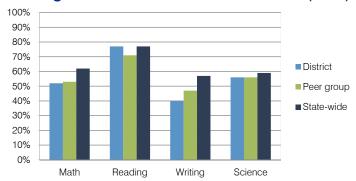
ADE-reported district and school letter grades





	Number		
Grade	of schools	Percentage of schools	
Α	0	0%	
В	0	0%	
С	1		100%
D	0	0%	
F	0	0%	
Not rated	0	0%	

Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	38%	39%	25%
Students per teacher	15.4	14.4	18.1
Average teacher salary	\$40,746	\$40,820	\$45,193
Amount from Proposition 301	\$1,970	\$2,313	\$3,195
Average years of teacher experience	23.5	11.7	11.0
Percentage of teachers in first 3 years	7%	12%	16%

Financial stress assessment

Overall financial stress level:	Moderate

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	1.7%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Moderate

Office of the Auditor General

Morenci Unified School District

Greenlee County

Efficiency peer groups 5 and T-8, Achievement peer group 4

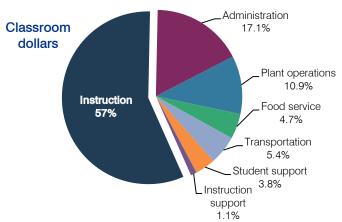
Legislative district(s): 14

District size / location: Medium, Town Students attending: 1,204 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil increased by 4 percent. Spending in the classroom varied year to year, increasing slightly overall from 56.9 to 57 percent. Spending on administration and transportation increased substantially, and spending on plant operations decreased substantially. Spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure		District	Peer average	State average
	Cost per pupil		\$1,138	\$1,074	\$736
Administration	Students per administrator		65	56	66
Plant	Cost per square foot		\$3.21	\$4.82	\$6.09
operations	Square footage per student		227	250	152
Food service	Cost per meal equivalent		\$3.62	\$2.97	\$2.47
Transportation Cost per mile		\$3.52	\$2.87	\$3.50	
панъронацон	Cost per rider		\$898	\$726	\$982
Very low	Low Comparab		le Hio	ah V	erv hiah

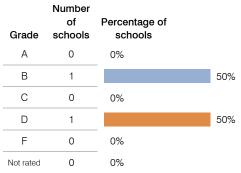
Per-pupil spending by operational area

		Peer	State	National
District		average	average	average
2011	2012	2012	2012	2010
\$6,485	\$6,674	\$8,416	\$7,475	\$10,652
3,744	3,806	4,202	4,053	6,526
2,741	2,868	4,214	3,422	4,126
991	1,138	1,074	736	1,139
841	730	1,179	928	1,012
298	317	412	382	405
293	359	536	362	443
243	254	619	578	592
75	70	394	436	535
	2011 \$6,485 3,744 2,741 991 841 298 293 243	2011 2012 \$6,485 \$6,674 3,744 3,806 2,741 2,868 991 1,138 841 730 298 317 293 359 243 254	District average 2011 2012 2012 \$6,485 \$6,674 \$8,416 3,744 3,806 4,202 2,741 2,868 4,214 991 1,138 1,074 841 730 1,179 298 317 412 293 359 536 243 254 619	District average average 2011 2012 2012 2012 \$6,485 \$6,674 \$8,416 \$7,475 3,744 3,806 4,202 4,053 2,741 2,868 4,214 3,422 991 1,138 1,074 736 841 730 1,179 928 298 317 412 382 293 359 536 362 243 254 619 578

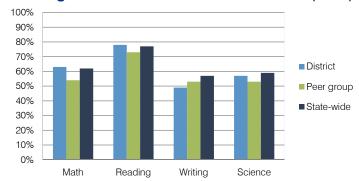
STUDENT ACHIEVEMENT, TEACHER **MEASURES, AND FINANCIAL ASSESSMENT**

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

	Peer	State
District	average	average
94%	94%	94%
86%	86%	78%
16%	15%	25%
17.7	14.3	18.1
\$43,220	\$39,138	\$45,193
\$3,309	\$3,133	\$3,195
12.2	10.9	11.0
5%	17%	16%
	94% 86% 16% 17.7 \$43,220 \$3,309 12.2	District average 94% 94% 86% 86% 16% 15% 17.7 14.3 \$43,220 \$39,138 \$3,309 \$3,133 12.2 10.9

Financial stress assessment

Overall financial stress level:	Moderate	
Measure: 2010 through 2012		

weasure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.2%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

Accomment

Stress	level

Low	Moderate	High

State of Arizona

page 130 FY2012

Morristown Elementary School District

Maricopa County

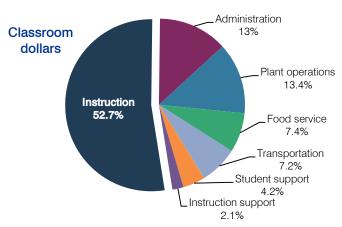
Efficiency peer groups 11 and T-13, Achievement peer group 18 Legislative district(s): 13

District size / location: Students attending: Number of schools: Very small, Rural 138

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil decreased by 5 percent. Spending in the classroom varied year to year, increasing overall from 47.8 to 52.7 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration, transportation, and instruction support decreased.

Cost measures relative to peer averages

Operational	•		Peer	State
area	Measure	District	average	average
	Cost per pupil	\$1,377	\$2,472	\$736
Administration	Students per administrator	115	30	66
Plant	Cost per square foot	\$5.84	\$6.93	\$6.09
operations	Square footage per student	244	320	152
Food service	Cost per meal equivalent	\$3.84	\$4.88	\$2.47
Transportation	Cost per mile	per mile \$1.53		\$3.50
Transportation	Cost per rider	\$780	\$1,171	\$982

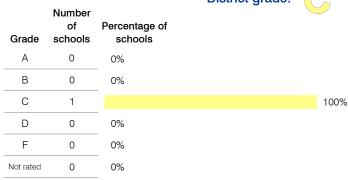
Per-pupil spending by operational area

		Peer	State	National
Dist	rict	average	average	average
2011	2012	2012	2012	2010
\$10,406	\$10,631	\$15,082	\$7,475	\$10,652
5,376	5,602	7,880	4,053	6,526
5,030	5,029	7,202	3,422	4,126
1,204	1,377	2,472	736	1,139
1,467	1,423	2,126	928	1,012
762	789	756	382	405
763	763	970	362	443
597	449	541	578	592
237	228	337	436	535
	2011 \$10,406 5,376 5,030 1,204 1,467 762 763 597	\$10,406 \$10,631 5,376 5,602 5,030 5,029 1,204 1,377 1,467 1,423 762 789 763 763 597 449	District average 2011 2012 2012 \$10,406 \$10,631 \$15,082 5,376 5,602 7,880 5,030 5,029 7,202 1,204 1,377 2,472 1,467 1,423 2,126 762 789 756 763 763 970 597 449 541	District average average 2011 2012 2012 2012 \$10,406 \$10,631 \$15,082 \$7,475 5,376 5,602 7,880 4,053 5,030 5,029 7,202 3,422 1,204 1,377 2,472 736 1,467 1,423 2,126 928 762 789 756 382 763 763 970 362 597 449 541 578

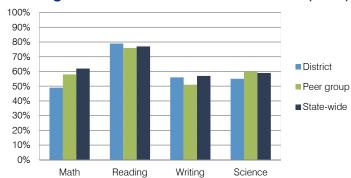
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades





Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	92%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	21%	20%	25%
Students per teacher	13.8	12.5	18.1
Average teacher salary	\$46,406	\$42,582	\$45,193
Amount from Proposition 301	\$1,337	\$2,451	\$3,195
Average years of teacher experience	10.6	13.9	11.0
Percentage of teachers in first 3 years	10%	11%	16%

Financial stress assessment

Overall financial stress	level: Low	
Measure: 2010 through 201	2	Assessment
Number of students attending	J	Steady
Spending exceeded operating	g/capital budgets	No overspending
Spending increase election re	sults	No election held
Operating reserve percentage	e (max. 4%), trend	3.3%, Varying
Years of capital reserve held		1 to 3 years
Current financial and internal	control status	Compliant
Stress level		
Low	Moderate	High

Office of the Auditor General

Murphy Elementary School District

Maricopa County

Efficiency peer groups 8 and T-1, Achievement peer group 16

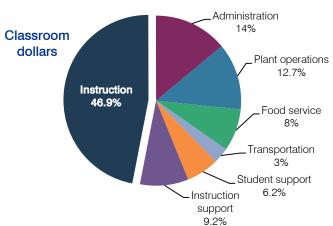
Legislative district(s): 19 and 27

District size / location: Medium-Large, City Students attending: 2,008 Number of schools:

OPERATIONAL EFFICIENCY

Spending by operational area





5-year spending trend

Total spending per pupil decreased by 9 percent. Spending in the classroom decreased from 51.8 to 46.9 percent. Overall, spending on food service, transportation, and instruction support increased, and spending on student support decreased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure		District	Peer average	State average
	Cost per pu	ıpil	\$1,173	\$796	\$736
Administration	Students pe administrate		52	75	66
Plant	Cost per so	uare foot	\$7.04	\$6.25	\$6.09
operations	Square foot student	age per	152	131	152
Food service	Cost per meal equivalent		\$3.23	\$2.45	\$2.47
Transportation	Cost per mile		\$5.96	\$5.69	\$3.50
Transportation	Cost per ric	ler	\$542	\$569	\$982
Very low	Low	Comparable	e Hic	ah V	erv hiah

Per-pupil spending by operational area

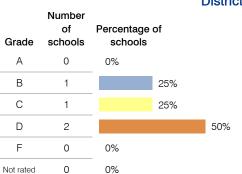
			Peer	State	National
	Distr	rict	average	average	average
	2011	2012	2012	2012	2010
Total	\$9,022	\$8,386	\$6,968	\$7,475	\$10,652
Classroom dollars	4,303	3,930	3,582	4,053	6,526
Nonclassroom dollars:	4,719	4,456	3,386	3,422	4,126
Administration	1,303	1,173	796	736	1,139
Plant operations	1,193	1,070	811	928	1,012
Food service	682	671	523	382	405
Transportation	250	252	271	362	443
Student support	642	517	522	578	592
Instruction support	649	773	463	436	535

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

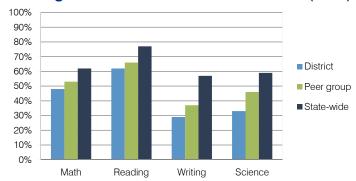
ADE-reported district and school letter grades

District grade:

4



Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	93%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	56%	49%	25%
Students per teacher	23.4	18.3	18.1
Average teacher salary	\$37,977	\$45,716	\$45,193
Amount from Proposition 301	\$2,129	\$2,541	\$3,195
Average years of teacher experience	8.5	9.3	11.0
Percentage of teachers in first 3 years	30%	23%	16%

Financial stress assessment

Measure: 2010 through	2012	Assessment
Number of students atter	nding	Moderate decrease
Spending exceeded ope	No overspending	
Spending increase electi	Voter-approved	
Operating reserve percer	2.7%, Varying	
Years of capital reserve h	neld	More than 3 years
Current financial and inte	Compliant	
Stress level		
Low	Moderate	High

State of Arizona

page 132 FY2012

Naco Elementary School District

Cochise County

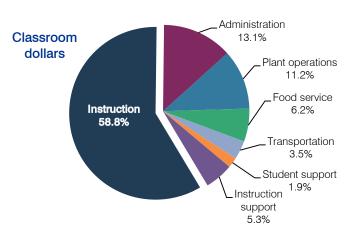
Efficiency peer groups 10 and T-8, Achievement peer group 20 Legislative district(s): 14

District size / location: Students attending: Number of schools: Small, Rural 287

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil increased by 7 percent. Spending in the classroom varied year to year, decreasing overall from 63 to 58.8 percent. Spending on administration and transportation increased substantially and spending on plant operations decreased substantially. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational			Peer	State
area	Measure	District	average	average
	Cost per pupil	\$1,142	\$1,168	\$736
Administration	Students per administrator	57	54	66
Plant	Cost per square foot	\$7.83	\$7.54	\$6.09
operations	Square footage per student	125	139	152
Food service	Cost per meal equivalent	\$2.80	\$2.69	\$2.47
Transportation	Cost per mile	\$7.52	\$2.87	\$3.50
Transportation	Cost per rider	\$1,806	\$726	\$982
Very low	Low Comparab	ole Hiç	gh V	ery high

Per-pupil spending by operational area

		Peer	State	inational
Dist	rict	average	average	average
2011	2012	2012	2012	2010
\$6,903	\$8,754	\$8,331	\$7,475	\$10,652
3,951	5,147	4,374	4,053	6,526
2,952	3,607	3,957	3,422	4,126
978	1,142	1,168	736	1,139
905	982	1,068	928	1,012
545	544	486	382	405
70	308	515	362	443
230	167	455	578	592
224	464	265	436	535
	2011 \$6,903 3,951 2,952 978 905 545 70 230	\$6,903 \$8,754 3,951 5,147 2,952 3,607 978 1,142 905 982 545 544 70 308 230 167	District average 2011 2012 2012 \$6,903 \$8,754 \$8,331 3,951 5,147 4,374 2,952 3,607 3,957 978 1,142 1,168 905 982 1,068 545 544 486 70 308 515 230 167 455	District average average 2011 2012 2012 2012 \$6,903 \$8,754 \$8,331 \$7,475 3,951 5,147 4,374 4,053 2,952 3,607 3,957 3,422 978 1,142 1,168 736 905 982 1,068 928 545 544 486 382 70 308 515 362 230 167 455 578

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

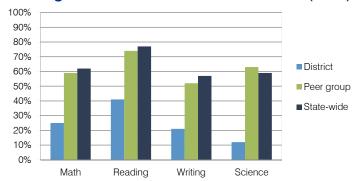
ADE-reported district and school letter grades





Grade	Number of schools	Percentage of schools	J	
Α	0	0%		
В	0	0%		
С	0	0%		
D	1			10
F	0	0%		
Not rated	0	0%		

Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	93%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	32%	29%	25%
Students per teacher	16.9	12.6	18.1
Average teacher salary	\$47,275	\$45,750	\$45,193
Amount from Proposition 301	\$5,104	\$2,292	\$3,195
Average years of teacher experience	10.0	13.0	11.0
Percentage of teachers in first 3 years	6%	13%	16%

Financial stress assessment

Overall financial stress level:	Moderate

Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.1%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

Moderate

Office of the Auditor General

Nadaburg Unified School District

Maricopa County

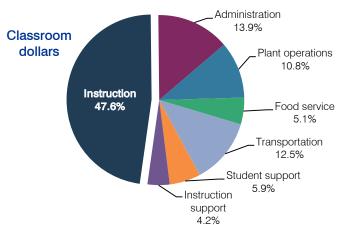
Efficiency peer groups 5 and T-11, Achievement peer group 5 Legislative district(s): 13 and 22

District size / location: Medium, Rural Students attending: 776
Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area





5-year spending trend

Total spending per pupil decreased by 4 percent. Spending in the classroom varied year to year, decreasing overall from 53.4 to 47.6 percent. Spending on administration and instruction support increased substantially, while spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure		District	Peer average	State average
	Cost per pi	upil	\$1,171	\$1,074	\$736
Administration	Students p administrat		60	56	66
Plant	Cost per so	quare foot	\$5.81	\$4.82	\$6.09
operations	Square foo student	tage per	157	250	152
Food service	Cost per meal equivalent		\$2.40	\$2.97	\$2.47
Transportation	Cost per m	iile	\$2.19	\$2.21	\$3.50
Transportation	Cost per ric	der	\$988	\$978	\$982
Very low	Low	Comparab	le Hic	yh V	erv hiah

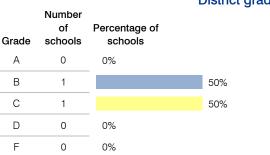
Per-pupil spending by operational area

			Peer	State	National
	Distr	rict	average	average	average
	2011	2012	2012	2012	2010
Total	\$8,633	\$8,440	\$8,416	\$7,475	\$10,652
Classroom dollars	3,938	4,017	4,202	4,053	6,526
Nonclassroom dollars:	4,695	4,423	4,214	3,422	4,126
Administration	1,197	1,171	1,074	736	1,139
Plant operations	983	913	1,179	928	1,012
Food service	486	430	412	382	405
Transportation	1,116	1,052	536	362	443
Student support	541	497	619	578	592
Instruction support	372	360	394	436	535

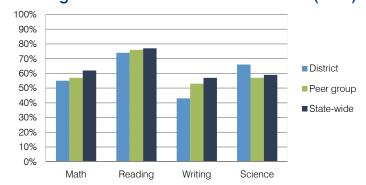
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

Not rated

0

0%

student and teaener meas	Peer	State	
Measure	District	average	average
Attendance rate	94%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	19%	24%	25%
Students per teacher	18.9	17.0	18.1
Average teacher salary	\$44,485	\$40,636	\$45,193
Amount from Proposition 301	\$2,310	\$3,192	\$3,195
Average years of teacher experience	7.8	11.8	11.0
Percentage of teachers in first 3 years	27%	15%	16%

Financial stress assessment

Measure: 2010 through	2012	Assessment				
Number of students attended	ding	Large decrease				
Spending exceeded opera	No overspending					
Spending increase election	Voter-rejected					
Operating reserve percent	age (max. 4%), trend	1.7%, Varying				
Years of capital reserve he	eld	1 to 3 years				
Current financial and interr	nal control status	Compliant				
Stress level						
Low	Moderate	High				

Nogales Unified School District

Santa Cruz County

Efficiency peer groups 4 and T-6, Achievement peer group 7 Legislative district(s): 2

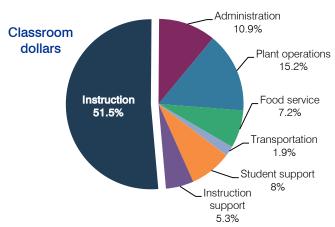
District size / location: Students attending: Number of schools: Medium-Large, Rural

5,583 10

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

After initially increasing, total spending per pupil returned to 2007 levels, but spending in the classroom was lower, decreasing from 55 to 51.5 percent. Overall, spending on administration, plant operations, food service, and instruction support increased, and spending on student support decreased substantially. Spending on transportation remained stable.

Cost measures relative to peer averages

Operational			Peer	State
area	Measure	District	average	average
	Cost per pupil	\$756	\$748	\$736
Administration	Students per administrator	60	66	66
Plant	Cost per square foot	\$7.99	\$5.53	\$6.09
operations	Square footage per student	133	173	152
Food service	Cost per meal equivalent	\$3.18	\$2.56	\$2.47
Transportation	Cost per mile	\$2.69	\$3.84	\$3.50
Transportation	Cost per rider	\$171	\$416	\$982
Very low	Low Comparat	ole Hiç	gh V	ery high

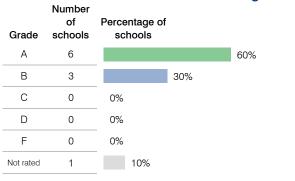
Per-pupil spending by operational area

			Peer	State	National
	Dist	rict	average	average	average
	2011	2012	2012	2012	2010
Total	\$7,178	\$6,952	\$7,007	\$7,475	\$10,652
Classroom dollars	3,715	3,579	3,682	4,053	6,526
Nonclassroom dollars:	3,463	3,373	3,325	3,422	4,126
Administration	776	756	748	736	1,139
Plant operations	1,068	1,060	933	928	1,012
Food service	496	498	354	382	405
Transportation	135	134	369	362	443
Student support	625	555	540	578	592
Instruction support	363	370	381	436	535

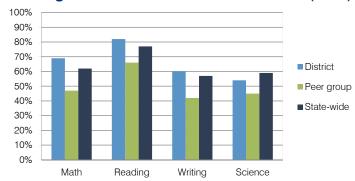
STUDENT ACHIEVEMENT, TEACHER **MEASURES, AND FINANCIAL ASSESSMENT**

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	95%	93%	94%
Graduation rate (2011)	84%	76%	78%
Poverty rate (2011)	37%	40%	25%
Students per teacher	19.4	15.6	18.1
Average teacher salary	\$43,783	\$42,644	\$45,193
Amount from Proposition 301	\$2,516	\$3,127	\$3,195
Average years of teacher experience	13.7	13.0	11.0
Percentage of teachers in first 3 years	16%	13%	16%

Financial stress assessment

Overall financial stress level: Moderate	
Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending

-1						
Spending increase election	Voter-rejected					
Operating reserve percer	3.6%, Varying					
Years of capital reserve h	1 to 3 years					
Current financial and inte	Current financial and internal control status					
Stress level						
Low	Moderate	High				

Office of the Auditor General

ending

Oracle Elementary School District

Pinal County

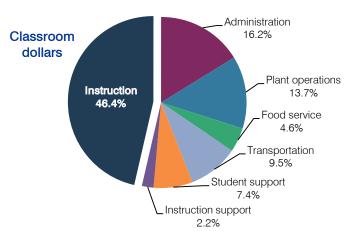
Efficiency peer groups 10 and T-12, Achievement peer group 17 Legislative district(s): 8 and 11

District size / location: Small, Rural Students attending: 439
Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil decreased by 4 percent. Spending in the classroom decreased from 50.2 to 46.4 percent. Overall, spending on student support increased substantially, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	•	District	Peer average	State average
	Cost per p	upil	\$1,624	\$1,168	\$736
Administration	Students p administrat		33	54	66
Plant	Cost per so	quare foot	\$7.77	\$7.54	\$6.09
operations	Square foo student	tage per	177	139	152
Food service	Cost per meal equivalent		\$2.83	\$2.69	\$2.47
Transportation	Cost per mile		\$1.95	\$2.02	\$3.50
Transportation	Cost per ric	der	\$1,191	\$1,181	\$982
Very low	Low	Comparab	le Hid	ah V	erv hiah

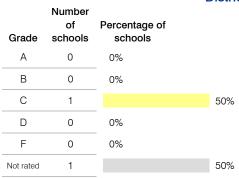
Per-pupil spending by operational area

			Peer	State	National
	District		average	average	average
	2011	2012	2012	2012	2010
Total	\$8,417	\$10,039	\$8,331	\$7,475	\$10,652
Classroom dollars	4,053	4,661	4,374	4,053	6,526
Nonclassroom dollars:	4,364	5,378	3,957	3,422	4,126
Administration	1,316	1,624	1,168	736	1,139
Plant operations	1,078	1,378	1,068	928	1,012
Food service	412	460	486	382	405
Transportation	785	951	515	362	443
Student support	627	739	455	578	592
Instruction support	146	226	265	436	535

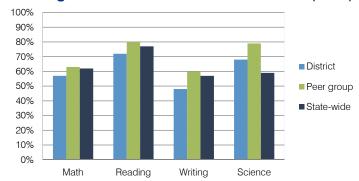
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	93%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	14%	9%	25%
Students per teacher	15.7	9.6	18.1
Average teacher salary	\$41,894	\$42,030	\$45,193
Amount from Proposition 301	\$4,106	\$2,164	\$3,195
Average years of teacher experience	11.1	10.4	11.0
Percentage of teachers in first 3 years	17%	7%	16%

Financial stress assessment

Overall financial stress level: Moderate

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	2.5%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Moderate

Osborn Elementary School District

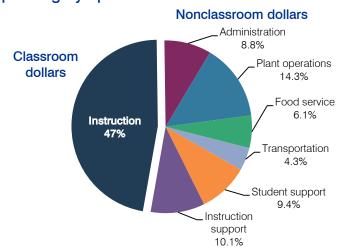
Maricopa County

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

District size / location: Students attending: Number of schools: Medium-Large, City 2,788

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 2 percent. Spending in the classroom varied year to year, decreasing overall from 49 to 47 percent. Spending on transportation and instruction support increased and spending on student support decreased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational				Peer	State
area	Measure		District	average	average
	Cost per pi	upil	\$717	\$796	\$736
Administration	Students p administrat		69	75	66
Plant	Cost per so	quare foot	\$7.24	\$6.25	\$6.09
operations	Square footage per student		162	131	152
Food service	Cost per meal equivalent		\$2.25	\$2.45	\$2.47
Transportation	Cost per mile		\$4.72	\$4.84	\$3.50
Transportation	Cost per ric	der	\$922	\$844	\$982
Very low	Low	Comparable	Hiç	gh V	ery high

Per-pupil spending by operational area

			Peer	State	National
	Dist	rict	average	average	average
	2011	2012	2012	2012	2010
Total	\$7,947	\$8,174	\$6,968	\$7,475	\$10,652
Classroom dollars	3,522	3,841	3,582	4,053	6,526
Nonclassroom dollars:	4,425	4,333	3,386	3,422	4,126
Administration	798	717	796	736	1,139
Plant operations	1,170	1,172	811	928	1,012
Food service	487	498	523	382	405
Transportation	313	352	271	362	443
Student support	824	771	522	578	592
Instruction support	833	823	463	436	535

STUDENT ACHIEVEMENT, TEACHER **MEASURES, AND FINANCIAL ASSESSMENT**

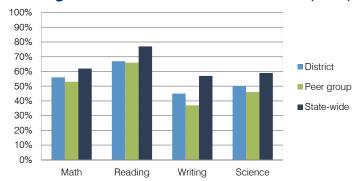
ADE-reported district and school letter grades

District grade:



Grade	Number of schools	Percentage of schools	
Α	1	20%	
В	2		40%
С	2		40%
D	0	0%	
F	0	0%	
Not rated	0	0%	

Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	94%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	52%	49%	25%
Students per teacher	17.5	18.3	18.1
Average teacher salary	\$43,841	\$45,716	\$45,193
Amount from Proposition 301	\$3,725	\$2,541	\$3,195
Average years of teacher experience	7.7	9.3	11.0
Percentage of teachers in first 3 years	35%	23%	16%

Financial stress assessment

Overall financial stre	ess level: Moder	rate			
Measure: 2010 through	2012	Assessment			
Number of students atter	nding	Large decrease			
Spending exceeded oper	s No overspending				
Spending increase election	No election held				
Operating reserve percer	nd 3.6%, Decreasing				
Years of capital reserve h	eld	1 to 3 years			
Current financial and inter	rnal control status	Compliant			
Stress level					
Low	Moderate	High			

Office of the Auditor General

Owens-Whitney Elementary School District

Mohave County

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

District size / location:
Students attending:

Very small, Rural

28

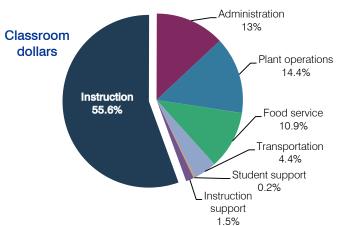
1

Number of schools:

OPERATIONAL EFFICIENCY

Spending by operational area





5-year spending trend

Total spending per pupil decreased by 15 percent. Spending in the classroom varied year to year, decreasing overall from 61.4 to 55.6 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on food service and transportation increased substantially.

Cost measures relative to peer averages

			9	
Operational			Peer	State
area	Measure	District	average	average
	Cost per pupil	\$2,173	\$2,472	\$736
Administration	Students per administrator	24	30	66
Plant	Cost per square foot	\$9.24	\$6.93	\$6.09
operations	Square footage per student	262	320	152
Food service	Cost per meal equivalent	\$10.48	\$4.88	\$2.47
Transportation	Cost per mile	\$0.27	\$1.53	\$3.50
Transportation	Cost per rider	\$1,226	\$1,171	\$982

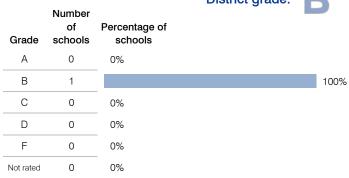
Per-pupil spending by operational area

			Peer	State	National
	Dist	rict	average	average	average
	2011	2012	2012	2012	2010
Total	\$25,991	\$16,778	\$15,082	\$7,475	\$10,652
Classroom dollars	10,263	9,333	7,880	4,053	6,526
Nonclassroom dollars:	15,728	7,445	7,202	3,422	4,126
Administration	2,430	2,173	2,472	736	1,139
Plant operations	10,569	2,420	2,126	928	1,012
Food service	1,941	1,834	756	382	405
Transportation	447	732	970	362	443
Student support	22	35	541	578	592
Instruction support	319	251	337	436	535

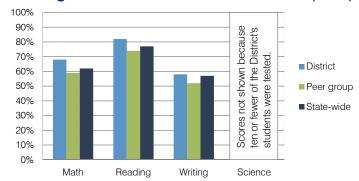
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	96%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	27%	29%	25%
Students per teacher	9.5	12.6	18.1
Average teacher salary	\$52,686	\$45,750	\$45,193
Amount from Proposition 301	\$3,473	\$2,292	\$3,195
Average years of teacher experience	20.7	13.0	11.0
Percentage of teachers in first 3 years	31%	13%	16%

Financial stress assessment

Overall financial stre	ess level:	Low			
Measure: 2010 through	2012		Assessment		
Number of students atter	nding		Small school adjustment		
Spending exceeded ope	No overspending				
Spending increase election results			No election held		
Operating reserve percer	ntage (max. 4	%), trend	4.0%, Steady		
Years of capital reserve h	eld		More than 3 years		
Current financial and inte	rnal control st	tatus	Not assessed		
Stress level					
Low	Mode	erate	High		

Page Unified School District

Coconino County

Efficiency peer groups 4 and T-10, Achievement peer group 6 Legislative district(s): 7

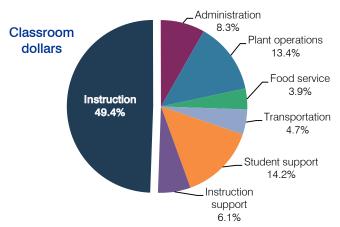
District size / location: Students attending: Number of schools: Medium-Large, Town

2,734

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil increased by 5 percent. Spending in the classroom decreased from 53.1 to 49.4 percent. Spending on administration decreased and spending on plant operations, transportation, and student support increased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational			Peer	State	
area	Measure	District	average	average	
	Cost per pupil	\$815	\$748	\$736	
Administration	Students per administrator	45	66	66	
Plant	Cost per square foot	\$5.61	\$5.53	\$6.09	
operations	Square footage per student	233	173	152	
Food service	Cost per meal equivalent	\$2.49	\$2.56	\$2.47	
Transportation	Cost per mile	\$1.98	\$2.26	\$3.50	
Transportation	Cost per rider	\$812	\$935	\$982	
Very low	Low Comparab	ole Hiç	gh V	ery high	

Per-pupil spending by operational area

			Peer	State	National
	Dist	rict	average	average	average
	2011	2012	2012	2012	2010
Total	\$10,140	\$9,763	\$7,007	\$7,475	\$10,652
Classroom dollars	4,976	4,818	3,682	4,053	6,526
Nonclassroom dollars:	5,164	4,945	3,325	3,422	4,126
Administration	732	815	748	736	1,139
Plant operations	1,304	1,310	933	928	1,012
Food service	450	385	354	382	405
Transportation	465	456	369	362	443
Student support	1,509	1,383	540	578	592
Instruction support	704	596	381	436	535

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

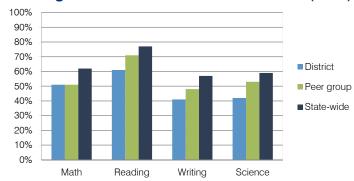
ADE-reported district and school letter grades





Grade	Number of schools	Percentage schools	of	J		
Α	0	0%				
В	0	0%				
С	3				75%	
D	1		25%			
F	0	0%				
Not rated	0	0%				

Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	93%	94%	94%
Graduation rate (2011)	73%	80%	78%
Poverty rate (2011)	32%	31%	25%
Students per teacher	16.1	15.2	18.1
Average teacher salary	\$47,618	\$40,242	\$45,193
Amount from Proposition 301	\$3,324	\$3,191	\$3,195
Average years of teacher experience	10.3	12.0	11.0
Percentage of teachers in first 3 years	18%	16%	16%

Financial stress assessment

Overall financial stre	ess level:	Low			
Measure: 2010 through	2012		Assessment		
Number of students atter	nding		Moderate decrease		
Spending exceeded ope	No overspending				
Spending increase election results			Voter-rejected		
Operating reserve percer	ntage (max. 4	4%), trend	Impact Aid Fund reserve		
Years of capital reserve h	eld		Impact Aid Fund reserve		
Current financial and internal control status		Compliant			
Stress level					
Low	Mod	erate	High		

Office of the Auditor General

Palo Verde Elementary School District

Maricopa County

Efficiency peer groups 10 and T-8, Achievement peer group 20 Legislative district(s): 4 and 13

District size / location: Students attending: Number of schools:

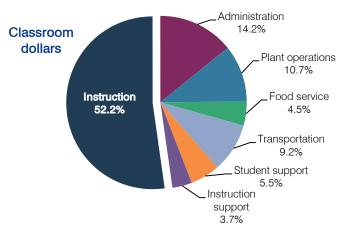
Small, Rural 416

1

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil increased by 10 percent. Spending in the classroom varied year to year, increasing slightly overall from 51.4 to 52.2 percent. Spending on administration and food service decreased substantially, and spending on transportation, student support, and instruction support increased. Spending on plant operations remained fairly stable.

Cost measures relative to peer averages

Operational		•		Peer	State
area	Measure		District	average	average
	Cost per p	upil	\$1,218	\$1,168	\$736
Administration	Students p administrat		48	54	66
Plant	Cost per square foot		\$5.71	\$7.54	\$6.09
operations	Square foo student	tage per	161	139	152
Food service	Cost per meal equivalent		\$2.10	\$2.69	\$2.47
Transportation	Cost per mile		\$3.30	\$2.87	\$3.50
Cost per rider		der	\$871	\$726	\$982
Very low	Low	Comparab	le Hio	ah V	erv hiah

Per-pupil spending by operational area

		Peer	State	National
Dist	rict	average	average	average
2011	2012	2012	2012	2010
\$7,952	\$8,569	\$8,331	\$7,475	\$10,652
4,271	4,471	4,374	4,053	6,526
3,681	4,098	3,957	3,422	4,126
1,152	1,218	1,168	736	1,139
750	917	1,068	928	1,012
424	391	486	382	405
583	788	515	362	443
412	470	455	578	592
360	314	265	436	535
	2011 \$7,952 4,271 3,681 1,152 750 424 583 412	\$7,952 \$8,569 4,271 4,471 3,681 4,098 1,152 1,218 750 917 424 391 583 788 412 470	District average 2011 2012 2012 \$7,952 \$8,569 \$8,331 4,271 4,471 4,374 3,681 4,098 3,957 1,152 1,218 1,168 750 917 1,068 424 391 486 583 788 515 412 470 455	District average average 2011 2012 2012 2012 \$7,952 \$8,569 \$8,331 \$7,475 4,271 4,471 4,374 4,053 3,681 4,098 3,957 3,422 1,152 1,218 1,168 736 750 917 1,068 928 424 391 486 382 583 788 515 362 412 470 455 578

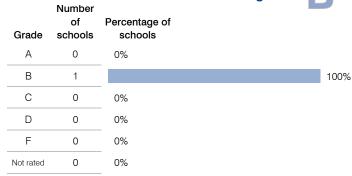
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

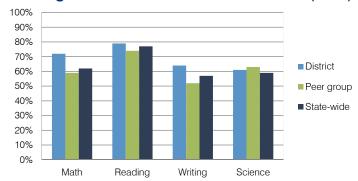
District grade:

Door

State



Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	94%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	31%	29%	25%
Students per teacher	17.0	12.6	18.1
Average teacher salary	\$43,473	\$45,750	\$45,193
Amount from Proposition 301	\$2,852	\$2,292	\$3,195
Average years of teacher experience	9.1	13.0	11.0
Percentage of teachers in first 3 years	16%	13%	16%

Financial stress assessment

Measure: 2010 through	2012	Assessment
Number of students atter	nding	Moderate decrease
Spending exceeded ope	No overspending	
Spending increase electi	Voter-approved	
Operating reserve percer	3.9%, Steady	
Years of capital reserve h	neld	More than 3 years
Current financial and inte	rnal control status	Compliant
Stress level		
Low	Moderate	High

Paloma Elementary School District

Maricopa County

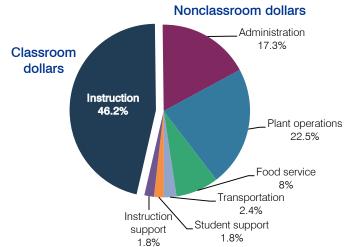
Efficiency peer groups 11 and T-13, Achievement peer group 19 Legislative district(s): 4

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

78 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 17 percent. Spending in the classroom varied year to year, decreasing overall from 48.4 to 46.2 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration increased substantially.

Cost measures relative to peer averages

Operational	•		Peer	State
area	Measure	District	average	average
	Cost per pupil	\$2,406	\$2,472	\$736
Administration	Students per administrator	52	30	66
Plant	Cost per square foot	\$16.09	\$6.93	\$6.09
operations	Square footage per student	195	320	152
Food service	Cost per meal equivalent	\$4.41	\$4.88	\$2.47
Transportation	Cost per mile	\$1.61	\$1.53	\$3.50
Transportation	Cost per rider	\$504	\$1,171	\$982

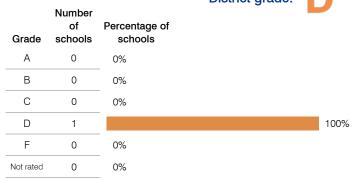
Per-pupil spending by operational area

			State	inational
District		average	average	average
2011	2012	2012	2012	2010
\$12,768	\$13,946	\$15,082	\$7,475	\$10,652
6,185	6,444	7,880	4,053	6,526
6,583	7,502	7,202	3,422	4,126
2,299	2,406	2,472	736	1,139
2,615	3,138	2,126	928	1,012
983	1,108	756	382	405
315	341	970	362	443
230	256	541	578	592
141	253	337	436	535
	2011 \$12,768 6,185 6,583 2,299 2,615 983 315 230	2011 2012 \$12,768 \$13,946 6,185 6,444 6,583 7,502 2,299 2,406 2,615 3,138 983 1,108 315 341 230 256	2011 2012 2012 \$12,768 \$13,946 \$15,082 6,185 6,444 7,880 6,583 7,502 7,202 2,299 2,406 2,472 2,615 3,138 2,126 983 1,108 756 315 341 970 230 256 541	2011 2012 2012 2012 \$12,768 \$13,946 \$15,082 \$7,475 6,185 6,444 7,880 4,053 6,583 7,502 7,202 3,422 2,299 2,406 2,472 736 2,615 3,138 2,126 928 983 1,108 756 382 315 341 970 362 230 256 541 578

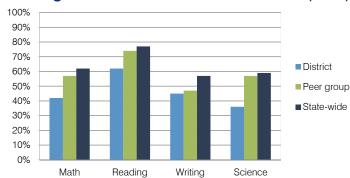
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades





Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	94%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	23%	23%	25%
Students per teacher	14.2	15.3	18.1
Average teacher salary	\$41,870	\$43,358	\$45,193
Amount from Proposition 301	\$4,000	\$2,716	\$3,195
Average years of teacher experience	9.1	12.2	11.0
Percentage of teachers in first 3 years	29%	11%	16%

Financial stress assessment

Overall financial stre	ss level:	Low		
Measure: 2010 through	2012		Assessment	
Number of students attended	ding		Small school adjustment	
Spending exceeded opera	ending exceeded operating/capital budgets			
Spending increase election results			No election held	
Operating reserve percent	Operating reserve percentage (max. 4%), trend			
Years of capital reserve he	eld		More than 3 years	
Current financial and intern	nal control s	status	Compliant	
Stress level				
Low	Mod	erate	High	

Office of the Auditor General

Palominas Elementary School District

Cochise County

Efficiency peer groups 9 and T-8, Achievement peer group 21 Legislative district(s): 14

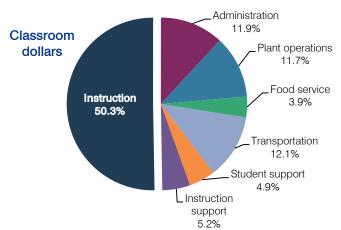
District size / location: Students attending: Number of schools: Medium, Rural 1,013 3

mber of schools:

OPERATIONAL EFFICIENCY

Spending by operational area





5-year spending trend

Total spending per pupil decreased by 1 percent. Spending in the classroom decreased from 55.5 to 50.3 percent. Overall, spending on administration increased and spending on instruction support increased substantially. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure		District	Peer average	State average
	Cost per pi	upil	\$923	\$951	\$736
Administration	Students per administrator		67	61	66
Plant	Cost per square foot		\$7.10	\$6.40	\$6.09
operations	Square footage per student		128	142	152
Food service	Cost per meal equivalent		\$2.30	\$2.49	\$2.47
Transportation	Cost per mile		NR	\$2.87	\$3.50
Transportation	Cost per rider		\$620	\$726	\$982
Very low	Low	Comparab	le Hic	yh V	erv hiah

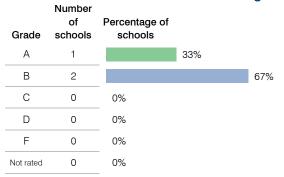
Per-pupil spending by operational area

			Peer	State	National
	District		average	average	average
	2011	2012	2012	2012	2010
Total	\$7,849	\$7,779	\$7,482	\$7,475	\$10,652
Classroom dollars	4,041	3,911	3,712	4,053	6,526
Nonclassroom dollars:	3,808	3,868	3,770	3,422	4,126
Administration	924	923	951	736	1,139
Plant operations	1,001	909	881	928	1,012
Food service	314	308	512	382	405
Transportation	787	941	498	362	443
Student support	355	382	429	578	592
Instruction support	427	405	499	436	535

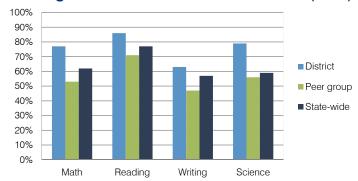
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	94%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	37%	39%	25%
Students per teacher	15.4	14.4	18.1
Average teacher salary	\$35,968	\$40,820	\$45,193
Amount from Proposition 301	\$1,465	\$2,313	\$3,195
Average years of teacher experience	11.9	11.7	11.0
Percentage of teachers in first 3 years	12%	12%	16%

Financial stress assessment

Overall financial stress le	evel: Low			
Measure: 2010 through 2012	!	Assessment		
Number of students attending		Steady		
Spending exceeded operating/	ending exceeded operating/capital budgets			
Spending increase election res	No election held			
Operating reserve percentage	(max. 4%), trend	3.2%, Varying		
Years of capital reserve held	More than 3 years			
Current financial and internal co	ontrol status	Compliant		
Stress level				
Low	Moderate	High		

Paradise Valley Unified School District

Maricopa County

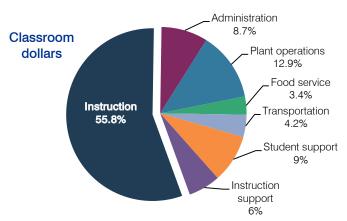
Efficiency peer groups 1 and T-3, Achievement peer group 2 Legislative district(s): 15, 20, 23 and 28

District size / location: Students attending: Number of schools: Very large, City 31,656 46

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil increased by 1 percent. Spending in the classroom decreased from 62.4 to 55.8 percent. Overall, spending on administration and student support increased and spending on plant operations increased substantially. Spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

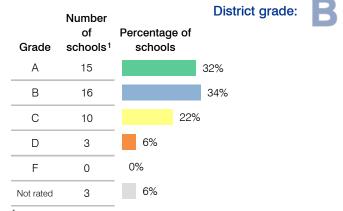
Operational				Peer	State
area	Measure		District	average	average
	Cost per pi	upil	\$600	\$620	\$736
Administration		Students per administrator 76			66
Plant	Cost per square foot		\$5.69	\$5.88	\$6.09
operations Square footage per student		tage per	156	144	152
Food service	Cost per meal equivalent		\$2.24	\$2.46	\$2.47
Transportation	Cost per mile		\$3.81	\$3.80	\$3.50
Transportation	Cost per rider		\$974	\$940	\$982
Very low	Low	Comparable	e Hiç	gh V	ery high

Per-pupil spending by operational area

			State	inational
Distr	rict	average	average	average
2011	2012	2012	2012	2010
\$7,114	\$6,907	\$7,111	\$7,475	\$10,652
4,180	3,851	4,052	4,053	6,526
2,934	3,056	3,059	3,422	4,126
554	600	620	736	1,139
831	890	843	928	1,012
241	234	321	382	405
269	288	340	362	443
578	624	567	578	592
461	420	368	436	535
	2011 \$7,114 4,180 2,934 554 831 241 269 578	\$7,114 \$6,907 4,180 3,851 2,934 3,056 554 600 831 890 241 234 269 288 578 624	2011 2012 2012 \$7,114 \$6,907 \$7,111 4,180 3,851 4,052 2,934 3,056 3,059 554 600 620 831 890 843 241 234 321 269 288 340 578 624 567	2011 2012 2012 2012 \$7,114 \$6,907 \$7,111 \$7,475 4,180 3,851 4,052 4,053 2,934 3,056 3,059 3,422 554 600 620 736 831 890 843 928 241 234 321 382 269 288 340 362 578 624 567 578

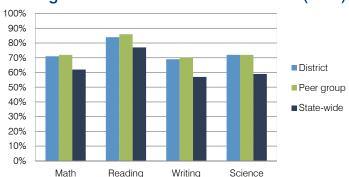
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades



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

Percentage of students who met state standards (AIMS)



Student and teacher measures

	Peer	State
District	average	average
95%	95%	94%
89%	90%	78%
17%	14%	25%
21.3	18.0	18.1
\$54,361	\$45,087	\$45,193
\$3,147	\$3,095	\$3,195
13.3	10.9	11.0
12%	14%	16%
	95% 89% 17% 21.3 \$54,361 \$3,147 13.3	District average 95% 95% 89% 90% 17% 14% 21.3 18.0 \$54,361 \$45,087 \$3,147 \$3,095 13.3 10.9

Financial stress assessment

Overall financial stre	ess level:	Low	
Measure: 2010 through	2012		Assessment
Number of students atter	nding		Steady
Spending exceeded oper	rating/capital	budgets	No overspending
Spending increase election	on results		Voter-approved
Operating reserve percer	ntage (max. 4	%), trend	3.6%, Steady
Years of capital reserve h	eld		1 to 3 years
Current financial and inte	rnal control s	tatus	Compliant
Stress level			
Low	Mode	erate	High

Office of the Auditor General

Parker Unified School District

La Paz County

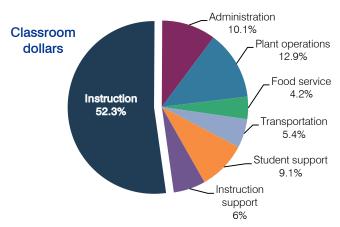
Efficiency peer groups 5 and T-9, Achievement peer group 6 Legislative district(s): 5

District size / location: Medium, Town
Students attending: 1,893
Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil decreased by 3 percent. Spending in the classroom varied year to year, decreasing overall from 54.9 to 52.3 percent. Spending on instruction support increased, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure		District	Peer average	State average
	Cost per pi	upil	\$827	\$1,074	\$736
Administration	Students p administrat		72	56	66
Plant	Cost per so	quare foot	\$5.49	\$4.82	\$6.09
operations	Square foo student	tage per	193	250	152
Food service	Cost per meal equivalent		\$2.25	\$2.97	\$2.47
Transportation	Cost per m	iile	\$2.80	\$2.47	\$3.50
Панъронацон	Cost per ric	der	\$800	\$704	\$982
Very low	Low	Comparab	le Hic	yh V	erv hiah

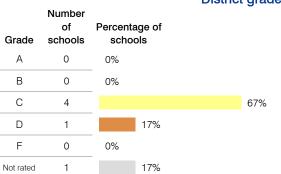
Per-pupil spending by operational area

			Peer	State	National
	District		average	average	average
	2011	2012	2012	2012	2010
Total	\$8,322	\$8,204	\$8,416	\$7,475	\$10,652
Classroom dollars	4,205	4,288	4,202	4,053	6,526
Nonclassroom dollars:	4,117	3,916	4,214	3,422	4,126
Administration	856	827	1,074	736	1,139
Plant operations	1,209	1,061	1,179	928	1,012
Food service	328	343	412	382	405
Transportation	404	447	536	362	443
Student support	815	744	619	578	592
Instruction support	505	494	394	436	535

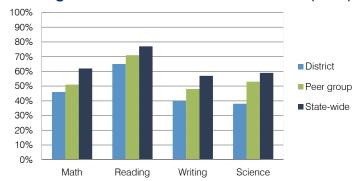
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

	Peer	State
District	average	average
92%	94%	94%
74%	80%	78%
33%	31%	25%
16.3	15.2	18.1
\$41,655	\$40,242	\$45,193
\$3,946	\$3,191	\$3,195
10.9	12.0	11.0
23%	16%	16%
	92% 74% 33% 16.3 \$41,655 \$3,946 10.9	District average 92% 94% 74% 80% 33% 31% 16.3 15.2 \$41,655 \$40,242 \$3,946 \$3,191 10.9 12.0

Financial stress assessment

Overall financial stress le	evel: Low	
Measure: 2010 through 2012		Assessment
Number of students attending		Increase
Spending exceeded operating/	capital budgets	No overspending
Spending increase election res	ults	No election held
Operating reserve percentage	(max. 4%), trend	3.3%, Varying
Years of capital reserve held		More than 3 years
Current financial and internal co	ontrol status	Compliant
Stress level		
Low	Moderate	High

Patagonia Elementary School District

Santa Cruz County

Efficiency peer groups 11 and T-13, Achievement peer group 22 Legislative district(s): 2

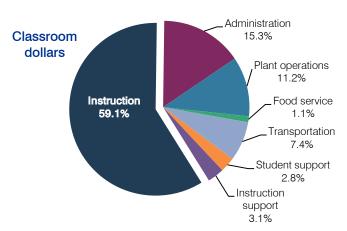
District size / location: Students attending: Number of schools: Very small, Rural 75

/5 1

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil increased by 20 percent. Spending in the classroom varied year to year, increasing overall from 55 to 59.1 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on transportation and instruction support decreased substantially.

Cost measures relative to peer averages

Operational	•		Peer	State
area	Measure	District	average	average
	Cost per pupil	\$2,311	\$2,472	\$736
Administration	Students per administrator	71	30	66
Plant	Cost per square foot	\$10.19	\$6.93	\$6.09
operations	Square footage per student	167	320	152
Food service	Cost per meal equivalent	N/A	\$4.88	\$2.47
Transportation	Cost per mile	\$0.80	\$1.53	\$3.50
Transportation	Cost per rider	\$3,203	\$1,171	\$982

Per-pupil spending by operational area

Dist	rict 2012	average	average	average
2011	2012	0040		
		2012	2012	2010
\$14,503	\$15,108	\$15,082	\$7,475	\$10,652
7,949	8,933	7,880	4,053	6,526
6,554	6,175	7,202	3,422	4,126
2,559	2,311	2,472	736	1,139
1,709	1,697	2,126	928	1,012
105	160	756	382	405
1,495	1,111	970	362	443
437	420	541	578	592
249	476	337	436	535
	7,949 6,554 2,559 1,709 105 1,495 437	7,949 8,933 6,554 6,175 2,559 2,311 1,709 1,697 105 160 1,495 1,111 437 420	7,949 8,933 7,880 6,554 6,175 7,202 2,559 2,311 2,472 1,709 1,697 2,126 105 160 756 1,495 1,111 970 437 420 541	7,949 8,933 7,880 4,053 6,554 6,175 7,202 3,422 2,559 2,311 2,472 736 1,709 1,697 2,126 928 105 160 756 382 1,495 1,111 970 362 437 420 541 578

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

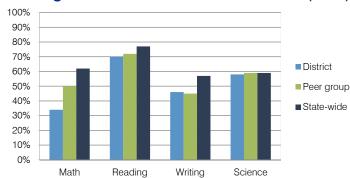
ADE-reported district and school letter grades





Grade	Number of schools	Percentage of schools	J	
Α	0	0%		
В	0	0%		
С	0	0%		
D	1			
F	0	0%		
Not rated	0	0%		

Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	95%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	57%	54%	25%
Students per teacher	15.0	13.5	18.1
Average teacher salary	\$53,301	\$48,358	\$45,193
Amount from Proposition 301	\$2,503	\$2,404	\$3,195
Average years of teacher experience	18.3	11.8	11.0
Percentage of teachers in first 3 years	22%	9%	16%

Financial stress assessment

Overall financial stre	ess level:	Low	
Measure: 2010 through	2012		Assessment
Number of students atter	nding		Small school adjustment
Spending exceeded oper	ating/capita	l budgets	No overspending
Spending increase election	on results		No election held
Operating reserve percer	ntage (max.	4%), trend	4.0%, Steady
Years of capital reserve h	eld		More than 3 years
Current financial and inte	rnal control s	status	Compliant
Stress level			
Low	Mod	erate	High

Office of the Auditor General

Patagonia Union High School District

Santa Cruz County

Efficiency peer groups 11 and T-13, Achievement peer group 11 Legislative district(s): 2

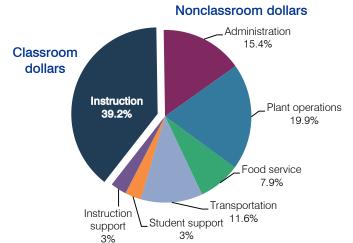
District size / location: Students attending: Very Small, Rural

64 1

Number of schools:

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 42 percent. Spending in the classroom varied year to year, decreasing overall from 42.2 to 39.2 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations increased substantially.

Cost measures relative to peer averages

Operational			Peer	State
area	Measure	District	average	average
	Cost per pupil	\$3,491	\$2,472	\$736
Administration	Students per administrator	20	30	66
Plant	Cost per square foot	\$4.09	\$6.93	\$6.09
operations	Square footage per student	1,106	320	152
Food service	Cost per meal equivalent	\$4.55	\$4.88	\$2.47
Transportation	Cost per mile	\$1.02	\$1.53	\$3.50
Transportation	Cost per rider	\$4,679	\$1,171	\$982

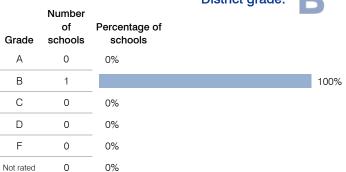
Per-pupil spending by operational area

			Peer	State	National	
	Dist	rict	average	average	average	
	2011	2012	2012	2012	2010	
Total	\$20,514	\$22,705	\$15,082	\$7,475	\$10,652	
Classroom dollars	8,231	8,890	7,880	4,053	6,526	
Nonclassroom dollars:	12,283	13,815	7,202	3,422	4,126	
Administration	3,659	3,491	2,472	736	1,139	
Plant operations	3,669	4,524	2,126	928	1,012	
Food service	1,448	1,788	756	382	405	
Transportation	2,100	2,632	970	362	443	
Student support	844	685	541	578	592	
Instruction support	563	695	337	436	535	

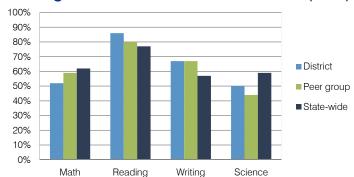
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	94%	94%	94%
Graduation rate (2011)	100%	86%	78%
Poverty rate (2011)	26%	22%	25%
Students per teacher	6.8	14.0	18.1
Average teacher salary	\$30,185	\$39,650	\$45,193
Amount from Proposition 301	\$2,155	\$3,669	\$3,195
Average years of teacher experience	7.8	10.6	11.0
Percentage of teachers in first 3 years	52%	31%	16%

Financial stress assessment

Overall financial stre	ss level:	Low	
Measure: 2010 through	2012		Assessment
Number of students atten	ding		Small school adjustment
Spending exceeded opera	Spending exceeded operating/capital budgets		No overspending
Spending increase election	n results		No election held
Operating reserve percen	tage (max. 4	l%), trend	4.0%, Steady
Years of capital reserve he	eld		More than 3 years
Current financial and inter	nal control s	tatus	Compliant
Stress level			
Low	Mode	erate	High

Payson Unified School District

Gila County

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

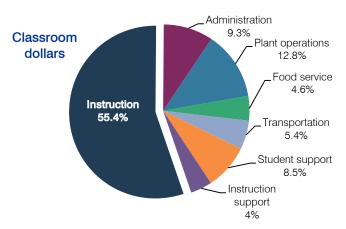
District size / location: Students attending: Number of schools: Medium-Large, Town

2,374

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil increased 4 percent. Spending in the classroom decreased overall from 57 to 55.4 percent. Spending on plant operations and transportation increased, and spending on administration decreased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational			Peer	State
area	Measure	District	average	average
	Cost per pupil	\$729	\$748	\$736
Administration	Students per administrator	53	66	66
Plant	Cost per square foot	\$5.90	\$5.53	\$6.09
operations	Square footage per student	171	173	152
Food service	Cost per meal equivalent	\$3.05	\$2.56	\$2.47
Transportation	Cost per mile	\$3.15	\$2.26	\$3.50
Transportation	Cost per rider	\$1,186	\$935	\$982
Very low	Low Comparab	ole Hig	gh V	ery high

Per-pupil spending by operational area

			Peer	State	National
	District		average	average	average
	2011	2012	2012	2012	2010
Total	\$8,044	\$7,886	\$7,007	\$7,475	\$10,652
Classroom dollars	4,460	4,365	3,682	4,053	6,526
Nonclassroom dollars:	3,584	3,521	3,325	3,422	4,126
Administration	765	729	748	736	1,139
Plant operations	992	1,009	933	928	1,012
Food service	386	366	354	382	405
Transportation	417	429	369	362	443
Student support	656	669	540	578	592
Instruction support	368	319	381	436	535

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

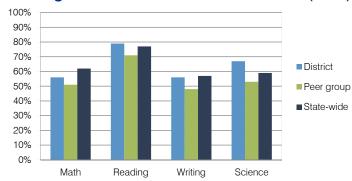
ADE-reported district and school letter grades

District grade:



Grade	Number of schools	Percentage of schools		
Α	1	20%		
В	1	20%		
С	1	20%		
D	1	20%		
F	0	0%		
Not rated	1	20%		

Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	93%	94%	94%
Graduation rate (2011)	78%	80%	78%
Poverty rate (2011)	32%	31%	25%
Students per teacher	17.5	15.2	18.1
Average teacher salary	\$44,492	\$40,242	\$45,193
Amount from Proposition 301	\$2,595	\$3,191	\$3,195
Average years of teacher experience	12.5	12.0	11.0
Percentage of teachers in first 3 years	6%	16%	16%

Financial stress assessment

Overall financial stress level:	Moderate	
Measure: 2010 through 2012		Assessment
Number of students attending		Moderate decrease
Spending exceeded operating/capit	al budgets	No overspending
Spending increase election results		Voter-approved
Operating reserve percentage (max.	4%), trend	2.3%, Varying
Years of capital reserve held		1 to 3 years
Current financial and internal control	status	Compliant
Stress level		
Low	dorato	High

Office of the Auditor General

Peach Springs Unified School District

Mohave County

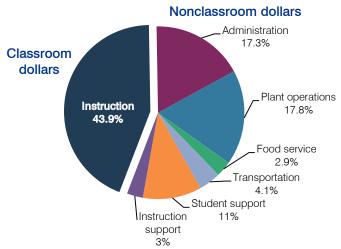
Efficiency peer groups 11 and T-13, Achievement peer group 7 Legislative district(s): 7

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

187 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 19 percent. Spending in the classroom varied year to year, increasing overall from 22.8 to 43.9 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration, food service, and instruction support decreased substantially.

Cost measures relative to peer averages

			_	
Operational			Peer	State
area	Measure	District	average	average
	Cost per pupil	\$3,308	\$2,472	\$736
Administration	Students per administrator	31	30	66
Plant	Cost per square foot	\$6.05	\$6.93	\$6.09
operations	Square footage per student	560	320	152
Food service	Cost per meal equivalent	\$3.17	\$4.88	\$2.47
Transportation	Cost per mile	\$3.41	\$1.53	\$3.50
Transportation	Cost per rider	\$692	\$1,171	\$982

Per-pupil spending by operational area

			Peer	State	National
	Dist	rict	average	average	average
	2011	2012	2012	2012	2010
Total	\$17,961	\$19,056	\$15,082	\$7,475	\$10,652
Classroom dollars	7,399	8,357	7,880	4,053	6,526
Nonclassroom dollars:	10,562	10,699	7,202	3,422	4,126
Administration	3,193	3,308	2,472	736	1,139
Plant operations	2,633	3,385	2,126	928	1,012
Food service	567	552	756	382	405
Transportation	819	778	970	362	443
Student support	2,249	2,105	541	578	592
Instruction support	1,101	571	337	436	535

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

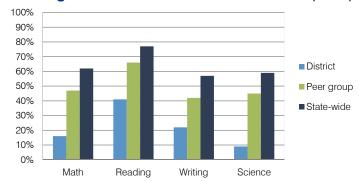
ADE-reported district and school letter grades





0%
•

Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	89%	93%	94%
Graduation rate (2011)	N/A	76%	78%
Poverty rate (2011)	45%	40%	25%
Students per teacher	10.4	15.6	18.1
Average teacher salary	\$50,679	\$42,644	\$45,193
Amount from Proposition 301	\$2,322	\$3,127	\$3,195
Average years of teacher experience	15.7	13.0	11.0
Percentage of teachers in first 3 years	16%	13%	16%

Financial stress assessment

Overall financial stre		Low		
Measure: 2010 through	2012		Assessment	
Number of students atter	nding		Small school adjustment	
Spending exceeded open	perating/capital budgets No overspending			
Spending increase election	on results		No election held	
Operating reserve percer	ntage (max. 4	%), trend	3.2%, Varying	
Years of capital reserve h	eld		More than 3 years	
Current financial and inte	rnal control st	atus	Marginally compliant	
Stress level				
Low	Mode	erate	High	

Pearce Elementary School District

Cochise County

Efficiency peer groups 11 and T-13, Achievement peer group 21 Legislative district(s): 14

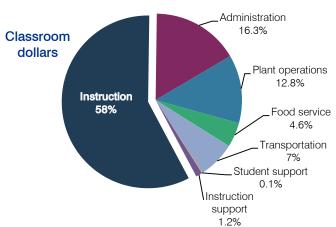
District size / location: Students attending: Number of schools: Very small, Rural

86 1

OPERATIONAL EFFICIENCY

Spending by operational area





5-year spending trend

Student enrollment decreased 23 percent, which contributed to the 54 percent increase in total spending per pupil. Spending in the classroom varied year to year, increasing overall from 54.4 to 58 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration decreased substantially.

Cost measures relative to peer averages

Operational			Peer	State
area	Measure	District	average	average
	Cost per pupil	\$2,414	\$2,472	\$736
Administration	Students per administrator	26	30	66
Plant	Cost per square foot	\$5.58	\$6.93	\$6.09
operations	Square footage per student	341	320	152
Food service	Cost per meal equivalent	\$3.81	\$4.88	\$2.47
Transportation	Cost per mile	\$2.09	\$1.53	\$3.50
Transportation	Cost per rider	\$968	\$1,171	\$982

Per-pupil spending by operational area

			Peer	State	inational
	Dist	rict	average	average	average
	2011	2012	2012	2012	2010
Total	\$15,697	\$14,879	\$15,082	\$7,475	\$10,652
Classroom dollars	8,492	8,635	7,880	4,053	6,526
Nonclassroom dollars:	7,205	6,244	7,202	3,422	4,126
Administration	2,660	2,414	2,472	736	1,139
Plant operations	1,949	1,905	2,126	928	1,012
Food service	740	682	756	382	405
Transportation	1,120	1,048	970	362	443
Student support	377	21	541	578	592
Instruction support	359	174	337	436	535

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

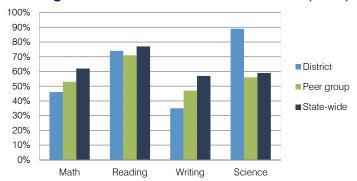
ADE-reported district and school letter grades





Grade	Number of schools	Percentage of schools	
Α	0	0%	
В	0	0%	
С	1		
D	0	0%	
F	0	0%	
Not rated	0	0%	
		-	

Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	94%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	37%	39%	25%
Students per teacher	8.6	14.4	18.1
Average teacher salary	\$45,556	\$40,820	\$45,193
Amount from Proposition 301	\$1,264	\$2,313	\$3,195
Average years of teacher experience	14.4	11.7	11.0
Percentage of teachers in first 3 years	0%	12%	16%

Financial stress assessment

Overall financial stre	ss level:	Low	
Measure: 2010 through	2012		Assessment
Number of students attended	ding		Small school adjustment
Spending exceeded opera	ating/capita	l budgets	No overspending
Spending increase election	n results		No election held
Operating reserve percent	age (max.	4%), trend	4.0%, Steady
Years of capital reserve he	eld		More than 3 years
Current financial and inter	nal control s	status	Marginally compliant
Stress level			
Low	Mod	erate	High

Office of the Auditor General

Pendergast Elementary School District

Maricopa County

Efficiency peer groups 7 and T-3, Achievement peer group 14 Legislative district(s): 19 and 29

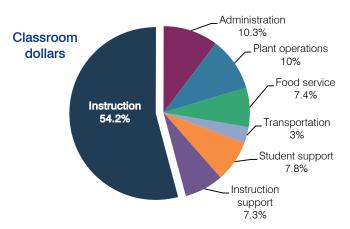
District size / location: Students attending: Number of schools: Large, City 9,325

14

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil increased by 2 percent. Spending in the classroom decreased from 56.2 to 54.2 percent. Overall, spending on plant operations decreased and spending on food service and instruction support increased. Spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure		District	Peer average	State average
	Cost per p	upil	\$684	\$695	\$736
Administration	Students p administrat		69	67	66
Plant	Cost per square foot		\$5.35	\$6.05	\$6.09
operations	Square foo student	tage per	124	131	152
Food service	Cost per meal equivalent		\$2.46	\$2.41	\$2.47
Transportation	Cost per mile		\$3.97	\$3.80	\$3.50
Transportation	Cost per rider		\$955	\$940	\$982
Very low	Low	Comparab	le Hic	yh V	erv hiah

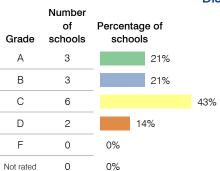
Per-pupil spending by operational area

		Peer	State	National
Distr	rict	average	average	average
2011	2012	2012	2012	2010
\$7,186	\$6,631	\$7,254	\$7,475	\$10,652
3,991	3,592	3,944	4,053	6,526
3,195	3,039	3,310	3,422	4,126
707	684	695	736	1,139
719	664	794	928	1,012
499	492	489	382	405
184	198	299	362	443
545	519	526	578	592
541	482	507	436	535
	2011 \$7,186 3,991 3,195 707 719 499 184 545	\$7,186 \$6,631 3,991 3,592 3,195 3,039 707 684 719 664 499 492 184 198 545 519	District average 2011 2012 2012 \$7,186 \$6,631 \$7,254 3,991 3,592 3,944 3,195 3,039 3,310 707 684 695 719 664 794 499 492 489 184 198 299 545 519 526	District average average 2011 2012 2012 2012 \$7,186 \$6,631 \$7,254 \$7,475 3,991 3,592 3,944 4,053 3,195 3,039 3,310 3,422 707 684 695 736 719 664 794 928 499 492 489 382 184 198 299 362 545 519 526 578

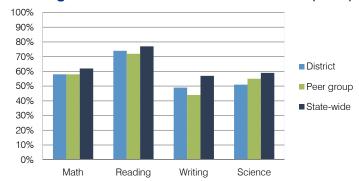
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	26%	25%	25%
Students per teacher	20.1	19.8	18.1
Average teacher salary	\$44,865	\$40,307	\$45,193
Amount from Proposition 301	\$1,871	\$2,532	\$3,195
Average years of teacher experience	9.4	7.3	11.0
Percentage of teachers in first 3 years	17%	27%	16%

Financial stress assessment

Overall financial stres	s level:	Low	
Measure: 2010 through 2	012		Assessment
Number of students attended	ing		Concentrated decrease
Spending exceeded operat	ing/capital	budgets	No overspending
Spending increase election	results		Voter-approved
Operating reserve percenta	ige (max. 4	l%), trend	3.8%, Increasing
Years of capital reserve hele	d		1 to 3 years
Current financial and interna	al control s	tatus	Compliant
Stress level			
Low	Mode	erate	High

State of Arizona

page 150 FY2012

Peoria Unified School District

Maricopa County

Efficiency peer groups 1 and T-5, Achievement peer group 2

Legislative district(s): 20, 21, 22 and 29

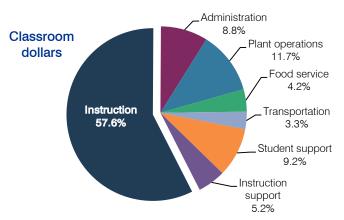
District size / location: Students attending: Number of schools: Very large, Suburb

35,058 40

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil increased by 2 percent. Spending in the classroom varied year to year, decreasing overall from 59.6 to 57.6 percent. Spending on administration increased, while spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational			Peer	State
area	Measure	District	average	average
	Cost per pupil	\$596	\$620	\$736
Administration	Students per administrator	79	79	66
Plant	Cost per square foot	\$5.93	\$5.88	\$6.09
operations	Square footage per student	134	144	152
Food service	Cost per meal equivalent	\$2.47	\$2.46	\$2.47
Transportation	Cost per mile	\$3.02	\$3.54	\$3.50
Transportation	Cost per rider	\$1,031	\$1,372	\$982
Very low	Low Comparab	le Hiç	gh V	ery high

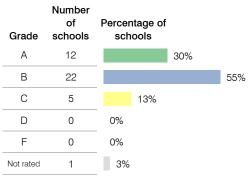
Per-pupil spending by operational area

		Peer	State	National
Distr	rict	average	average	average
2011	2012	2012	2012	2010
\$6,773	\$6,814	\$7,111	\$7,475	\$10,652
3,872	3,924	4,052	4,053	6,526
2,901	2,890	3,059	3,422	4,126
591	596	620	736	1,139
761	795	843	928	1,012
308	284	321	382	405
234	226	340	362	443
627	628	567	578	592
380	361	368	436	535
	2011 \$6,773 3,872 2,901 591 761 308 234 627	\$6,773 \$6,814 3,872 3,924 2,901 2,890 591 596 761 795 308 284 234 226 627 628	District average 2011 2012 2012 \$6,773 \$6,814 \$7,111 3,872 3,924 4,052 2,901 2,890 3,059 591 596 620 761 795 843 308 284 321 234 226 340 627 628 567	District average average 2011 2012 2012 2012 \$6,773 \$6,814 \$7,111 \$7,475 3,872 3,924 4,052 4,053 2,901 2,890 3,059 3,422 591 596 620 736 761 795 843 928 308 284 321 382 234 226 340 362 627 628 567 578

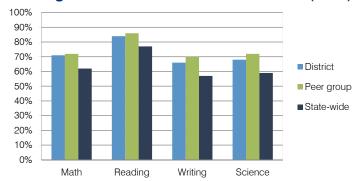
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	96%	95%	94%
Graduation rate (2011)	94%	90%	78%
Poverty rate (2011)	15%	14%	25%
Students per teacher	17.6	18.0	18.1
Average teacher salary	\$43,611	\$45,087	\$45,193
Amount from Proposition 301	\$2,247	\$3,095	\$3,195
Average years of teacher experience	9.6	10.9	11.0
Percentage of teachers in first 3 years	22%	14%	16%

Financial stress assessment

Overall financial stress I	level: I	Moderate	
Measure: 2010 through 201	2		Assessment
Number of students attending]		Moderate decrease
Spending exceeded operating	g/capital b	oudgets	No overspending
Spending increase election results			Voter-approved
Operating reserve percentage (max. 4%), trend			0.4%, Decreasing
Years of capital reserve held			1 to 3 years
Current financial and internal of	control sta	atus	Compliant
Stress level			
Low	Moder	ate	High

Office of the Auditor General

Phoenix Elementary School District

Maricopa County

Efficiency peer groups 8 and T-1, Achievement peer group 16 Legislative district(s): 24, 27 and 30

District size / location: Students attending:

Medium-Large, City

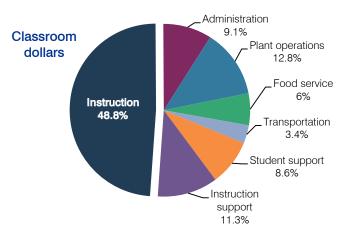
7,019 14

Number of schools:

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil decreased by 2 percent. Spending in the classroom varied year to year, decreasing overall from 54 to 48.8 percent. Spending on plant operations and food service increased, and spending on instruction support increased substantially. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational				Peer	State
area	Measure		District	average	average
	Cost per p	upil	\$864	\$796	\$736
Administration	Students p administrat		55	75	66
Plant	Cost per so	quare foot	\$7.61	\$6.25	\$6.09
operations	Square foo student	tage per	161	131	152
Food service	Cost per meal equivalent		\$2.24	\$2.45	\$2.47
Transportation	Cost per mile		\$6.80	\$5.69	\$3.50
танъронацон	Cost per rid	der	\$871	\$569	\$982
Very low	Low	Comparab	le Hig	gh V	ery high

Per-pupil spending by operational area

			Peer	State	National
	Dist	rict	average	average	average
	2011	2012	2012	2012	2010
Total	\$9,773	\$9,542	\$6,968	\$7,475	\$10,652
Classroom dollars	4,800	4,660	3,582	4,053	6,526
Nonclassroom dollars:	4,973	4,882	3,386	3,422	4,126
Administration	918	864	796	736	1,139
Plant operations	1,293	1,225	811	928	1,012
Food service	537	569	523	382	405
Transportation	296	327	271	362	443
Student support	841	822	522	578	592
Instruction support	1,088	1,075	463	436	535

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:

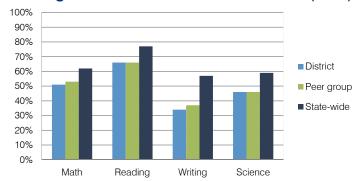
Door

State



Grade	Number of schools	Percentage of schools	
Α	2	14%	
В	6		43%
С	6		43%
D	0	0%	
F	0	0%	
Not rated	0	0%	
	A B C D	Grade of schools A 2 B 6 C 6 D 0 F 0	Grade of schools Percentage of schools A 2 14% B 6 6 C 6 0 D 0 0% F 0 0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	58%	49%	25%
Students per teacher	16.3	18.3	18.1
Average teacher salary	\$43,170	\$45,716	\$45,193
Amount from Proposition 301	\$2,629	\$2,541	\$3,195
Average years of teacher experience	10.7	9.3	11.0
Percentage of teachers in first 3 years	19%	23%	16%

Financial stress assessment

Overall financial stress level:	Moderate
Overali lilialiciai sulessievei.	Moderate

Measure: 2010 through	2012	Assessment
Number of students atten	ding	Increase
Spending exceeded opera	Operating only	
Spending increase election	Voter-approved	
Operating reserve percen	1.3%, Increasing	
Years of capital reserve he	More than 3 years	
Current financial and inter	Compliant	
Stress level		
Low	Moderate	High

State of Arizona

page 152 **FY2012**

Phoenix Union High School District

Maricopa County

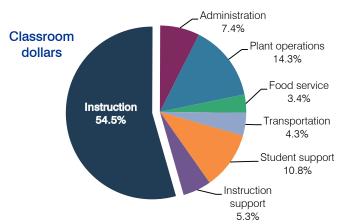
Efficiency peer groups 1 and T-5, Achievement peer group 10 Legislative district(s): 19, 24, 27, 28, 29 and 30

District size / location: Students attending: Number of schools: Very large, City 25,499 15

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil decreased by 4 percent. Spending in the classroom varied year to year, decreasing overall from 57.5 to 54.5 percent. Spending on plant operations and food service increased, while spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational				Peer	State
area	Measure		District	average	average
	Cost per po	upil	\$707	\$620	\$736
Administration	Students p administrat		38	79	66
Plant	Cost per square foot		\$8.07	\$5.88	\$6.09
operations	Square foo student	tage per	168	144	152
Food service	Cost per meal equivalent		\$2.33	\$2.46	\$2.47
Transportation	Cost per mile		N/A	\$3.54	\$3.50
Cost per rider		\$954	\$1,372	\$982	
Very low	Low Comparabl		le Hiç	gh V	ery high

Per-pupil spending by operational area

		Peer	State	inational
Dist	rict	average	average	average
2011	2012	2012	2012	2010
\$9,835	\$9,477	\$7,111	\$7,475	\$10,652
5,529	5,162	4,052	4,053	6,526
4,306	4,315	3,059	3,422	4,126
692	707	620	736	1,139
1,289	1,357	843	928	1,012
318	323	321	382	405
431	407	340	362	443
1,031	1,024	567	578	592
545	497	368	436	535
	2011 \$9,835 5,529 4,306 692 1,289 318 431 1,031	\$9,835 \$9,477 5,529 5,162 4,306 4,315 692 707 1,289 1,357 318 323 431 407 1,031 1,024	2011 2012 2012 \$9,835 \$9,477 \$7,111 5,529 5,162 4,052 4,306 4,315 3,059 692 707 620 1,289 1,357 843 318 323 321 431 407 340 1,031 1,024 567	2011 2012 2012 2012 \$9,835 \$9,477 \$7,111 \$7,475 5,529 5,162 4,052 4,053 4,306 4,315 3,059 3,422 692 707 620 736 1,289 1,357 843 928 318 323 321 382 431 407 340 362 1,031 1,024 567 578

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

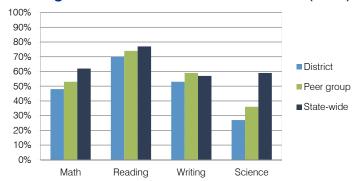
ADE-reported district and school letter grades





Grade	Number of schools	Percentage of schools	
Α	1	7%	
В	4	27%	
С	7		47%
D	1	7%	
F	0	0%	
Not rated	2	13%	

Percentage of students who met state standards (AIMS)



Student and teacher measures

	Peer	State
District	average	average
94%	95%	94%
80%	82%	78%
37%	32%	25%
18.1	20.9	18.1
\$55,566	\$49,006	\$45,193
\$1,006	\$3,442	\$3,195
12.5	11.1	11.0
6%	15%	16%
	94% 80% 37% 18.1 \$55,566 \$1,006 12.5	District average 94% 95% 80% 82% 37% 32% 18.1 20.9 \$55,566 \$49,006 \$1,006 \$3,442 12.5 11.1

Financial stress assessment

Overall financial stre	ss level:	Low	
Measure: 2010 through	2012		Assessment
Number of students atten	ding		Steady
Spending exceeded oper	ating/capital	budgets	No overspending
Spending increase election	n results		Mixed election results
Operating reserve percen	tage (max. 4	1%), trend	3.9%, Steady
Years of capital reserve h	eld		More than 3 years
Current financial and inter	nal control s	tatus	Compliant
Stress level			
Low	Mod	erate	High

Office of the Auditor General

Picacho Elementary School District

Pinal County

Efficiency peer groups 11 and T-13, Achievement peer group 20 Legislative district(s): 8 and 11

District size / location:
Students attending:
Number of schools:

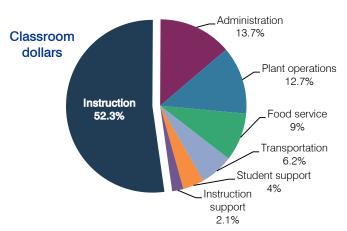
Very small, Rural

188 1

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil decreased by 3 percent. Spending in the classroom varied year to year, but was 52.3 percent in both fiscal years 2007 and 2012. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration decreased substantially and spending on plant operations and food service increased.

Cost measures relative to peer averages

Operational	•		Peer	State
area	Measure	District	average	average
	Cost per pupil	\$1,178	\$2,472	\$736
Administration	Students per administrator	58	30	66
Plant	Cost per square foot	\$8.19	\$6.93	\$6.09
operations	Square footage per student	133	320	152
Food service	Cost per meal equivalent	\$3.07	\$4.88	\$2.47
Transportation	Cost per mile	\$2.54	\$1.53	\$3.50
Transportation	Cost per rider	\$531	\$1,171	\$982

Per-pupil spending by operational area

			Peer	State	National
	Distr	rict	average	average	average
	2011	2012	2012	2012	2010
Total	\$8,812	\$8,566	\$15,082	\$7,475	\$10,652
Classroom dollars	4,568	4,480	7,880	4,053	6,526
Nonclassroom dollars:	4,244	4,086	7,202	3,422	4,126
Administration	1,325	1,178	2,472	736	1,139
Plant operations	1,084	1,088	2,126	928	1,012
Food service	716	772	756	382	405
Transportation	591	527	970	362	443
Student support	480	345	541	578	592
Instruction support	48	176	337	436	535

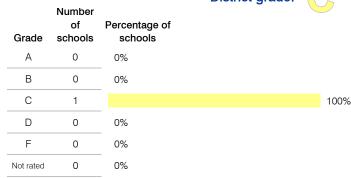
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

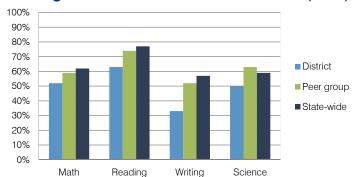
District grade:

Door

State



Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	94%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	27%	29%	25%
Students per teacher	17.0	12.6	18.1
Average teacher salary	\$49,257	\$45,750	\$45,193
Amount from Proposition 301	\$584	\$2,292	\$3,195
Average years of teacher experience	17.6	13.0	11.0
Percentage of teachers in first 3 years	0%	13%	16%

Financial stress assessment

Overall financial stre Measure: 2010 through		Assessment		
Number of students atter		Steady		
Spending exceeded oper	Operating only			
Spending increase election	Voter-approved			
Operating reserve percer	ntage (max. 4%), trend	1.9%, Varying		
Years of capital reserve h	eld	Less than 1 year		
Current financial and inte	rnal control status	Marginally compliant		
Stress level				
Low	Moderate	High		

Pima Unified School District

Graham County

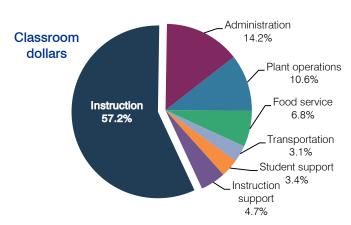
Efficiency peer groups 5 and T-11, Achievement peer group 5 Legislative district(s): 14

District size / location: Students attending: Number of schools: Medium, Rural 677 3

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil decreased by 10 percent. Spending in the classroom varied year to year, decreasing overall from 60.9 to 57.2 percent. Spending on administration and food service increased slightly, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational	Peer	State		
area	Measure	District	average	average
	Cost per pupil	\$1,017	\$1,074	\$736
Administration	Students per administrator	68	56	66
Plant	Cost per square foot	\$4.66	\$4.82	\$6.09
operations	Square footage per student	162	250	152
Food service	Cost per meal equivalent	\$2.88	\$2.97	\$2.47
Transportation	Cost per mile	\$1.29	\$2.21	\$3.50
Transportation	Cost per rider	\$576	\$978	\$982
Very low	Low Comparate	ole Hiç	gh V	ery high

Per-pupil spending by operational area

			Peer	State	National
	Dist	rict	average	average	average
	2011	2012	2012	2012	2010
Total	\$7,060	\$7,151	\$8,416	\$7,475	\$10,652
Classroom dollars	4,168	4,093	4,202	4,053	6,526
Nonclassroom dollars:	2,892	3,058	4,214	3,422	4,126
Administration	847	1,017	1,074	736	1,139
Plant operations	731	757	1,179	928	1,012
Food service	498	488	412	382	405
Transportation	226	222	536	362	443
Student support	262	245	619	578	592
Instruction support	328	329	394	436	535

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

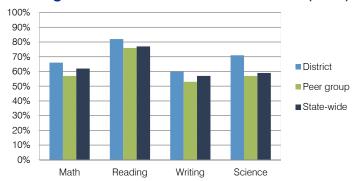
ADE-reported district and school letter grades

District grade:



	Number		Diotriot grader	
Grade	of schools	Percentage of schools		
Α	0	0%		
В	3			100%
С	0	0%		
D	0	0%		
F	0	0%		
Not rated	0	0%		

Percentage of students who met state standards (AIMS)



Student and teacher measures

	Peer	State
District	average	average
96%	94%	94%
95%	82%	78%
26%	24%	25%
15.4	17.0	18.1
\$34,113	\$40,636	\$45,193
\$2,328	\$3,192	\$3,195
13.0	11.8	11.0
21%	15%	16%
	96% 95% 26% 15.4 \$34,113 \$2,328 13.0	District average 96% 94% 95% 82% 26% 24% 15.4 17.0 \$34,113 \$40,636 \$2,328 \$3,192 13.0 11.8

Financial stress assessment

Overall financial stress level: Moderate	
Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease

Low Moderate High

Office of the Auditor General

Pine Strawberry Elementary School District

Gila County

Efficiency peer groups 11 and T-13, Achievement peer group 20 Legislative district(s): 6

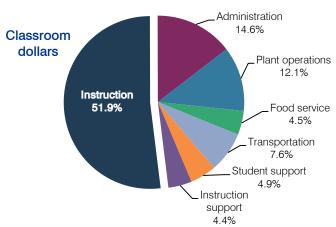
District size / location: Students attending: Number of schools: Very small, Rural

127 1

OPERATIONAL EFFICIENCY

Spending by operational area





5-year spending trend

Total spending per pupil increased by 18 percent. Spending in the classroom varied year to year, increasing overall from 48.5 to 51.9 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration decreased substantially.

Cost measures relative to peer averages

Operational	•		Peer	State
area	Measure	District	average	average
	Cost per pupil	\$2,870	\$2,472	\$736
Administration	Students per administrator	18	30	66
Plant	Cost per square foot	\$4.54	\$6.93	\$6.09
operations	Square footage per student	524	320	152
Food service	Cost per meal equivalent	\$5.13	\$4.88	\$2.47
Transportation	Cost per mile	\$3.21	\$1.53	\$3.50
Transportation	Cost per rider	\$2,155	\$1,171	\$982

Per-pupil spending by operational area

			Peer	State	National
	District		average	average	average
	2011	2012	2012	2012	2010
Total	\$19,704	\$19,690	\$15,082	\$7,475	\$10,652
Classroom dollars	9,702	10,221	7,880	4,053	6,526
Nonclassroom dollars:	10,002	9,469	7,202	3,422	4,126
Administration	3,103	2,870	2,472	736	1,139
Plant operations	2,409	2,382	2,126	928	1,012
Food service	901	895	756	382	405
Transportation	1,376	1,492	970	362	443
Student support	1,191	968	541	578	592
Instruction support	1,022	862	337	436	535

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

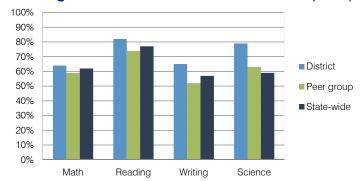
ADE-reported district and school letter grades

District grade:



Grade	Number of schools	Percentage of schools	
Α	0	0%	
В	1		100%
С	0	0%	
D	0	0%	
F	0	0%	
Not rated	0	0%	

Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	93%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	26%	29%	25%
Students per teacher	9.8	12.6	18.1
Average teacher salary	\$57,318	\$45,750	\$45,193
Amount from Proposition 301	\$2,923	\$2,292	\$3,195
Average years of teacher experience	8.3	13.0	11.0
Percentage of teachers in first 3 years	10%	13%	16%

Financial stress assessment

Overall financial stress le	evel: Lo	w		
Measure: 2010 through 2012	Assessment			
Number of students attending			Small school adjustment	
Spending exceeded operating	No overspending			
Spending increase election results			No election held	
Operating reserve percentage	(max. 4%), tre	end	4.0%, Steady	
Years of capital reserve held			More than 3 years	
Current financial and internal c	Current financial and internal control status			
Stress level				
Low	Moderate		High	

Pinon Unified School District

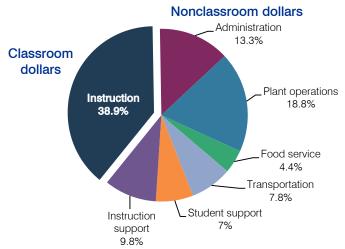
Navajo County

Efficiency peer groups 5 and T-12, Achievement peer group 8 Legislative district(s): 7

District size / location: Students attending: Number of schools: Medium, Rural 1,271 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 9 percent. Spending in the classroom varied year to year, decreasing overall from 40.7 to 38.9 percent. Spending on administration and instruction support increased and spending on student support decreased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational				Peer	State
area	Measure		District	average	average
	Cost per p	upil	\$1,861	\$1,074	\$736
Administration	Students p administrat		28	56	66
Plant	Cost per so	quare foot	\$9.69	\$4.82	\$6.09
operations	Square foo student	tage per	271	250	152
Food service	Cost per m equivalent	eal	\$2.94	\$2.97	\$2.47
Transportation	Cost per m	ile	\$3.09	\$2.02	\$3.50
Transportation	Cost per rid	der	\$1,735	\$1,181	\$982
Very low	Low	Comparab	le Hig	gh V	ery high

Per-pupil spending by operational area

			Peer	State	inational
	Dist	rict	average	average	average
	2011	2012	2012	2012	2010
Total	\$13,184	\$13,984	\$8,416	\$7,475	\$10,652
Classroom dollars	4,819	5,434	4,202	4,053	6,526
Nonclassroom dollars:	8,365	8,550	4,214	3,422	4,126
Administration	1,837	1,861	1,074	736	1,139
Plant operations	2,199	2,625	1,179	928	1,012
Food service	654	622	412	382	405
Transportation	1,139	1,086	536	362	443
Student support	1,096	982	619	578	592
Instruction support	1,440	1,374	394	436	535

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

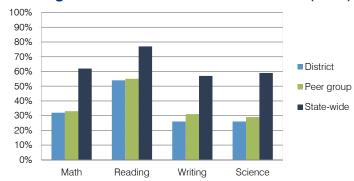
ADE-reported district and school letter grades





Grade	Number of schools	Percentage of schools	Dioc	not grado.	
Α	0	0%			
В	0	0%			
С	1		33%		
D	2			67%	
F	0	0%			
Not rated	0	0%			

Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	93%	92%	94%
Graduation rate (2011)	61%	69%	78%
Poverty rate (2011)	59%	49%	25%
Students per teacher	16.6	14.8	18.1
Average teacher salary	\$55,977	\$42,031	\$45,193
Amount from Proposition 301	\$3,983	\$3,203	\$3,195
Average years of teacher experience	8.4	11.5	11.0
Percentage of teachers in first 3 years	41%	19%	16%

Financial stress assessment

Overall financial stress	level:	Low		
Measure: 2010 through 20	12		Assessment	
Number of students attending	ıg		Steady	
Spending exceeded operatir	2011, isolated			
Spending increase election r	esults		No election held	
Operating reserve percentage	ge (max. 4	4%), trend	Impact Aid Fund reserve	
Years of capital reserve held			More than 3 years	
Current financial and internal control status			Compliant	
Stress level				
Low	Mod	erate	High	

Office of the Auditor General

Pomerene Elementary School District

Cochise County

Efficiency peer groups 11 and T-13, Achievement peer group 17 Legislative district(s): 14

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

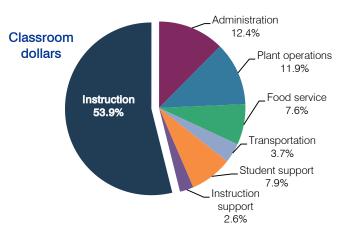
117

1

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil increased by 20 percent. Spending in the classroom varied year to year, and was 53.9 percent in both fiscal years 2007 and 2012. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on transportation increased slightly and spending on food service and student support decreased slightly.

Cost measures relative to peer averages

Operational	•		Peer	State
area	Measure	District	average	average
	Cost per pupil	\$1,050	\$2,472	\$736
Administration	Students per administrator	43	30	66
Plant	Cost per square foot	\$4.10	\$6.93	\$6.09
Plant operations	Square footage per student	247	320	152
Food service	Cost per meal equivalent	\$3.84	\$4.88	\$2.47
Transportation	Cost per mile	\$3.75	\$1.53	\$3.50
Transportation	Cost per rider	\$974	\$1,171	\$982

Per-pupil spending by operational area

			Peer	State	National
	Dist	rict	average	average	average
	2011	2012	2012	2012	2010
Total	\$9,848	\$8,500	\$15,082	\$7,475	\$10,652
Classroom dollars	6,198	4,580	7,880	4,053	6,526
Nonclassroom dollars:	3,650	3,920	7,202	3,422	4,126
Administration	985	1,050	2,472	736	1,139
Plant operations	1,120	1,011	2,126	928	1,012
Food service	627	656	756	382	405
Transportation	171	316	970	362	443
Student support	561	668	541	578	592
Instruction support	186	219	337	436	535

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:

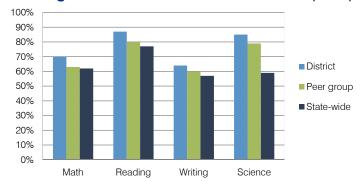
Door

State



irade	Number of schools	Percentage of schools		
Α	0	0%		
В	1			100%
С	0	0%		
D	0	0%		
F	0	0%		
ot rated	0	0%		
	A B C D	of schools A 0 B 1 C 0 D 0 F 0	of irade Percentage of schools A 0 0% B 1 0 C 0 0% D 0 0% F 0 0%	of irade Percentage of schools A 0 0% B 1 0 C 0 0% D 0 0% F 0 0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	16%	9%	25%
Students per teacher	16.7	9.6	18.1
Average teacher salary	\$44,534	\$42,030	\$45,193
Amount from Proposition 301	\$1,982	\$2,164	\$3,195
Average years of teacher experience	14.4	10.4	11.0
Percentage of teachers in first 3 years	0%	7%	16%

Financial stress assessment

Overall financial stress level:	Low				
Measure: 2010 through 2012		Assessment			
Number of students attending		Small school adjustment			
Spending exceeded operating/capit	No overspending				
Spending increase election results	Spending increase election results				
Operating reserve percentage (max	. 4%), trend	4.0%, Steady			
Years of capital reserve held		More than 3 years			
Current financial and internal contro	l status	Compliant			
Stress level					
Low Mo	derate	High			

State of Arizona

page 158 FY2012

Prescott Unified School District

Yavapai County

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

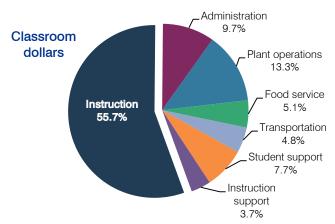
District size / location: Students attending: Number of schools: Medium-Large, City 4,959

8

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil increased by 2 percent. Spending in the classroom decreased overall from 62.3 to 55.7 percent. Spending on plant operations increased substantially, and spending on food service and student support increased. Spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational				Peer	State
area	Measure		District	average	average
	Cost per pi	upil	\$628	\$736	\$736
Administration	Students per administrator		70	71	66
Plant	Cost per square foot		\$5.85	\$5.88	\$6.09
operations	Square footage per student		147	158	152
Food service	Cost per meal equivalent		\$2.85	\$2.74	\$2.47
Transportation	Cost per mile		\$3.27	\$4.84	\$3.50
Transportation	Cost per rider		\$733	\$844	\$982
Very low	Low	Comparable	Hiç	gh V	ery high

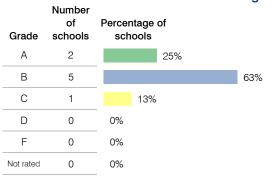
Per-pupil spending by operational area

			Peer	State	National
	Dist	rict	average	average	average
	2011	2012	2012	2012	2010
Total	\$6,510	\$6,459	\$7,033	\$7,475	\$10,652
Classroom dollars	3,796	3,599	3,759	4,053	6,526
Nonclassroom dollars:	2,714	2,860	3,274	3,422	4,126
Administration	577	628	736	736	1,139
Plant operations	855	858	920	928	1,012
Food service	318	326	338	382	405
Transportation	288	309	426	362	443
Student support	463	500	546	578	592
Instruction support	213	239	308	436	535

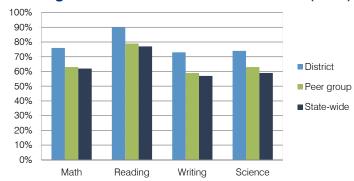
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	96%	94%	94%
Graduation rate (2011)	85%	80%	78%
Poverty rate (2011)	20%	24%	25%
Students per teacher	19.8	18.2	18.1
Average teacher salary	\$42,655	\$45,442	\$45,193
Amount from Proposition 301	\$3,342	\$3,594	\$3,195
Average years of teacher experience	12.1	11.8	11.0
Percentage of teachers in first 3 years	15%	14%	16%

Financial stress assessment

Overall financial stress lev	el: Moderate	
Measure: 2010 through 2012		Assessment
Number of students attending		Moderate decrease
Spending exceeded operating/ca	apital budgets	No overspending
Spending increase election result	ts	No election held
Operating reserve percentage (m	nax. 4%), trend	3.4%, Increasing
Years of capital reserve held		Less than 1 year
Current financial and internal con	trol status	Marginally compliant
Stress level		
Low	Moderate	High

Office of the Auditor General

Quartzsite Elementary School District

La Paz County

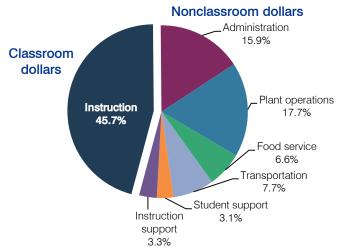
Efficiency peer groups 10 and T-7, Achievement peer group 19 Legislative district(s): 5

District size / location: Students attending: Number of schools:

Small, Rural 215 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 6 percent. Spending in the classroom decreased overall from 50.7 to 45.7 percent. Spending on administration and transportation increased, and spending on student support increased substantially. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational				Peer	State
area	Measure		District	average	average
	Cost per p	upil	\$1,486	\$1,168	\$736
Administration	Students per administrator		52	54	66
Plant	Cost per square foot		\$6.67	\$7.54	\$6.09
operations	Square footage per student		247	139	152
Food service	Cost per meal equivalent		\$2.74	\$2.69	\$2.47
Transportation	Cost per mile		\$3.14	\$3.29	\$3.50
Transportation	Cost per rider		\$664	\$644	\$982
Very low	Low Comparab		le Hig	gh V	ery high

Per-pupil spending by operational area

			Peer	State	National
	Dist	rict	average	average	average
	2011	2012	2012	2012	2010
Total	\$9,512	\$9,324	\$8,331	\$7,475	\$10,652
Classroom dollars	4,411	4,261	4,374	4,053	6,526
Nonclassroom dollars:	5,101	5,063	3,957	3,422	4,126
Administration	1,483	1,486	1,168	736	1,139
Plant operations	1,641	1,651	1,068	928	1,012
Food service	674	616	486	382	405
Transportation	620	714	515	362	443
Student support	302	285	455	578	592
Instruction support	381	311	265	436	535

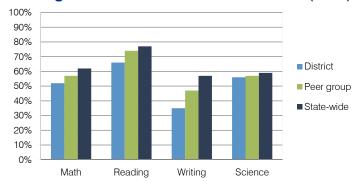
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: N/A

	Number		2 iourot gradar	
Grade	of schools	Percentage of schools		
Α	0	0%		
В	0	0%		
С	0	0%		
D	0	0%		
F	0	0%		
Not rated	2			100%
		-		

Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	93%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	22%	23%	25%
Students per teacher	14.3	15.3	18.1
Average teacher salary	\$41,122	\$43,358	\$45,193
Amount from Proposition 301	\$4,341	\$2,716	\$3,195
Average years of teacher experience	8.1	12.2	11.0
Percentage of teachers in first 3 years	20%	11%	16%

Financial stress assessment

Overall financial stress level: Moderate	•
Measure: 2010 through 2012	Assessment
Number of students attending	Concentrated decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.7%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant
Stress level	

Moderate

Queen Creek Unified School District

Maricopa County

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

Legislative district(s): 12 and 16

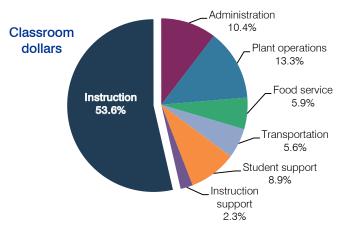
District size / location: Medium-Large, Suburb Students attending: 4,996

Number of schools:

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil decreased by 13 percent. Spending in the classroom decreased from 60 to 53.6 percent. Spending on plant operations and student support increased substantially, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational				Peer	State
area	Measure		District	average	average
	Cost per p	upil	\$719	\$736	\$736
Administration	Students per administrator		85	71	66
Plant Cost per square foo		quare foot	\$6.12	\$5.88	\$6.09
operations	Square footage per student		150	158	152
Food service	Cost per meal equivalent		\$3.21	\$2.74	\$2.47
Transportation	Cost per mile		\$3.01	\$3.80	\$3.50
Transportation	Cost per rider		\$725	\$940	\$982
Very low	Low	Comparab	le Hiç	gh V	ery high

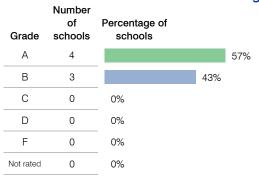
Per-pupil spending by operational area

				National
District		average	average	average
2011	2012	2012	2012	2010
\$6,708	\$6,922	\$7,033	\$7,475	\$10,652
3,778	3,710	3,759	4,053	6,526
2,930	3,212	3,274	3,422	4,126
681	719	736	736	1,139
834	917	920	928	1,012
375	411	338	382	405
407	388	426	362	443
493	616	546	578	592
140	161	308	436	535
	2011 \$6,708 3,778 2,930 681 834 375 407 493	2011 2012 \$6,708 \$6,922 3,778 3,710 2,930 3,212 681 719 834 917 375 411 407 388 493 616	2011 2012 2012 \$6,708 \$6,922 \$7,033 3,778 3,710 3,759 2,930 3,212 3,274 681 719 736 834 917 920 375 411 338 407 388 426 493 616 546	2011 2012 2012 2012 \$6,708 \$6,922 \$7,033 \$7,475 3,778 3,710 3,759 4,053 2,930 3,212 3,274 3,422 681 719 736 736 834 917 920 928 375 411 338 382 407 388 426 362 493 616 546 578

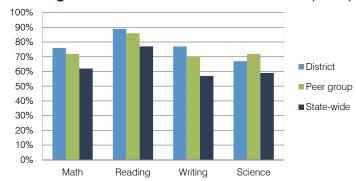
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	94%	95%	94%
Graduation rate (2011)	90%	90%	78%
Poverty rate (2011)	12%	14%	25%
Students per teacher	19.1	18.0	18.1
Average teacher salary	\$43,658	\$45,087	\$45,193
Amount from Proposition 301	\$4,467	\$3,095	\$3,195
Average years of teacher experience	10.2	10.9	11.0
Percentage of teachers in first 3 years	3%	14%	16%

Financial stress assessment

Overall financial stress	s level:	Low	
Measure: 2010 through 20	012		Assessment
Number of students attendi	ng		Moderate decrease
Spending exceeded operati	ng/capital	budgets	No overspending
Spending increase election	results		Mixed election results
Operating reserve percenta	ge (max. 4	1%), trend	4.0%, Steady
Years of capital reserve held	t		More than 3 years
Current financial and internal control status			Compliant
Stress level			
Low	Mode	erate	High

Office of the Auditor General

Ray Unified School District

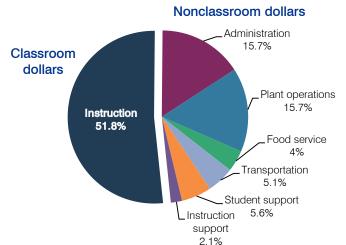
Pinal County

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

District size / location: Small, Rural Students attending: 501 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 11 percent. Spending in the classroom decreased overall from 57.5 to 51.8 percent. Spending on plant operations increased substantially and spending on student support increased. Spending on all other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

				_	
Operational area	Measure		District	Peer average	State average
	Cost per pupil		\$1,488	\$1,487	\$736
Administration	Students per administrator		46	43	66
Plant	Cost per so	Cost per square foot		\$5.04	\$6.09
operations	Square footage per student		381	299	152
Food service	Cost per meal equivalent		\$2.97	\$3.19	\$2.47
Transportation	Cost per mile		\$2.13	\$2.02	\$3.50
Transportation	Cost per rider		\$1,153	\$1,181	\$982
Very low	Low Comparab		le Hic	gh V	ery high

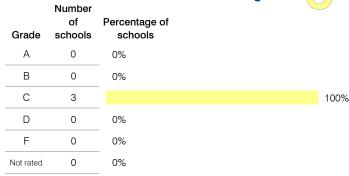
Per-pupil spending by operational area

			Peer	State	National
	District		average	average	average
	2011	2012	2012	2012	2010
Total	\$9,254	\$9,455	\$9,872	\$7,475	\$10,652
Classroom dollars	4,819	4,901	4,866	4,053	6,526
Nonclassroom dollars:	4,435	4,554	5,006	3,422	4,126
Administration	1,432	1,488	1,487	736	1,139
Plant operations	1,533	1,479	1,438	928	1,012
Food service	328	378	454	382	405
Transportation	514	478	510	362	443
Student support	433	532	636	578	592
Instruction support	195	199	481	436	535

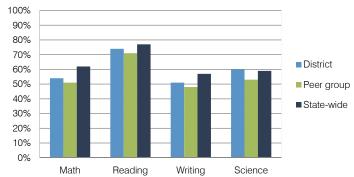
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades





Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	95%	94%	94%
Graduation rate (2011)	92%	80%	78%
Poverty rate (2011)	33%	31%	25%
Students per teacher	12.7	15.2	18.1
Average teacher salary	\$39,581	\$40,242	\$45,193
Amount from Proposition 301	\$3,358	\$3,191	\$3,195
Average years of teacher experience	12.4	12.0	11.0
Percentage of teachers in first 3 years	21%	16%	16%

Financial stress assessment

Overall financial stress I	evel: Low	
Measure: 2010 through 2012	2	Assessment
Number of students attending		Moderate decrease
Spending exceeded operating	/capital budgets	No overspending
Spending increase election re-	sults	No election held
Operating reserve percentage	(max. 4%), trend	3.4%, Varying
Years of capital reserve held		More than 3 years
Current financial and internal of	Compliant	
Stress level		
Low	Moderate	High

Red Mesa Unified School District

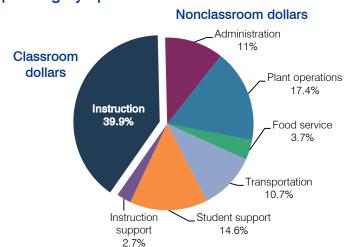
Apache County

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

District size / location: Students attending: Number of schools: Medium, Rural 894 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 10 percent. Spending in the classroom varied year to year, decreasing slightly overall from 40.4 to 39.9 percent. Spending on administration decreased substantially and spending on plant operations and student support increased substantially. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational			Peer	State
area	Measure	District	average	average
	Cost per pupil	\$1,598	\$1,074	\$736
Administration	Students per administrator	36	56	66
Plant	Cost per square foot	\$9.87	\$4.82	\$6.09
operations	Square footage per student	255	250	152
Food service	Cost per meal equivalent	\$3.65	\$2.97	\$2.47
Transportation	Cost per mile	\$2.36	\$2.02	\$3.50
Transportation	Cost per rider	\$1,498	\$1,181	\$982
Very low	Low Comparab	ole Hiç	gh V	ery high

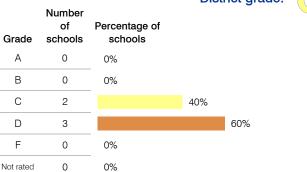
Per-pupil spending by operational area

Dist	District		average	average
2011	2012	2012	2012	2010
\$14,205	\$14,489	\$8,416	\$7,475	\$10,652
5,768	5,783	4,202	4,053	6,526
8,437	8,706	4,214	3,422	4,126
1,817	1,598	1,074	736	1,139
2,122	2,513	1,179	928	1,012
509	543	412	382	405
1,429	1,554	536	362	443
2,426	2,112	619	578	592
134	386	394	436	535
	2011 \$14,205 5,768 8,437 1,817 2,122 509 1,429 2,426	2011 2012 \$14,205 \$14,489 5,768 5,783 8,437 8,706 1,817 1,598 2,122 2,513 509 543 1,429 1,554 2,426 2,112	2011 2012 2012 \$14,205 \$14,489 \$8,416 5,768 5,783 4,202 8,437 8,706 4,214 1,817 1,598 1,074 2,122 2,513 1,179 509 543 412 1,429 1,554 536 2,426 2,112 619	2011 2012 2012 2012 \$14,205 \$14,489 \$8,416 \$7,475 5,768 5,783 4,202 4,053 8,437 8,706 4,214 3,422 1,817 1,598 1,074 736 2,122 2,513 1,179 928 509 543 412 382 1,429 1,554 536 362 2,426 2,112 619 578

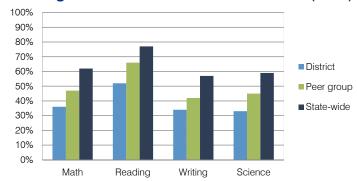
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades





Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	92%	93%	94%
Graduation rate (2011)	72%	76%	78%
Poverty rate (2011)	42%	40%	25%
Students per teacher	13.5	15.6	18.1
Average teacher salary	\$41,808	\$42,644	\$45,193
Amount from Proposition 301	\$1,767	\$3,127	\$3,195
Average years of teacher experience	15.3	13.0	11.0
Percentage of teachers in first 3 years	8%	13%	16%

Financial stress assessment

Overall financial stre	ess level:	Moderate		
Measure: 2010 through	2012		Assessment	
Number of students atter	nding		Large decrease	
Spending exceeded ope	rating/capital	budgets	No overspending	
Spending increase electi	on results		No election held	
Operating reserve percer	ntage (max. 4	%), trend	Impact Aid Fund reserve	
Years of capital reserve held			Impact Aid Fund reserve	
Current financial and internal control status			Noncompliant	
Stress level				
Low	Mode	erate	High	

Office of the Auditor General

Red Rock Elementary School District

Pinal County

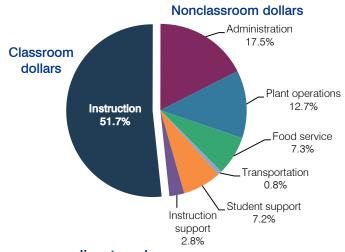
Efficiency peer groups 10 and T-8, Achievement peer group 19 Legislative district(s): 11

District size / location: Students attending: Number of schools:

Small, Rural 280 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment tripled, which contributed to the 52 percent decrease in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 54.3 to 51.7 percent. Spending on administration decreased substantially, and spending on student support increased substantially. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure		District	Peer average	State average
	Cost per p	upil	\$1,161	\$1,168	\$736
Administration	Students p administrat		62	54	66
Plant	Cost per square foot		\$11.17	\$7.54	\$6.09
operations	Square footage per student		75	139	152
Food service	Cost per meal equivalent		\$2.72	\$2.69	\$2.47
Transportation	Cost per mile		\$0.52	\$2.87	\$3.50
Transportation	Cost per rider		\$132	\$726	\$982
Very low	Low	Comparab	le Hiç	gh V	ery high

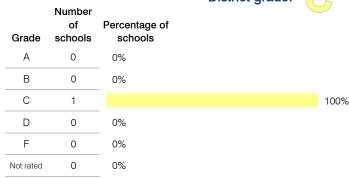
Per-pupil spending by operational area

		Peer	State	National
District		average	average	average
2011	2012	2012	2012	2010
\$6,529	\$6,617	\$8,331	\$7,475	\$10,652
3,206	3,423	4,374	4,053	6,526
3,323	3,194	3,957	3,422	4,126
1,059	1,161	1,168	736	1,139
778	837	1,068	928	1,012
537	483	486	382	405
111	54	515	362	443
588	479	455	578	592
250	180	265	436	535
	2011 \$6,529 3,206 3,323 1,059 778 537 111 588	2011 2012 \$6,529 \$6,617 3,206 3,423 3,323 3,194 1,059 1,161 778 837 537 483 111 54 588 479	District average 2011 2012 2012 \$6,529 \$6,617 \$8,331 3,206 3,423 4,374 3,323 3,194 3,957 1,059 1,161 1,168 778 837 1,068 537 483 486 111 54 515 588 479 455	District average average 2011 2012 2012 2012 \$6,529 \$6,617 \$8,331 \$7,475 3,206 3,423 4,374 4,053 3,323 3,194 3,957 3,422 1,059 1,161 1,168 736 778 837 1,068 928 537 483 486 382 111 54 515 362 588 479 455 578

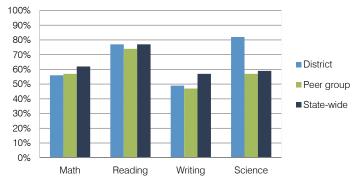
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades





Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	22%	23%	25%
Students per teacher	17.5	15.3	18.1
Average teacher salary	\$42,310	\$43,358	\$45,193
Amount from Proposition 301	\$2,827	\$2,716	\$3,195
Average years of teacher experience	11.1	12.2	11.0
Percentage of teachers in first 3 years	13%	11%	16%

Financial stress assessment

Overall financial stre	ess level:	Low			
Measure: 2010 through	2012		Assessment		
Number of students atter	ding		Steady		
Spending exceeded oper	ating/capital	budgets	No overspending		
Spending increase election	on results		Voter-rejected		
Operating reserve percer	itage (max. 4	%), trend	3.1%, Increasing		
Years of capital reserve h	eld		More than 3 years		
Current financial and internal control status		tatus	Marginally compliant		
Stress level					
Low	Mode	erate	High		

Riverside Elementary School District

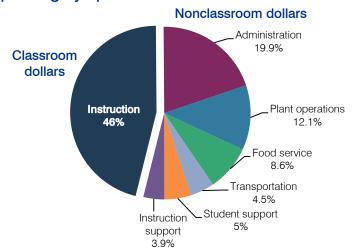
Maricopa County

Efficiency peer groups 9 and T-6, Achievement peer group 20 Legislative district(s): 19

District size / location: Students attending: Number of schools: Medium, Rural 771 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 11 percent. Spending in the classroom varied year to year, decreasing overall from 50.2 to 46 percent. Spending on administration, food service, transportation, and instruction support increased, and spending on student support decreased substantially. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure		District	Peer average	State average	
	Cost per p	upil	\$1,621	\$951	\$736	
Administration	Students per administrator		Otadento per	41	61	66
Plant	Cost per square foot		\$4.85	\$6.40	\$6.09	
operations	Square footage per student		203	142	152	
Food service	Cost per m equivalent	neal	\$2.33	\$2.49	\$2.47	
Transportation	Cost per mile		\$3.68	\$3.84	\$3.50	
Папъронацон	Cost per rider		\$505	\$416	\$982	
Very low	Low	Comparabl	e Hiç	gh V	ery high	

Per-pupil spending by operational area

		Peer	State	National
Distr	rict	average	average	average
2011	2012	2012	2012	2010
\$9,064	\$8,144	\$7,482	\$7,475	\$10,652
4,171	3,743	3,712	4,053	6,526
4,893	4,401	3,770	3,422	4,126
1,775	1,621	951	736	1,139
1,052	984	881	928	1,012
659	705	512	382	405
428	364	498	362	443
532	412	429	578	592
447	315	499	436	535
	2011 \$9,064 4,171 4,893 1,775 1,052 659 428 532	\$9,064 \$8,144 4,171 3,743 4,893 4,401 1,775 1,621 1,052 984 659 705 428 364 532 412	2011 2012 2012 \$9,064 \$8,144 \$7,482 4,171 3,743 3,712 4,893 4,401 3,770 1,775 1,621 951 1,052 984 881 659 705 512 428 364 498 532 412 429	2011 2012 2012 2012 \$9,064 \$8,144 \$7,482 \$7,475 4,171 3,743 3,712 4,053 4,893 4,401 3,770 3,422 1,775 1,621 951 736 1,052 984 881 928 659 705 512 382 428 364 498 362 532 412 429 578

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

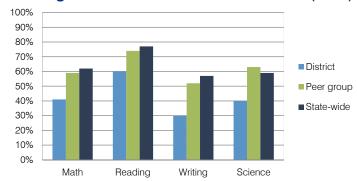
ADE-reported district and school letter grades





Grade	Number of schools	Percentage of schools	
Α	0	0%	
В	0	0%	
С	1		50%
D	1		50%
F	0	0%	
Not rated	0	0%	

Percentage of students who met state standards (AIMS)



Student and teacher measures

	Peer	State
District	average	average
93%	94%	94%
N/A	N/A	N/A
27%	29%	25%
20.3	12.6	18.1
\$39,927	\$45,750	\$45,193
\$1,205	\$2,292	\$3,195
7.7	13.0	11.0
16%	13%	16%
	93% N/A 27% 20.3 \$39,927 \$1,205	District average 93% 94% N/A N/A 27% 29% 20.3 12.6 \$39,927 \$45,750 \$1,205 \$2,292 7.7 13.0

Financial stress assessment

Overall financial stres	s level:	Low	
Measure: 2010 through 2	2012		Assessment
Number of students attend	ling		Increase
Spending exceeded operate	ting/capital bu	ıdgets	No overspending
Spending increase election	results		Voter-approved
Operating reserve percenta	age (max. 4%)	, trend	3.4%, Decreasing
Years of capital reserve hel	ld		More than 3 years
Current financial and intern	al control stat	us	Compliant
Stress level			
Low	Modera	ite	High

Office of the Auditor General

Roosevelt Elementary School District

Maricopa County
Efficiency peer groups 7 and T-2, Achievement peer group 15
Legislative district(s): 27

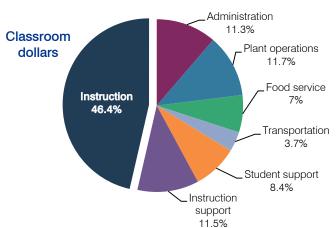
District size / location: Larg Students attending: Number of schools:

Large, City 9,765 19

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil increased by 4 percent. Spending in the classroom decreased from 58.6 to 46.4 percent. Overall, spending on plant operations, student support, and instruction support increased substantially, and spending on transportation increased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	·	District	Peer average	State average
	Cost per pi	upil	\$973	\$695	\$736
Administration	Students p administrat		53	67	66
Plant	Cost per square foot		\$6.33	\$6.05	\$6.09
operations	Square footage per student		159	131	152
Food service	Cost per m equivalent	eal	\$2.36	\$2.41	\$2.47
Transportation	Cost per mile		\$5.71	\$4.84	\$3.50
Transportation Cost per rider		der	\$1,108	\$844	\$982
Very low	Low	Comparabl	le Hid	gh V	ery high

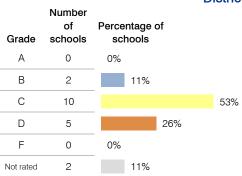
Per-pupil spending by operational area

			Peer	State	National
	District		average	average	average
	2011	2012	2012	2012	2010
Total	\$9,284	\$8,627	\$7,254	\$7,475	\$10,652
Classroom dollars	4,513	4,005	3,944	4,053	6,526
Nonclassroom dollars:	4,771	4,622	3,310	3,422	4,126
Administration	1,263	973	695	736	1,139
Plant operations	1,061	1,008	794	928	1,012
Food service	576	607	489	382	405
Transportation	308	321	299	362	443
Student support	714	723	526	578	592
Instruction support	849	990	507	436	535

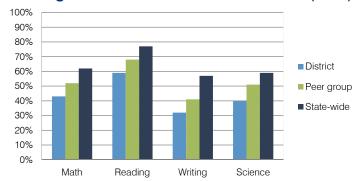
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	94%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	36%	33%	25%
Students per teacher	18.5	17.7	18.1
Average teacher salary	\$36,091	\$41,441	\$45,193
Amount from Proposition 301	\$1,050	\$2,520	\$3,195
Average years of teacher experience	9.3	9.6	11.0
Percentage of teachers in first 3 years	24%	21%	16%

Financial stress assessment

Overall financial stre	ess level	igh			
		igii _	Assessment		
Measure: 2010 through					
Number of students atter	nding		Large decrease		
Spending exceeded open	ets	No overspending			
Spending increase election	on results		Voter-rejected		
Operating reserve percer	ntage (max. 4%), tr	end	0.7%, Varying		
Years of capital reserve h	eld		1 to 3 years		
Current financial and inte	rnal control status		Marginally compliant		
Stress level					
Low	Moderate		High		
LOW	Moderate		riigii		

Round Valley Unified School District

Apache County

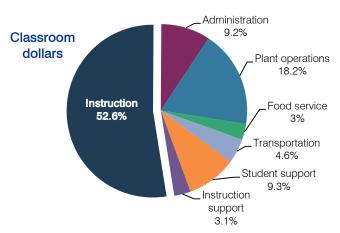
Efficiency peer groups 5 and T-12, Achievement peer group 6 Legislative district(s): 7

District size / location: Students attending: Number of schools: Medium, Rural 1,315 4

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil decreased by 3 percent. Spending in the classroom decreased overall from 54.2 to 52.6 percent. Spending on student support increased substantially, while spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational				Peer	State
area	Measure		District	average	average
	Cost per p	upil	\$774	\$1,074	\$736
Administration	Students per administrator		53	56	66
Plant	Cost per s	quare foot	\$3.81	\$4.82	\$6.09
operations	Square footage per student		403	250	152
Food service	Cost per n equivalent		\$2.70	\$2.97	\$2.47
Transportation	Cost per mile		\$1.77	\$2.02	\$3.50
Transportation	Cost per rider		\$980	\$1,181	\$982
Very low	Low	Comparab	le Hig	gh V	ery high

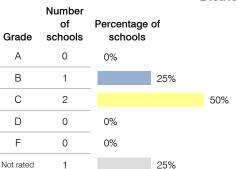
Per-pupil spending by operational area

		Peer	State	National
Distr	rict	average	average	average
2011	2012	2012	2012	2010
\$8,502	\$8,439	\$8,416	\$7,475	\$10,652
4,547	4,441	4,202	4,053	6,526
3,955	3,998	4,214	3,422	4,126
792	774	1,074	736	1,139
1,420	1,538	1,179	928	1,012
379	247	412	382	405
477	390	536	362	443
668	787	619	578	592
219	262	394	436	535
	2011 \$8,502 4,547 3,955 792 1,420 379 477 668	\$8,502 \$8,439 4,547 4,441 3,955 3,998 792 774 1,420 1,538 379 247 477 390 668 787	District average 2011 2012 2012 \$8,502 \$8,439 \$8,416 4,547 4,441 4,202 3,955 3,998 4,214 792 774 1,074 1,420 1,538 1,179 379 247 412 477 390 536 668 787 619	District average average 2011 2012 2012 \$8,502 \$8,439 \$8,416 \$7,475 4,547 4,441 4,202 4,053 3,955 3,998 4,214 3,422 792 774 1,074 736 1,420 1,538 1,179 928 379 247 412 382 477 390 536 362 668 787 619 578

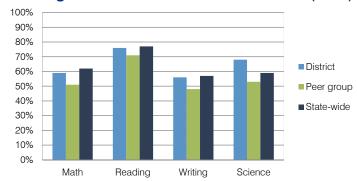
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades





Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	95%	94%	94%
Graduation rate (2011)	91%	80%	78%
Poverty rate (2011)	28%	31%	25%
Students per teacher	17.7	15.2	18.1
Average teacher salary	\$42,544	\$40,242	\$45,193
Amount from Proposition 301	\$6,356	\$3,191	\$3,195
Average years of teacher experience	13.1	12.0	11.0
Percentage of teachers in first 3 years	13%	16%	16%

Financial stress assessment

Overall financial stress	level:	Low	
Measure: 2010 through 20	12		Assessment
Number of students attending	g		Moderate decrease
Spending exceeded operating	ng/capital bu	ıdgets	No overspending
Spending increase election re	esults		Voter-approved
Operating reserve percentag	e (max. 4%)), trend	3.3%, Varying
Years of capital reserve held			1 to 3 years
Current financial and internal	control stat	us	Compliant
Stress level			
Low	Modera	ate	High

Office of the Auditor General

Sacaton Elementary School District

Pinal County

Efficiency peer groups 10 and T-10, Achievement peer group 22 Legislative district(s): 8

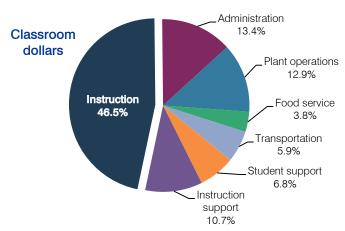
District size / location: Students attending: Number of schools: Small, Rural 426

2

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil increased by 24 percent. Spending in the classroom varied year to year, decreasing overall from 52.9 to 46.5 percent. Spending on plant operations and instruction support increased substantially, while spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure		District	Peer average	State average
	Cost per p	ıpil	\$2,809	\$1,168	\$736
Administration	Students p administrat		NR	54	66
Plant	Cost per so	quare foot	\$7.75	\$7.54	\$6.09
operations	Square footage per student		349	139	152
Food service	Cost per meal equivalent		\$3.48	\$2.69	\$2.47
Transportation	Cost per mile		\$3.72	\$2.26	\$3.50
Transportation Cost per rider		\$1,359	\$935	\$982	
Very low	Low	Comparab	le Hic	ah V	erv hiah

Per-pupil spending by operational area

		Peer	State	National
District		average	average	average
2011	2012	2012	2012	2010
\$16,597	\$21,018	\$8,331	\$7,475	\$10,652
8,267	9,770	4,374	4,053	6,526
8,330	11,248	3,957	3,422	4,126
2,445	2,809	1,168	736	1,139
1,907	2,706	1,068	928	1,012
697	800	486	382	405
1,068	1,250	515	362	443
1,057	1,438	455	578	592
1,156	2,245	265	436	535
	2011 \$16,597 8,267 8,330 2,445 1,907 697 1,068 1,057	\$16,597 \$21,018 8,267 9,770 8,330 11,248 2,445 2,809 1,907 2,706 697 800 1,068 1,250 1,057 1,438	District average 2011 2012 2012 \$16,597 \$21,018 \$8,331 8,267 9,770 4,374 8,330 11,248 3,957 2,445 2,809 1,168 1,907 2,706 1,068 697 800 486 1,068 1,250 515 1,057 1,438 455	District average average 2011 2012 2012 2012 \$16,597 \$21,018 \$8,331 \$7,475 8,267 9,770 4,374 4,053 8,330 11,248 3,957 3,422 2,445 2,809 1,168 736 1,907 2,706 1,068 928 697 800 486 382 1,068 1,250 515 362 1,057 1,438 455 578

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades



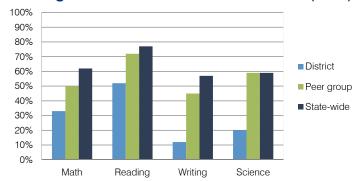
Door

State



Grade	Number of schools	Percentage of schools	
Α	0	0%	
В	0	0%	
С	1		50%
D	0	0%	
F	1		50%
Not rated	0	0%	

Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	93%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	53%	54%	25%
Students per teacher	10.4	13.5	18.1
Average teacher salary	\$43,999	\$48,358	\$45,193
Amount from Proposition 301	\$2,360	\$2,404	\$3,195
Average years of teacher experience	6.6	11.8	11.0
Percentage of teachers in first 3 years	13%	9%	16%

Financial stress assessment

Overal	I financia	l stress	level:	Moderate

Measure: 2010 through	2012	Assessment		
Number of students atter	nding	Concentrated decrease		
Spending exceeded oper	rating/capital budgets	2011, isolated		
Spending increase election	on results	No election held		
Operating reserve percer	ntage (max. 4%), trend	Impact Aid Fund reserve		
Years of capital reserve h	eld	More than 3 years		
Current financial and inte	rnal control status	Compliant		
Stress level				
Low	Moderate	High		

State of Arizona

page 168 FY2012

Saddle Mountain Unified School District

Maricopa County

Efficiency peer groups 5 and T-10, Achievement peer group 4

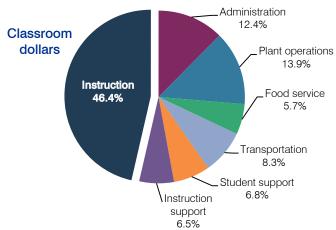
Legislative district(s): 13

District size / location: Students attending: Number of schools: Medium, Rural 1,267

OPERATIONAL EFFICIENCY

Spending by operational area





5-year spending trend

Total spending per pupil increased by 9 percent. Spending in the classroom varied year to year, decreasing overall from 53.6 to 46.4 percent. Spending on administration and instruction support increased substantially, while spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational			Peer	State
area	Measure	District	average	average
	Cost per pupil	\$1,062	\$1,074	\$736
Administration	Students per administrator	60	56	66
Plant	Cost per square foot	\$5.73	\$4.82	\$6.09
operations	Square footage per student	206	250	152
Food service	Cost per meal equivalent	\$2.55	\$2.97	\$2.47
Transportation	Cost per mile	\$2.32	\$2.26	\$3.50
Transportation	Cost per rider	\$949	\$935	\$982
Very low	Low Comparab	ole Hig	gh V	ery high

Per-pupil spending by operational area

	District		Peer	State	National
			average	average	average
	2011	2012	2012	2012	2010
Total	\$8,728	\$8,532	\$8,416	\$7,475	\$10,652
Classroom dollars	3,882	3,960	4,202	4,053	6,526
Nonclassroom dollars:	4,846	4,572	4,214	3,422	4,126
Administration	1,439	1,062	1,074	736	1,139
Plant operations	1,362	1,183	1,179	928	1,012
Food service	534	486	412	382	405
Transportation	712	706	536	362	443
Student support	493	578	619	578	592
Instruction support	306	557	394	436	535

STUDENT ACHIEVEMENT, TEACHER **MEASURES, AND FINANCIAL ASSESSMENT**

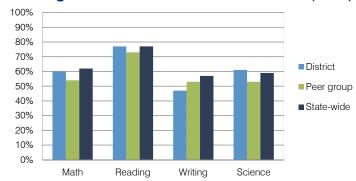
ADE-reported district and school letter grades





Grade	Number of schools	Percentage of schools		
Α	0	0%		
В	2			67%
С	1		33%	
D	0	0%		
F	0	0%		
Not rated	0	0%		
		-		

Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	93%	94%	94%
Graduation rate (2011)	86%	86%	78%
Poverty rate (2011)	16%	15%	25%
Students per teacher	16.9	14.3	18.1
Average teacher salary	\$40,386	\$39,138	\$45,193
Amount from Proposition 301	\$3,569	\$3,133	\$3,195
Average years of teacher experience	9.3	10.9	11.0
Percentage of teachers in first 3 years	16%	17%	16%

Financial stress assessment

Overall financial stress level:	Moderate

Measure: 2010 through 2012	Assessment
Number of students attending	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	2.6%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant
Stress level	
Low Moderate	High

Office of the Auditor General

Safford Unified School District

Graham County

Efficiency peer groups 4 and T-6, Achievement peer group 5

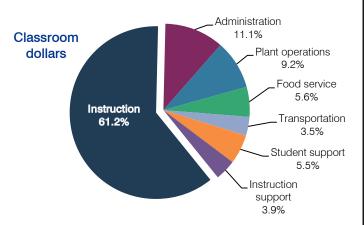
Legislative district(s): 14

District size / location: Medium-Large, Town Students attending: 3,065 Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil decreased by 3 percent. Spending in the classroom varied year to year, increasing overall from 60 to 61.2 percent. Spending on administration, student support, and instruction support decreased slightly, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure		District	Peer average	State average
	Cost per pu	liqu	\$695	\$748	\$736
Administration	Students per administrator		84	66	66
Plant	Cost per so	quare foot	\$3.70	\$5.53	\$6.09
operations	Square footage per student		156	173	152
Food service	Cost per meal equivalent		\$2.41	\$2.56	\$2.47
Transportation	Cost per m	ile	\$3.42	\$3.84	\$3.50
Transportation	Cost per rider		\$362	\$416	\$982
Very low	Low Comparab		le Hic	yh V	erv hiah

Per-pupil spending by operational area

			Peer	State	National
	District		average	average	average
	2011	2012	2012	2012	2010
Total	\$6,335	\$6,271	\$7,007	\$7,475	\$10,652
Classroom dollars	3,980	3,840	3,682	4,053	6,526
Nonclassroom dollars:	2,355	2,431	3,325	3,422	4,126
Administration	688	695	748	736	1,139
Plant operations	583	579	933	928	1,012
Food service	368	353	354	382	405
Transportation	218	219	369	362	443
Student support	304	344	540	578	592
Instruction support	194	241	381	436	535

STUDENT ACHIEVEMENT, TEACHER **MEASURES, AND FINANCIAL ASSESSMENT**

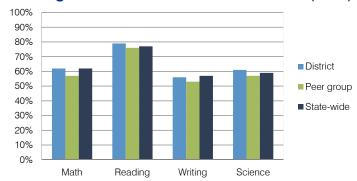
ADE-reported district and school letter grades

District grade:



Grade	Number of schools	Percentage of schools		
Α	0	0%		
В	3			50%
С	2		33%	
D	0	0%		
F	0	0%		
Not rated	1	17%		

Percentage of students who met state standards (AIMS)



Student and teacher measures

	Peer	State
District	average	average
94%	94%	94%
81%	82%	78%
27%	24%	25%
18.6	17.0	18.1
\$48,699	\$40,636	\$45,193
\$2,142	\$3,192	\$3,195
13.2	11.8	11.0
12%	15%	16%
	94% 81% 27% 18.6 \$48,699 \$2,142 13.2	District average 94% 94% 81% 82% 27% 24% 18.6 17.0 \$48,699 \$40,636 \$2,142 \$3,192 13.2 11.8

Financial stress assessment

Overall financial stress I	evel: Low				
Measure: 2010 through 2012	2	Assessment			
Number of students attending		Steady			
Spending exceeded operating	No overspending				
Spending increase election res	No election held				
Operating reserve percentage	(max. 4%), tren	d 2.9%, Increasing			
Years of capital reserve held		1 to 3 years			
Current financial and internal c	ontrol status	Compliant			
Stress level					
Low	Moderate	High			

Sahuarita Unified School District

Pima County

Efficiency peer groups 4 and T-9, Achievement peer group 4 Legislative district(s): 2 and 14

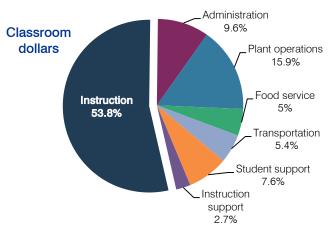
District size / location: Students attending: Number of schools: Medium-Large, Rural

4,981

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil increased by 2 percent. Spending in the classroom varied year to year, decreasing overall from 54.9 to 53.8 percent. Spending on administration decreased and spending on plant operations increased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational	Operational			Peer	State
area	Measure		District	average	average
	Cost per p	upil	\$622	\$748	\$736
Administration	Students per administrator		64	66	66
Plant	Cost per square foot		\$8.12	\$5.53	\$6.09
operations	Square footage per student		126	173	152
Food service	Cost per meal equivalent		\$2.50	\$2.56	\$2.47
Transportation	Cost per mile		\$2.12	\$2.47	\$3.50
Transportation	Cost per rider		\$639	\$704	\$982
Very low	Low Comparab		le Hig	gh V	ery high

Per-pupil spending by operational area

			Peer	State	inational
	District		average	average	average
	2011	2012	2012	2012	2010
Total	\$6,635	\$6,451	\$7,007	\$7,475	\$10,652
Classroom dollars	3,830	3,471	3,682	4,053	6,526
Nonclassroom dollars:	2,805	2,980	3,325	3,422	4,126
Administration	650	622	748	736	1,139
Plant operations	950	1,023	933	928	1,012
Food service	315	321	354	382	405
Transportation	338	347	369	362	443
Student support	434	490	540	578	592
Instruction support	118	177	381	436	535

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

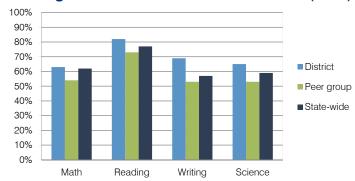
ADE-reported district and school letter grades





Grade	Number of schools	Percentage of schools		
Α	0	0%		
В	3		43%	
С	4			57%
D	0	0%		
F	0	0%		
Not rated	0	0%		

Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	95%	94%	94%
Graduation rate (2011)	85%	86%	78%
Poverty rate (2011)	14%	15%	25%
Students per teacher	18.8	14.3	18.1
Average teacher salary	\$39,332	\$39,138	\$45,193
Amount from Proposition 301	\$3,895	\$3,133	\$3,195
Average years of teacher experience	9.5	10.9	11.0
Percentage of teachers in first 3 years	26%	17%	16%

Financial stress assessment

Overall financial stre	ss level: Low				
Measure: 2010 through	2012	Assessment			
Number of students attended	ding	Increase			
Spending exceeded opera	No overspending				
Spending increase electio	n results	Voter-approved			
Operating reserve percent	tage (max. 4%), trend	3.1%, Varying			
Years of capital reserve held		More than 3 years			
Current financial and internal control status		Compliant			
Stress level					
Low	Moderate	High			

Office of the Auditor General

Salome Consolidated Elementary School District

La Paz County

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

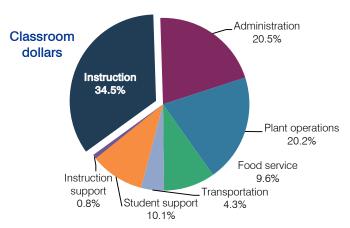
District size / location: Students attending: Number of schools: Very small, Rural

90

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil was similar to 2007, but spending in the classroom decreased from 39.3 to 34.5 percent. Spending on some nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on administration and plant operations increased.

Cost measures relative to peer averages

Administration Students per administrator 37 30 Plant operations Cost per square foot square foot square foot square footage per student \$18 320 Food service Cost per meal equivalent \$4.01 \$4.88 \$2 Cost per mile \$1.55 \$1.53 \$3	Operational area	Measure	District	Peer average	State average
Plant operations		Cost per pupil	\$2,700	\$2,472	\$736
Plant operations Square footage per student 318 320 Food service Cost per meal equivalent \$4.01 \$4.88 \$2 Cost per mile \$1.55 \$1.53 \$3	Administration	•	37	30	66
operations Square footage per student Square footage per student Cost per meal equivalent Square footage per student Square footage per s	Dlant	Cost per square foot	\$8.39	\$6.93	\$6.09
Food service equivalent \$4.01 \$4.88 \$2 Cost per mile \$1.55 \$1.53 \$3		1 0 1	318	320	152
Transportation Cost per mile \$1.55 \$1.53 \$3	Food service		\$4.01	\$4.88	\$2.47
	Transportation	Cost per mile	\$1.55	\$1.53	\$3.50
Cost per rider \$763 \$1,171 \$9	Transportation	Cost per rider	\$763	\$1,171	\$982

Per-pupil spending by operational area

			Peer	State	National
	District		average	average	average
	2011	2012	2012	2012	2010
Total	\$13,831	\$13,165	\$15,082	\$7,475	\$10,652
Classroom dollars	6,840	4,538	7,880	4,053	6,526
Nonclassroom dollars:	6,991	8,627	7,202	3,422	4,126
Administration	2,349	2,700	2,472	736	1,139
Plant operations	2,703	2,667	2,126	928	1,012
Food service	1,004	1,265	756	382	405
Transportation	483	567	970	362	443
Student support	423	1,326	541	578	592
Instruction support	29	102	337	436	535

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

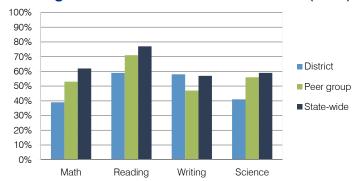
ADE-reported district and school letter grades





	Number	Dougoutous of	Biotriot grado.	
Grade	of schools	Percentage of schools		
Α	0	0%		
В	0	0%		
С	0	0%		
D	1			100%
F	0	0%		
Not rated	0	0%		

Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	94%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	43%	39%	25%
Students per teacher	16.2	14.4	18.1
Average teacher salary	\$41,407	\$40,820	\$45,193
Amount from Proposition 301	\$1,448	\$2,313	\$3,195
Average years of teacher experience	11.0	11.7	11.0
Percentage of teachers in first 3 years	0%	12%	16%

Financial stress assessment

Overall financial stre	ss level:	Low			
Measure: 2010 through	2012		Assessment		
Number of students attended	ding		Small school adjustment		
Spending exceeded operating/capital budgets			No overspending		
Spending increase electio	n results		No election held		
Operating reserve percent	age (max. 4	l%), trend	4.0%, Steady		
Years of capital reserve he	ld		1 to 3 years		
Current financial and internal control status			Compliant		
Stress level					
Low	Mode	erate	High		

State of Arizona

page 172 FY2012

San Carlos Unified School District

Gila County

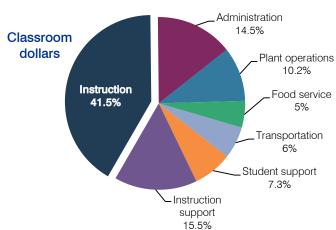
Efficiency peer groups 5 and T-8, Achievement peer group 8 Legislative district(s): 7

District size / location: Students attending: Number of schools: Medium, Rural 1,379 3

OPERATIONAL EFFICIENCY

Spending by operational area





5-year spending trend

Total spending per pupil increased by 6 percent. Spending in the classroom decreased from 54.3 to 41.5 percent. Spending on administration and instruction support increased substantially and spending on plant operations and student support decreased substantially. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational				Peer	State
area	Measure		District	average	average
	Cost per p	upil	\$1,890	\$1,074	\$736
Administration	Students p administrat		51	56	66
Plant	Cost per so	quare foot	\$4.53	\$4.82	\$6.09
operations	Square footage per student		294	250	152
Food service	Cost per m equivalent	Cost per meal equivalent		\$2.97	\$2.47
Transportation	Cost per m	Cost per mile		\$2.87	\$3.50
Transportation	Cost per ric	der	\$990	\$726	\$982
Very low	Low	Low Comparab		gh V	ery high

Per-pupil spending by operational area

			Peer	State	National
	District		average	average	average
	2011	2012	2012	2012	2010
Total	\$13,176	\$13,070	\$8,416	\$7,475	\$10,652
Classroom dollars	5,990	5,425	4,202	4,053	6,526
Nonclassroom dollars:	7,186	7,645	4,214	3,422	4,126
Administration	1,529	1,890	1,074	736	1,139
Plant operations	1,201	1,331	1,179	928	1,012
Food service	583	653	412	382	405
Transportation	691	785	536	362	443
Student support	875	956	619	578	592
Instruction support	2,307	2,030	394	436	535

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

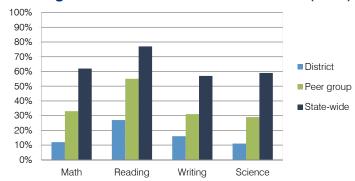
ADE-reported district and school letter grades





Grade	Number of schools	Percentage of schools		3
Α	0	0%		
В	0	0%		
С	0	0%		
D	0	0%		
F	2			67%
Not rated	1		33%	

Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	88%	92%	94%
Graduation rate (2011)	59%	69%	78%
Poverty rate (2011)	49%	49%	25%
Students per teacher	11.1	14.8	18.1
Average teacher salary	\$28,067	\$42,031	\$45,193
Amount from Proposition 301	\$704	\$3,203	\$3,195
Average years of teacher experience	8.7	11.5	11.0
Percentage of teachers in first 3 years	31%	19%	16%

Financial stress assessment

Overall financial stre	ess level:	Low	
Measure: 2010 through	2012		Assessment
Number of students atten	iding		Increase
Spending exceeded oper	ating/capital bu	udgets	No overspending
Spending increase election	on results		No election held
Operating reserve percen	itage (max. 4%), trend	3.8%, Decreasing
Years of capital reserve held			More than 3 years
Current financial and inter	rnal control stat	ius	Noncompliant
Stress level		·	
Low	Modera	ate	High

Office of the Auditor General

San Fernando Elementary School District

Pima County

Efficiency peer groups 11 and T-13, Achievement peer group 17 Legislative district(s): 2

District size / location: Students attending:

Grade

В

С

D

F

Not rated

0

Ω

0%

Very small, Rural

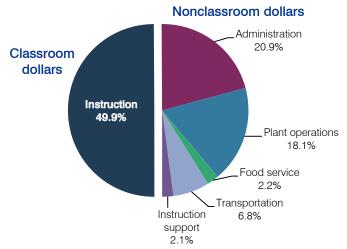
11

1

Number of schools:

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment decreased by 38 percent, which contributed to the 88 percent increase in total spending per pupil. Spending in the classroom decreased from 52.1 to 49.9 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations and food service increased.

Cost measures relative to peer averages

			_	
Operational			Peer	State
area	Measure	District	average	average
	Cost per pupil	\$4,912	\$2,472	\$736
Administration	Students per administrator	5	30	66
Plant	Cost per square foot	\$6.04	\$6.93	\$6.09
operations	Square footage per student	704	320	152
Food service	Cost per meal equivalent	N/A	\$4.88	\$2.47
Transportation	Cost per mile	\$1.34	\$1.53	\$3.50
Transportation	Cost per rider	\$4,319	\$1,171	\$982

Per-pupil spending by operational area

		Peer	State	National
Dist	rict	average	average	average
2011	2012	2012	2012	2010
\$16,832	\$23,513	\$15,082	\$7,475	\$10,652
7,387	11,730	7,880	4,053	6,526
9,445	11,783	7,202	3,422	4,126
3,433	4,912	2,472	736	1,139
3,642	4,252	2,126	928	1,012
320	528	756	382	405
1,791	1,594	970	362	443
70	7	541	578	592
189	490	337	436	535
	2011 \$16,832 7,387 9,445 3,433 3,642 320 1,791 70	\$16,832 \$23,513 7,387 11,730 9,445 11,783 3,433 4,912 3,642 4,252 320 528 1,791 1,594 70 7	District average 2011 2012 2012 \$16,832 \$23,513 \$15,082 7,387 11,730 7,880 9,445 11,783 7,202 3,433 4,912 2,472 3,642 4,252 2,126 320 528 756 1,791 1,594 970 70 7 541	District average average 2011 2012 2012 2012 \$16,832 \$23,513 \$15,082 \$7,475 7,387 11,730 7,880 4,053 9,445 11,783 7,202 3,422 3,433 4,912 2,472 736 3,642 4,252 2,126 928 320 528 756 382 1,791 1,594 970 362 70 7 541 578

STUDENT ACHIEVEMENT, TEACHER **MEASURES, AND FINANCIAL ASSESSMENT**

ADE-reported district and school letter grades

District grade

Number of schools	Percentage of schools	District grade:	D
0	0%		
0	0%		
0	0%		
1			100%
0	0%		

Percentage of students who met state standards (AIMS)

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

Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	94%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	0%	9%	25%
Students per teacher	5.4	9.6	18.1
Average teacher salary	N/A	\$42,030	\$45,193
Amount from Proposition 301	N/A	\$2,164	\$3,195
Average years of teacher experience	N/A	10.4	11.0
Percentage of teachers in first 3 years	N/A	7%	16%

Financial stress assessment

Overall financial stress	level:	Low	
Measure: 2010 through 20	12		Assessment
Number of students attending	ıg		Small school adjustment
Spending exceeded operating/capital budgets			No overspending
Spending increase election r	esults		No election held
Operating reserve percentage	ge (max. 4	%), trend	4.0%, Steady
Years of capital reserve held			More than 3 years
Current financial and internal	control s	tatus	Not assessed
Stress level			
Low	Mode	erate	High

State of Arizona

page 174 FY2012

San Simon Unified School District

Cochise County

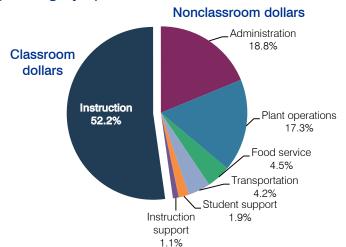
Efficiency peer groups 11 and T-13, Achievement peer group 4 Legislative district(s): 14

District size / location: Students attending: Number of schools: Very small, Rural 87

87 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment decreased 29 percent, which contributed to the 60 percent increase in total spending per pupil. Spending in the classroom decreased overall from 58.3 to 52.2 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration and plant operations increased.

Cost measures relative to peer averages

Operational	•		Peer	State
area	Measure	District	average	average
	Cost per pupil	\$4,063	\$2,472	\$736
Administration	Students per administrator	29	30	66
Plant	Cost per square foot	\$7.23	\$6.93	\$6.09
operations	Square footage per student	518	320	152
Food service	Cost per meal equivalent	\$4.35	\$4.88	\$2.47
Transportation	Cost per mile	\$0.79	\$1.53	\$3.50
Transportation	Cost per rider	\$1,164	\$1,171	\$982

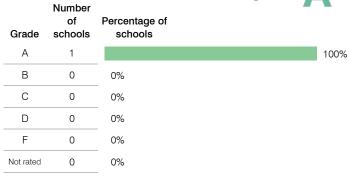
Per-pupil spending by operational area

		Peer	State	inational
Dist	rict	average	average	average
2011	2012	2012	2012	2010
\$18,433	\$21,646	\$15,082	\$7,475	\$10,652
9,779	11,301	7,880	4,053	6,526
8,654	10,345	7,202	3,422	4,126
3,155	4,063	2,472	736	1,139
2,784	3,744	2,126	928	1,012
948	973	756	382	405
964	909	970	362	443
531	416	541	578	592
272	240	337	436	535
	2011 \$18,433 9,779 8,654 3,155 2,784 948 964 531	\$18,433 \$21,646 9,779 11,301 8,654 10,345 3,155 4,063 2,784 3,744 948 973 964 909 531 416	2011 2012 2012 \$18,433 \$21,646 \$15,082 9,779 11,301 7,880 8,654 10,345 7,202 3,155 4,063 2,472 2,784 3,744 2,126 948 973 756 964 909 970 531 416 541	2011 2012 2012 2012 \$18,433 \$21,646 \$15,082 \$7,475 9,779 11,301 7,880 4,053 8,654 10,345 7,202 3,422 3,155 4,063 2,472 736 2,784 3,744 2,126 928 948 973 756 382 964 909 970 362 531 416 541 578

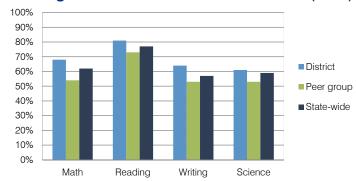
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	95%	94%	94%
Graduation rate (2011)	100%	86%	78%
Poverty rate (2011)	16%	15%	25%
Students per teacher	6.7	14.3	18.1
Average teacher salary	\$44,655	\$39,138	\$45,193
Amount from Proposition 301	\$1,957	\$3,133	\$3,195
Average years of teacher experience	14.2	10.9	11.0
Percentage of teachers in first 3 years	8%	17%	16%

Financial stress assessment

Overall	financial str	ess level·	Moderate
Overall	III lai lulai Sii	633 IGVGI.	Moderate

Measure: 2010 through	2012	Assessment			
Number of students atter	nding	Small school adjustment			
Spending exceeded oper	Capital only				
Spending increase election	No election held				
Operating reserve percer	4.0%, Steady				
Years of capital reserve h	1 to 3 years				
Current financial and inte	Marginally compliant				
Stress level					
Low	Moderate	High			

Office of the Auditor General

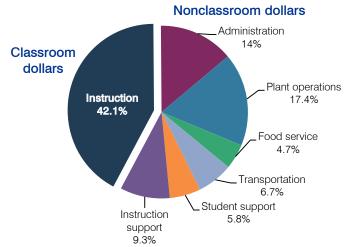
Sanders Unified School District

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

District size / location: Medium, Rural Students attending: 842 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 43 percent. Spending in the classroom decreased from 50.8 to 42.1 percent. Overall, spending on administration, plant operations, student support, and instruction support increased substantially, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

				_	
Operational area	Measure		District	Peer average	State average
	Cost per pi	upil	\$2,053	\$1,074	\$736
Administration	Students p administrat		34	56	66
Plant	Cost per square foot		\$6.25	\$4.82	\$6.09
operations	Square footage per student		408	250	152
Food service	Cost per meal equivalent		\$3.06	\$2.97	\$2.47
Transportation	Cost per mile		\$2.29	\$2.26	\$3.50
панъронацон	Cost per rider		\$934	\$935	\$982
Very low	Low	Comparab	le Hic	yh V	ery high

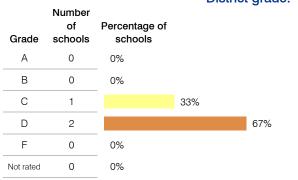
Per-pupil spending by operational area

			Peer	State	National
	District		average	average	average
	2011	2012	2012	2012	2010
Total	\$12,486	\$14,642	\$8,416	\$7,475	\$10,652
Classroom dollars	5,811	6,161	4,202	4,053	6,526
Nonclassroom dollars:	6,675	8,481	4,214	3,422	4,126
Administration	1,576	2,053	1,074	736	1,139
Plant operations	2,353	2,548	1,179	928	1,012
Food service	685	681	412	382	405
Transportation	917	982	536	362	443
Student support	782	853	619	578	592
Instruction support	362	1,364	394	436	535

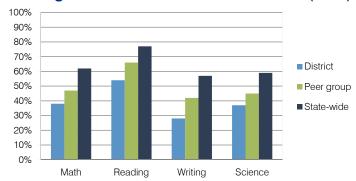
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades





Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	92%	93%	94%
Graduation rate (2011)	61%	76%	78%
Poverty rate (2011)	43%	40%	25%
Students per teacher	12.4	15.6	18.1
Average teacher salary	\$40,779	\$42,644	\$45,193
Amount from Proposition 301	\$4,279	\$3,127	\$3,195
Average years of teacher experience	9.9	13.0	11.0
Percentage of teachers in first 3 years	25%	13%	16%
i ciccillage of leadilets III IIIst 3 years	2070	1070	107

Financial stress assessment

Overall financial stress lev	/el: Low				
Measure: 2010 through 2012		Assessment			
Number of students attending		Large decrease			
Spending exceeded operating/c	apital budgets	No overspending			
Spending increase election resu	No election held				
Operating reserve percentage (n	nax. 4%), trend	4.0%, Steady			
Years of capital reserve held		More than 3 years			
Current financial and internal control status		Compliant			
Stress level					
Low	Moderate	High			

Santa Cruz Elementary School District

Santa Cruz County

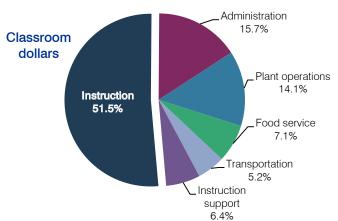
Efficiency peer groups 10 and T-12, Achievement peer group 20 Legislative district(s): 2

District size / location: Students attending: Number of schools: Small, Rural 204

OPERATIONAL EFFICIENCY

Spending by operational area





5-year spending trend

Total spending per pupil decreased by 3 percent. Spending in the classroom varied year to year, decreasing overall from 56.8 to 51.5 percent. Spending on plant operations, food service, and instruction support increased substantially and spending on transportation decreased substantially. Spending on administration varied year to year.

Cost measures relative to peer averages

Operational				Peer	State
area	Measure		District	average	average
	Cost per pu	upil	\$1,322	\$1,168	\$736
Administration	Students p administrat		51	54	66
Plant	Cost per so	quare foot	\$10.78	\$7.54	\$6.09
operations	Square footage per student		110	139	152
Food service	Cost per m equivalent	eal	\$3.64	\$2.69	\$2.47
Transportation	Cost per mile		\$0.86	\$2.02	\$3.50
Transportation	Cost per rider		\$862	\$1,181	\$982
Very low	Low	Comparabl	e Hiç	gh V	ery high

Per-pupil spending by operational area

		Peer	State	National
Dist	rict	average	average	average
2011	2012	2012	2012	2010
\$9,397	\$8,408	\$8,331	\$7,475	\$10,652
4,892	4,332	4,374	4,053	6,526
4,505	4,076	3,957	3,422	4,126
1,628	1,322	1,168	736	1,139
1,173	1,187	1,068	928	1,012
518	592	486	382	405
554	439	515	362	443
0	2	455	578	592
632	534	265	436	535
	2011 \$9,397 4,892 4,505 1,628 1,173 518 554 0	\$9,397 \$8,408 4,892 4,332 4,505 4,076 1,628 1,322 1,173 1,187 518 592 554 439 0 2	District average 2011 2012 2012 \$9,397 \$8,408 \$8,331 4,892 4,332 4,374 4,505 4,076 3,957 1,628 1,322 1,168 1,173 1,187 1,068 518 592 486 554 439 515 0 2 455	District average average 2011 2012 2012 2012 \$9,397 \$8,408 \$8,331 \$7,475 4,892 4,332 4,374 4,053 4,505 4,076 3,957 3,422 1,628 1,322 1,168 736 1,173 1,187 1,068 928 518 592 486 382 554 439 515 362 0 2 455 578

STUDENT ACHIEVEMENT, TEACHER **MEASURES, AND FINANCIAL ASSESSMENT**

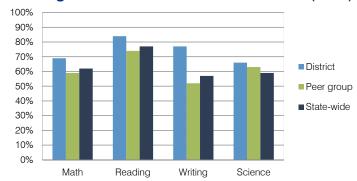
ADE-reported district and school letter grades





Grade	Number of schools	Percentage of schools		
Α	0	0%		
В	1			100
С	0	0%		
D	0	0%		
F	0	0%		
Not rated	0	0%		

Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	94%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	33%	29%	25%
Students per teacher	17.0	12.6	18.1
Average teacher salary	\$47,467	\$45,750	\$45,193
Amount from Proposition 301	\$4,358	\$2,292	\$3,195
Average years of teacher experience	12.0	13.0	11.0
Percentage of teachers in first 3 years	8%	13%	16%

Financial stress assessment

Overall financial stress le	vel:	Low	
Measure: 2010 through 2012			Assessment
Number of students attending			Steady
Spending exceeded operating/c	No overspending		
Spending increase election results			No election held
Operating reserve percentage (r	max. 4%),	trend	4.0%, Steady
Years of capital reserve held			More than 3 years
Current financial and internal co	ntrol statu	IS	Compliant
Stress level			
Low	Moderat	e	High

Office of the Auditor General

Santa Cruz Valley Unified School District

Santa Cruz County

Efficiency peer groups 4 and T-8, Achievement peer group 5 Legislative district(s): 2

District size / location: Mediur Students attending:

Medium-Large, Rural

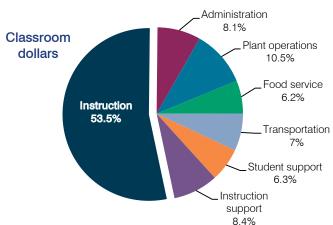
3,272

Number of schools:

OPERATIONAL EFFICIENCY

Spending by operational area





5-year spending trend

Total spending per pupil increased by 18 percent. Spending in the classroom decreased overall from 57.4 to 53.5 percent. Spending on administration decreased and spending on plant operations and instruction support increased substantially. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure		District	Peer average	State average
	Cost per p	upil	\$602	\$748	\$736
Administration	Students per administrator		64	66	66
Plant	Cost per square foot		\$5.19	\$5.53	\$6.09
operations	Square footage per student		152	173	152
Food service	Cost per m equivalent	neal	\$2.62	\$2.56	\$2.47
Transportation	Cost per mile		\$3.12	\$2.87	\$3.50
Transportation Cost per rider		\$770	\$726	\$982	
Very low	Low	Comparab	le Hic	ah V	erv hiah

Per-pupil spending by operational area

			Peer	State	National
	District		average	average	average
	2011	2012	2012	2012	2010
Total	\$6,886	\$7,470	\$7,007	\$7,475	\$10,652
Classroom dollars	3,750	4,000	3,682	4,053	6,526
Nonclassroom dollars:	3,136	3,470	3,325	3,422	4,126
Administration	561	602	748	736	1,139
Plant operations	672	789	933	928	1,012
Food service	451	464	354	382	405
Transportation	452	522	369	362	443
Student support	469	468	540	578	592
Instruction support	531	625	381	436	535

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

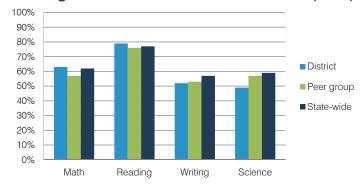
ADE-reported district and school letter grades

District grade:



Grade	Number of schools	Percentage of schools		3
Α	2		33%	
В	4			67%
С	0	0%		
D	0	0%		
F	0	0%		
Not rated	0	0%		

Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	95%	94%	94%
Graduation rate (2011)	81%	82%	78%
Poverty rate (2011)	27%	24%	25%
Students per teacher	17.0	17.0	18.1
Average teacher salary	\$43,504	\$40,636	\$45,193
Amount from Proposition 301	\$3,201	\$3,192	\$3,195
Average years of teacher experience	9.0	11.8	11.0
Percentage of teachers in first 3 years	23%	15%	16%

Financial stress assessment

Measure: 2010 through	2012	Assessment
Number of students atter	nding	Moderate decrease
Spending exceeded ope	No overspending	
Spending increase electi	Voter-approved	
Operating reserve percer	3.9%, Varying	
Years of capital reserve h	More than 3 years	
Current financial and inte	rnal control status	Compliant
Stress level		
Low	Moderate	High

Santa Cruz Valley Union High School District

Pinal County

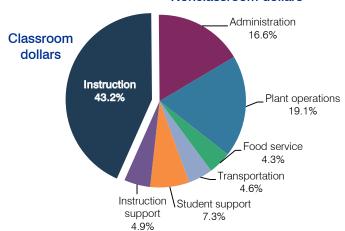
Efficiency peer groups 6 and T-12, Achievement peer group 12 Legislative district(s): 8 and 11

District size / location: Students attending: Number of schools: Small, Town 366

OPERATIONAL EFFICIENCY

Spending by operational area





5-year spending trend

Total spending per pupil increased by 13 percent. Spending in the classroom varied year to year, decreasing overall from 47.6 to 43.2 percent. Spending on plant operations and instruction support increased, while spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational	•		Peer	State
area	Measure	District	average	average
	Cost per pupil	\$1,897	\$1,487	\$736
Administration	Students per administrator	37	43	66
Plant Cost per square foot		\$5.76	\$5.04	\$6.09
operations	Square footage per student	379	299	152
Food service	Cost per meal equivalent	\$3.55	\$3.19	\$2.47
Transportation	Cost per mile	\$2.58	\$2.02	\$3.50
Transportation	Cost per rider	\$1,449	\$1,181	\$982
Very low	Low Comparab	ole Hiç	gh V	ery high

Per-pupil spending by operational area

			Peer	State	National
	District		average	average	average
	2011	2012	2012	2012	2010
Total	\$9,957	\$11,403	\$9,872	\$7,475	\$10,652
Classroom dollars	4,151	4,924	4,866	4,053	6,526
Nonclassroom dollars:	5,806	6,479	5,006	3,422	4,126
Administration	1,996	1,897	1,487	736	1,139
Plant operations	1,863	2,180	1,438	928	1,012
Food service	440	487	454	382	405
Transportation	407	523	510	362	443
Student support	734	836	636	578	592
Instruction support	366	556	481	436	535

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

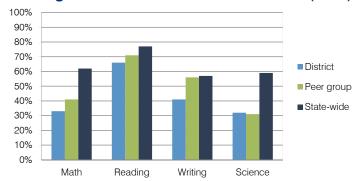
ADE-reported district and school letter grades





Grade	Number of schools	Percentage of schools	Diomict grader	
Α	0	0%		
В	0	0%		
С	0	0%		
D	1			100%
F	0	0%		
Not rated	0	0%		

Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	92%	92%	94%
Graduation rate (2011)	53%	74%	78%
Poverty rate (2011)	32%	37%	25%
Students per teacher	19.8	15.9	18.1
Average teacher salary	\$51,742	\$42,426	\$45,193
Amount from Proposition 301	\$12,900	\$5,154	\$3,195
Average years of teacher experience	10.8	9.9	11.0
Percentage of teachers in first 3 years	11%	14%	16%

Financial stress assessment

Overall financial stress level:	Moderate

Moderate decrease
No overspending
Mixed election results
3.4%, Varying
1 to 3 years
Compliant

Moderate

Office of the Auditor General

Scottsdale Unified School District

Maricopa County

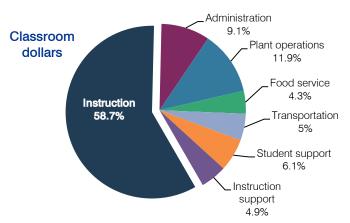
Efficiency peer groups 1 and T-5, Achievement peer group 2 Legislative district(s): 23, 24, 26 and 28

District size / location: Very large, City Students attending: 24,955 Number of schools: 31

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil decreased by 4 percent. Spending in the classroom varied year to year, decreasing overall from 61.3 to 58.7 percent. Spending on plant operations increased substantially, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational		•		Peer	State
area	Measure		District	average	average
	Cost per p	upil	\$679	\$620	\$736
Administration	Students per administrator		70	79	66
Plant	Cost per square foot		\$4.85	\$5.88	\$6.09
operations	Square foo student	tage per	182	144	152
Food service	Cost per meal equivalent		\$2.33	\$2.46	\$2.47
Transportation	Cost per mile		\$4.31	\$3.54	\$3.50
Панъронацон	Cost per ric	der	\$1,621	\$1,372	\$982
Very low	Low	Comparab	le Hid	ah V	erv hiah

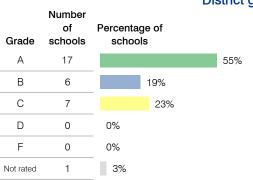
Per-pupil spending by operational area

			Peer	State	National
	Distr	rict	average	average	average
	2011	2012	2012	2012	2010
Total	\$7,542	\$7,449	\$7,111	\$7,475	\$10,652
Classroom dollars	4,351	4,373	4,052	4,053	6,526
Nonclassroom dollars:	3,191	3,076	3,059	3,422	4,126
Administration	654	679	620	736	1,139
Plant operations	959	884	843	928	1,012
Food service	331	318	321	382	405
Transportation	357	371	340	362	443
Student support	522	459	567	578	592
Instruction support	368	365	368	436	535

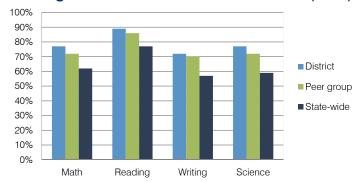
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	94%	95%	94%
Graduation rate (2011)	91%	90%	78%
Poverty rate (2011)	13%	14%	25%
Students per teacher	16.0	18.0	18.1
Average teacher salary	\$45,494	\$45,087	\$45,193
Amount from Proposition 301	\$3,432	\$3,095	\$3,195
Average years of teacher experience	13.1	10.9	11.0
Percentage of teachers in first 3 years	6%	14%	16%

Financial stress assessment

Measure: 2010 through	2012	Assessment
Number of students atter	nding	Moderate decrease
Spending exceeded oper	rating/capital budgets	No overspending
Spending increase election	Mixed election results	
Operating reserve percer	ntage (max. 4%), trend	3.3%, Increasing
Years of capital reserve h	eld	1 to 3 years
Current financial and inte	rnal control status	Compliant
Stress level		
Low	Moderate	High

Sedona-Oak Creek Joint Unified School District

Yavapai County

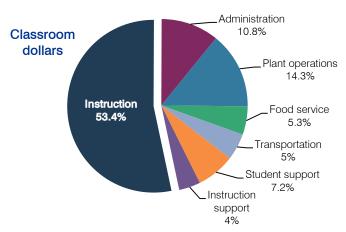
Efficiency peer groups 5 and T-7, Achievement peer group 5 Legislative district(s): 6

District size / location: Students attending: Number of schools: Medium, Town 1,263

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil decreased by 6 percent. Spending in the classroom varied year to year, decreasing overall from 54.9 to 53.4 percent. Spending on food service increased, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational				Peer	State
area	Measure		District	average	average
	Cost per pupil		\$781	\$1,074	\$736
Administration	Students per administrator		64	56	66
Plant Cost per square		quare foot	\$3.30	\$4.82	\$6.09
operations	Square footage per student		313	250	152
Food service	Cost per meal equivalent		\$3.63	\$2.97	\$2.47
Transportation	Cost per mile		\$3.70	\$3.29	\$3.50
Hansportation	Cost per rider		\$809	\$644	\$982
Very low	Low	Comparable	e Hiç	gh V	ery high

Per-pupil spending by operational area

		Peer	State	inational
Distr	rict	average	average	average
2011	2012	2012	2012	2010
\$7,823	\$7,209	\$8,416	\$7,475	\$10,652
4,258	3,848	4,202	4,053	6,526
3,565	3,361	4,214	3,422	4,126
858	781	1,074	736	1,139
1,080	1,034	1,179	928	1,012
362	380	412	382	405
381	357	536	362	443
512	519	619	578	592
372	290	394	436	535
	2011 \$7,823 4,258 3,565 858 1,080 362 381 512	\$7,823 \$7,209 4,258 3,848 3,565 3,361 858 781 1,080 1,034 362 380 381 357 512 519	District average 2011 2012 2012 \$7,823 \$7,209 \$8,416 4,258 3,848 4,202 3,565 3,361 4,214 858 781 1,074 1,080 1,034 1,179 362 380 412 381 357 536 512 519 619	District average average 2011 2012 2012 2012 \$7,823 \$7,209 \$8,416 \$7,475 4,258 3,848 4,202 4,053 3,565 3,361 4,214 3,422 858 781 1,074 736 1,080 1,034 1,179 928 362 380 412 382 381 357 536 362 512 519 619 578

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

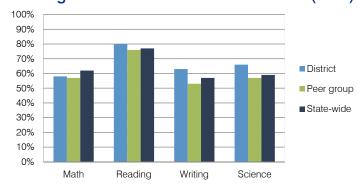
ADE-reported district and school letter grades

District grade:



Grade	Number of schools	Percentage of schools	
Α	1		33%
В	1		33%
С	1		33%
D	0	0%	
F	0	0%	
Not rated	0	0%	

Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	94%	94%	94%
Graduation rate (2011)	87%	82%	78%
Poverty rate (2011)	26%	24%	25%
Students per teacher	18.8	17.0	18.1
Average teacher salary	\$43,787	\$40,636	\$45,193
Amount from Proposition 301	\$4,804	\$3,192	\$3,195
Average years of teacher experience	12.7	11.8	11.0
Percentage of teachers in first 3 years	14%	15%	16%

Financial stress assessment

Overall financial stress level:	Moderate					
Measure: 2010 through 2012						

Assessment
Steady
No overspending
Voter-rejected
3.8%, Varying
1 to 3 years
Marginally compliant

Stress level

Low Moderate High

Seligman Unified School District

Yavapai County

Efficiency peer groups 11 and T-13, Achievement peer group 4 Legislative district(s): 1

District size / location: Students attending: Very small, Rural

153

State

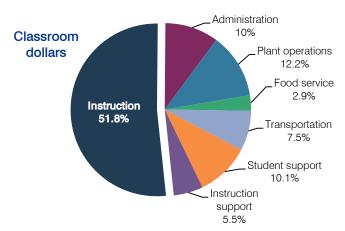
2

Number of schools:

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil increased by 18 percent. Spending in the classroom decreased overall from 53.5 to 51.8 percent. Spending on most nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on student support and instruction support increased substantially and spending on plant operations decreased substantially.

Cost measures relative to peer averages

	•		9	
Operational			Peer	State
area	Measure	District	average	average
	Cost per pupil	\$1,901	\$2,472	\$736
Administration	Students per administrator	25	30	66
Plant	Cost per square foot	\$3.90	\$6.93	\$6.09
operations	Square footage per student	590	320	152
Food service	Cost per meal equivalent	\$3.19	\$4.88	\$2.47
Transportation	Cost per mile	\$1.43	\$1.53	\$3.50
Transportation	Cost per rider	\$1,772	\$1,171	\$982

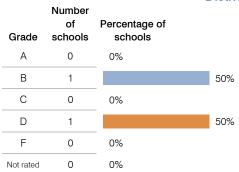
Per-pupil spending by operational area

			Peer	State	National
	Dist	rict	average	average	average
	2011	2012	2012	2012	2010
Total	\$21,867	\$18,920	\$15,082	\$7,475	\$10,652
Classroom dollars	11,596	9,793	7,880	4,053	6,526
Nonclassroom dollars:	10,271	9,127	7,202	3,422	4,126
Administration	2,760	1,901	2,472	736	1,139
Plant operations	2,703	2,300	2,126	928	1,012
Food service	397	552	756	382	405
Transportation	1,417	1,412	970	362	443
Student support	1,499	1,911	541	578	592
Instruction support	1,495	1,051	337	436	535

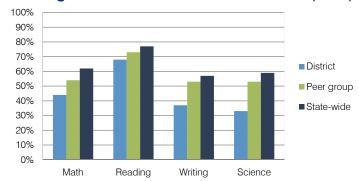
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	94%	94%	94%
Graduation rate (2011)	67%	86%	78%
Poverty rate (2011)	14%	15%	25%
Students per teacher	8.1	14.3	18.1
Average teacher salary	\$40,145	\$39,138	\$45,193
Amount from Proposition 301	\$1,921	\$3,133	\$3,195
Average years of teacher experience	10.6	10.9	11.0
Percentage of teachers in first 3 years	14%	17%	16%

Financial stress assessment

Overall financial stress level: Moderate

essment
ool adjustment
oital only
r-rejected
6, Steady
3 years
lly compliant
1

Stress level

Low Moderate High			
——————————————————————————————————————	Low	Moderate	High

Sentinel Elementary School District

Maricopa County

Efficiency peer groups 11 and T-13, Achievement peer group 20 Legislative district(s): 4

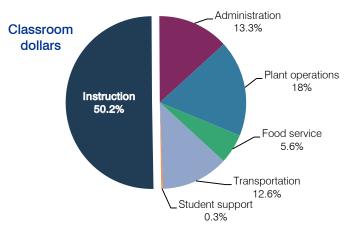
District size / location: Students attending: Number of schools: Very small, Rural

29 1

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil increased by 33 percent. Spending in the classroom decreased overall from 55.2 to 50.2 percent. Spending on some nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on administration and plant operations increased substantially.

Cost measures relative to peer averages

Operational	•		Peer	State
area	Measure	District	average	average
	Cost per pupil	\$3,836	\$2,472	\$736
Administration	Students per administrator	24	30	66
Plant	Cost per square foot	\$10.95	\$6.93	\$6.09
operations	Square footage per student	472	320	152
Food service	Cost per meal equivalent	\$6.26	\$4.88	\$2.47
Transportation	Cost per mile	\$2.10	\$1.53	\$3.50
Transportation	Cost per rider	\$4,752	\$1,171	\$982

Per-pupil spending by operational area

	Dist	riot	Peer	State	National
	2011	2012	average 2012	average 2012	average 2010
Total	\$36,266	\$28,756	\$15,082	\$7,475	\$10,652
Classroom dollars	17,917	14,436	7,880	4,053	6,526
Nonclassroom dollars:	18,349	14,320	7,202	3,422	4,126
Administration	4,751	3,836	2,472	736	1,139
Plant operations	6,060	5,171	2,126	928	1,012
Food service	2,179	1,600	756	382	405
Transportation	5,274	3,637	970	362	443
Student support	85	76	541	578	592
Instruction support	0	0	337	436	535

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

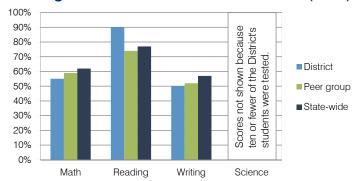
ADE-reported district and school letter grades

District grade:



	Number		Diotriot grader		
Grade	of schools	Percentage of schools			
Α	0	0%			
В	1			1	00%
С	0	0%			
D	0	0%			
F	0	0%			
Not rated	0	0%			

Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	95%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	28%	29%	25%
Students per teacher	8.5	12.6	18.1
Average teacher salary	\$55,999	\$45,750	\$45,193
Amount from Proposition 301	\$1,637	\$2,292	\$3,195
Average years of teacher experience	14.7	13.0	11.0
Percentage of teachers in first 3 years	0%	13%	16%

Financial stress assessment

Overall financial stre	ess level:	Low	
Measure: 2010 through	2012		Assessment
Number of students atter	nding		Small school adjustment
Spending exceeded open	pending exceeded operating/capital budgets		
Spending increase election results			No election held
Operating reserve percer	ntage (max.	4%), trend	4.0%, Steady
Years of capital reserve h	eld		More than 3 years
Current financial and internal control status			Compliant
Stress level			
Low	Mod	erate	High

Office of the Auditor General

Show Low Unified School District

Navajo County

Efficiency peer groups 4 and T-10, Achievement peer group 7

Legislative district(s): 6 and 7

District size / location: Students attending: Number of schools:

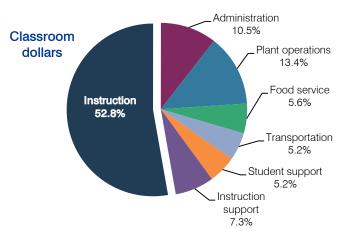
Medium-Large, Town

2,310 5

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil increased by 4 percent. Spending in the classroom varied year to year, decreasing overall from 55 to 52.8 percent. Spending on administration, plant operations, food service, and instruction support increased slightly and spending on student support decreased substantially. Spending on transportation remained stable.

Cost measures relative to peer averages

Operational area	Measure	·	District	Peer average	State average
	Cost per p	upil	\$740	\$748	\$736
Administration	Students p administrat		60	66	66
Plant	Cost per so	quare foot	\$4.96	\$5.53	\$6.09
operations	Square footage per student		190	173	152
Food service	Cost per meal equivalent		\$2.69	\$2.56	\$2.47
Transportation	Cost per mile		\$2.42	\$2.26	\$3.50
Cost per rider		\$902	\$935	\$982	
Very low	Low Comparab		e Hid	ah V	erv hiah

Per-pupil spending by operational area

			Peer	State	National
	Distr	rict	average	average	average
	2011	2012	2012	2012	2010
Total	\$7,438	\$7,044	\$7,007	\$7,475	\$10,652
Classroom dollars	4,041	3,720	3,682	4,053	6,526
Nonclassroom dollars:	3,397	3,324	3,325	3,422	4,126
Administration	787	740	748	736	1,139
Plant operations	1,052	944	933	928	1,012
Food service	377	392	354	382	405
Transportation	364	369	369	362	443
Student support	396	364	540	578	592
Instruction support	421	515	381	436	535

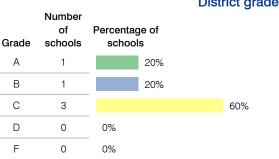
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:

Door

State



Α

В

С

D

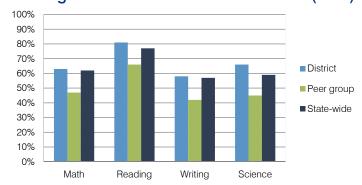
F

Not rated

0

0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	95%	93%	94%
Graduation rate (2011)	88%	76%	78%
Poverty rate (2011)	37%	40%	25%
Students per teacher	21.4	15.6	18.1
Average teacher salary	\$46,227	\$42,644	\$45,193
Amount from Proposition 301	\$2,916	\$3,127	\$3,195
Average years of teacher experience	13.9	13.0	11.0
Percentage of teachers in first 3 years	11%	13%	16%

Financial stress assessment

Overall	financial	stress	level:	Moderate

Measure: 2010 through	2012	Assessment			
Number of students atter	Steady				
Spending exceeded ope	No overspending				
Spending increase election	Voter-rejected				
Operating reserve percer	1.2%, Varying				
Years of capital reserve h	eld	1 to 3 years			
Current financial and inte	rnal control status	Compliant			
Stress level					
Low	Moderate	High			

State of Arizona

page 184 FY2012

Sierra Vista Unified School District

Cochise County

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

Legislative district(s): 14

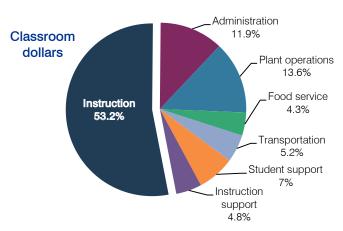
District size / location: Students attending: Number of schools: Medium-Large, Town

5,556 8

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil decreased by 7 percent. Spending in the classroom decreased from 55.5 to 53.2 percent. Overall, spending on administration increased, while spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational				Peer	State
area	Measure		District	average	average
	Cost per pu	upil	\$792	\$748	\$736
Administration	Students per administrator		63	66	66
Plant	Cost per so	quare foot	\$5.87	\$5.53	\$6.09
operations	Square footage per student		154	173	152
Food service	Cost per meal equivalent		\$2.68	\$2.56	\$2.47
Transportation	Cost per m	Cost per mile		\$2.87	\$3.50
Transportation	Cost per rider		\$916	\$726	\$982
Very low	Low	Comparable	e Hiç	gh V	ery high

Per-pupil spending by operational area

			Peer	State	inational
	Dist	rict	average	average	average
	2011	2012	2012	2012	2010
Total	\$6,864	\$6,631	\$7,007	\$7,475	\$10,652
Classroom dollars	3,678	3,529	3,682	4,053	6,526
Nonclassroom dollars:	3,186	3,102	3,325	3,422	4,126
Administration	786	792	748	736	1,139
Plant operations	937	904	933	928	1,012
Food service	299	288	354	382	405
Transportation	336	342	369	362	443
Student support	490	461	540	578	592
Instruction support	338	315	381	436	535

STUDENT ACHIEVEMENT, TEACHER **MEASURES, AND FINANCIAL ASSESSMENT**

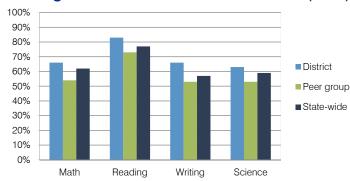
ADE-reported district and school letter grades

District grade:



	Number			District gr	aac.	
Grade	of schools	Percentage schools				
Α	0	0%				
В	6				75%	
С	2		25%			
D	0	0%				
F	0	0%				
Not rated	0	0%				
		-				

Percentage of students who met state standards (AIMS)



Student and teacher measures

	Peer	State
District	average	average
94%	94%	94%
86%	86%	78%
18%	15%	25%
19.1	14.3	18.1
\$43,548	\$39,138	\$45,193
\$4,596	\$3,133	\$3,195
12.0	10.9	11.0
10%	17%	16%
	86% 18% 19.1 \$43,548 \$4,596 12.0	District average 94% 94% 86% 86% 18% 15% 19.1 14.3 \$43,548 \$39,138 \$4,596 \$3,133 12.0 10.9

Financial stress assessment

Overall	financial str	ess level·	Moderate
Overall	III lai lulai Sii	633 IGVGI.	Moderate

Assessment
Moderate decrease
No overspending
Voter-rejected
3.9%, Increasing
1 to 3 years
Compliant
Compilant

Moderate

Office of the Auditor General

Skull Valley Elementary School District

Yavapai County
Efficiency peer groups 11 and T-13, Achievement peer group 18
Legislative district(s): 1

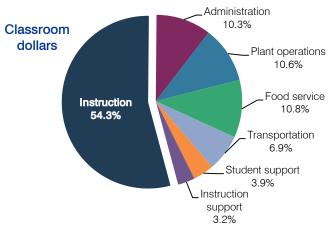
District size / location: Students attending: Number of schools: Very small, Rural

25 1

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil increased by 1 percent. Spending in the classroom varied year to year, increasing slightly overall from 53.6 to 54.3 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration and plant operations decreased and spending on student and instruction support increased.

Cost measures relative to peer averages

Operational	'		Peer	State
area	Measure	District	average	average
	Cost per pupil	\$1,576	\$2,472	\$736
Administration	Students per administrator	21	30	66
Plant	Cost per square foot	\$4.83	\$6.93	\$6.09
operations	Square footage per student	338	320	152
Food service	Cost per meal equivalent	\$12.47	\$4.88	\$2.47
Transportation	Cost per mile	\$1.23	\$1.53	\$3.50
Transportation	Cost per rider	\$527	\$1,171	\$982

Per-pupil spending by operational area

			Peer	State	National
	Dist	rict	average	average	average
	2011	2012	2012	2012	2010
Total	\$18,259	\$15,392	\$15,082	\$7,475	\$10,652
Classroom dollars	9,455	8,360	7,880	4,053	6,526
Nonclassroom dollars:	8,804	7,032	7,202	3,422	4,126
Administration	2,396	1,576	2,472	736	1,139
Plant operations	2,477	1,633	2,126	928	1,012
Food service	2,210	1,668	756	382	405
Transportation	1,010	1,062	970	362	443
Student support	545	600	541	578	592
Instruction support	166	493	337	436	535

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades



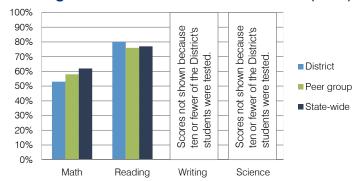
Door

State



	Number	Dougoutous of	Biotriot grado.	
Grade	of schools	Percentage of schools		
Α	0	0%		
В	0	0%		
С	0	0%		
D	1			100%
F	0	0%		
Not rated	0	0%		

Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	95%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	18%	20%	25%
Students per teacher	10.1	12.5	18.1
Average teacher salary	\$44,056	\$42,582	\$45,193
Amount from Proposition 301	\$1,241	\$2,451	\$3,195
Average years of teacher experience	16.0	13.9	11.0
Percentage of teachers in first 3 years	0%	11%	16%

Financial stress assessment

Overall financial stre	ess level:	Low	
Measure: 2010 through	2012		Assessment
Number of students atter	nding		Small school adjustment
Spending exceeded open	No overspending		
Spending increase election	on results		No election held
Operating reserve percer	ntage (max. 4	l%), trend	3.7%, Increasing
Years of capital reserve h	eld		1 to 3 years
Current financial and internal control status		Not assessed	
Stress level			
Low	Mode	erate	High

State of Arizona

page 186 FY2012

Snowflake Unified School District

Navajo County

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

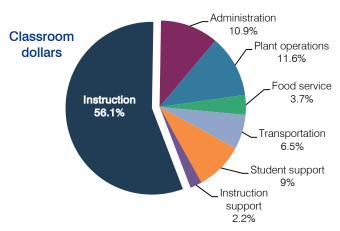
District size / location: Students attending: Number of schools: Medium-Large, Town

2,433

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil decreased by 11 percent. Spending in the classroom decreased from 59.4 to 56.1 percent. Spending on administration increased substantially and spending on plant operations decreased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational				Peer	State
area	Measure		District	average	average
	Cost per pu	ıpil	\$675	\$748	\$736
Administration	Students pe administrate		64	66	66
Plant	Cost per so	uare foot	\$4.07	\$5.53	\$6.09
operations	Square foot student	age per	176	173	152
Food service	Cost per meal equivalent		\$2.50	\$2.56	\$2.47
Transportation	Cost per mi	ile	\$5.04	\$3.29	\$3.50
Transportation	Cost per ric	ler	\$1,027	\$644	\$982
Very low	Low	Comparabl	e Hig	gh V	ery high

Per-pupil spending by operational area

			Peer	State	inational
	Dist	rict	average	average	average
	2011	2012	2012	2012	2010
Total	\$6,333	\$6,176	\$7,007	\$7,475	\$10,652
Classroom dollars	3,734	3,468	3,682	4,053	6,526
Nonclassroom dollars:	2,599	2,708	3,325	3,422	4,126
Administration	621	675	748	736	1,139
Plant operations	701	716	933	928	1,012
Food service	275	231	354	382	405
Transportation	391	399	369	362	443
Student support	509	554	540	578	592
Instruction support	102	133	381	436	535
mondenon support	102	100	001	700	00

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

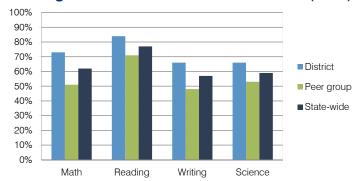
ADE-reported district and school letter grades

District grade:



	Number		Biotriot grado.	
Grade	of schools	Percentage of schools		
Α	0	0%		
В	6			100%
С	0	0%		
D	0	0%		
F	0	0%		
Not rated	0	0%		

Percentage of students who met state standards (AIMS)



Student and teacher measures

	Peer	State
District	average	average
94%	94%	94%
91%	80%	78%
31%	31%	25%
21.2	15.2	18.1
\$41,614	\$40,242	\$45,193
\$3,803	\$3,191	\$3,195
14.9	12.0	11.0
7%	16%	16%
	91% 31% 21.2 \$41,614 \$3,803 14.9	District average 94% 94% 91% 80% 31% 31% 21.2 15.2 \$41,614 \$40,242 \$3,803 \$3,191 14.9 12.0

Financial stress assessment

Overall financial stre	ess level: Low	
Measure: 2010 through	Assessment	
Number of students atter	nding	Steady
Spending exceeded ope	rating/capital budgets	No overspending
Spending increase electi	on results	No election held
Operating reserve percer	ntage (max. 4%), trend	4.0%, Steady
Years of capital reserve h	neld	1 to 3 years
Current financial and inte	Compliant	
Stress level		
Low	Moderate	High

Office of the Auditor General

Solomon Elementary School District

Graham County

Efficiency peer groups 11 and T-13, Achievement peer group 21 Legislative district(s): 14

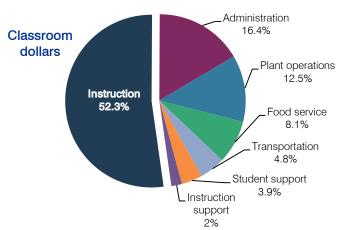
District size / location: Students attending: Number of schools: Very small, Rural

171 1

OPERATIONAL EFFICIENCY

Spending by operational area





5-year spending trend

Total spending per pupil decreased by 7 percent. Spending in the classroom varied year to year, decreasing overall from 55.3 to 52.3 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration and food service increased and spending on student support decreased.

Cost measures relative to peer averages

	•			
Operational			Peer	State
area	Measure	District	average	average
	Cost per pupil	\$1,368	\$2,472	\$736
Administration	Students per administrator	57	30	66
Plant	Cost per square foot	\$4.00	\$6.93	\$6.09
operations	Square footage per student	260	320	152
Food service	Cost per meal equivalent	\$2.92	\$4.88	\$2.47
Transportation	Cost per mile	\$1.72	\$1.53	\$3.50
Transportation	Cost per rider	\$370	\$1,171	\$982

Per-pupil spending by operational area

			Peer	State	National
	District		average	average	average
	2011	2012	2012	2012	2010
Total	\$7,927	\$8,348	\$15,082	\$7,475	\$10,652
Classroom dollars	4,287	4,365	7,880	4,053	6,526
Nonclassroom dollars:	3,640	3,983	7,202	3,422	4,126
Administration	1,135	1,368	2,472	736	1,139
Plant operations	1,202	1,038	2,126	928	1,012
Food service	556	679	756	382	405
Transportation	328	403	970	362	443
Student support	340	325	541	578	592
Instruction support	79	170	337	436	535

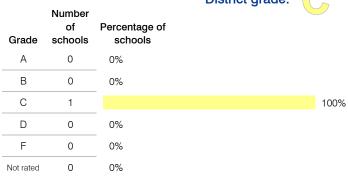
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

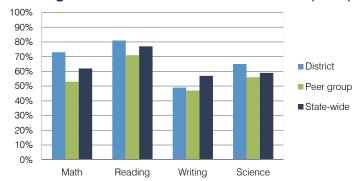
District grade:

Door

State



Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	42%	39%	25%
Students per teacher	15.8	14.4	18.1
Average teacher salary	\$40,172	\$40,820	\$45,193
Amount from Proposition 301	\$4,052	\$2,313	\$3,195
Average years of teacher experience	13.6	11.7	11.0
Percentage of teachers in first 3 years	10%	12%	16%

Financial stress assessment

Overall financial stre	ss level:	Low	
Measure: 2010 through	2012		Assessment
Number of students attended	ding		Steady
Spending exceeded opera	ating/capital b	oudgets	No overspending
Spending increase election	n results		No election held
Operating reserve percent	tage (max. 49	6), trend	3.7%, Increasing
Years of capital reserve he	eld		More than 3 years
Current financial and inter	nal control sta	atus	Compliant
Stress level			
Low	Mode	rate	High

Somerton Elementary School District

Yuma County

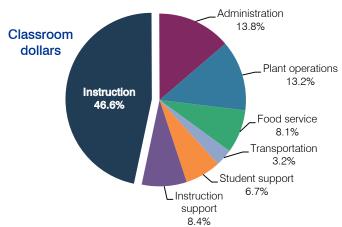
Efficiency peer groups 9 and T-7, Achievement peer group 21 Legislative district(s): 4

District size / location: Students attending: Number of schools: Medium-Large, Town 2,566

OPERATIONAL EFFICIENCY

Spending by operational area





5-year spending trend

Total spending per pupil decreased by 9 percent. Spending in the classroom varied year to year, decreasing overall from 50.6 to 46.6 percent. Spending on plant operations increased, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational		•		Peer	State
area	Measure		District	average	average
	Cost per p	upil	\$951	\$951	\$736
Administration	Students per administrator		63	61	66
Plant	Cost per square foot		\$7.49	\$6.40	\$6.09
operations	Square footage per student		122	142	152
Food service	Cost per meal equivalent		\$2.51	\$2.49	\$2.47
Transportation	Cost per mile		\$3.01	\$3.29	\$3.50
Transportation	Cost per rider		\$499	\$644	\$982
Very low	Low	Comparable	e Hiç	gh V	ery high

Per-pupil spending by operational area

Distr	ict	average	average	average
2011	2012	2012	2012	2010
\$6,971	\$6,875	\$7,482	\$7,475	\$10,652
3,282	3,207	3,712	4,053	6,526
3,689	3,668	3,770	3,422	4,126
943	951	951	736	1,139
997	911	881	928	1,012
505	554	512	382	405
206	216	498	362	443
483	460	429	578	592
555	576	499	436	535
	2011 \$6,971 3,282 3,689 943 997 505 206 483	2011 2012 \$6,971 \$6,875 3,282 3,207 3,689 3,668 943 951 997 911 505 554 206 216 483 460	2011 2012 2012 \$6,971 \$6,875 \$7,482 3,282 3,207 3,712 3,689 3,668 3,770 943 951 951 997 911 881 505 554 512 206 216 498 483 460 429	2011 2012 2012 2012 \$6,971 \$6,875 \$7,482 \$7,475 3,282 3,207 3,712 4,053 3,689 3,668 3,770 3,422 943 951 951 736 997 911 881 928 505 554 512 382 206 216 498 362 483 460 429 578

STUDENT ACHIEVEMENT, TEACHER **MEASURES, AND FINANCIAL ASSESSMENT**

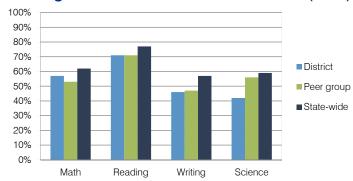
ADE-reported district and school letter grades





Grade	Number of schools	Percenta schoo	-	
Α	0	0%		
В	1		20%	
С	3			60%
D	0	0%		
F	0	0%		
Not rated	1		20%	

Percentage of students who met state standards (AIMS)



Student and teacher measures

	Peer	State
District	average	average
95%	95%	94%
N/A	N/A	N/A
36%	39%	25%
20.9	14.4	18.1
\$38,985	\$40,820	\$45,193
\$2,592	\$2,313	\$3,195
6.8	11.7	11.0
30%	12%	16%
	95% N/A 36% 20.9 \$38,985 \$2,592 6.8	District average 95% 95% N/A N/A 36% 39% 20.9 14.4 \$38,985 \$40,820 \$2,592 \$2,313 6.8 11.7

Financial stress assessment

Overall financial stress	s level:	Low	
Measure: 2010 through 20)12		Assessment
Number of students attendir	ng		Steady
Spending exceeded operati	ng/capital	budgets	No overspending
Spending increase election	results		No election held
Operating reserve percentage	ge (max. 4	1%), trend	3.7%, Steady
Years of capital reserve held	ł		1 to 3 years
Current financial and interna	l control s	tatus	Compliant
Stress level			
Low	Mod	orato	High

Office of the Auditor General

Sonoita Elementary School District

Santa Cruz County

Efficiency peer groups 11 and T-13, Achievement peer group 20 Legislative district(s): 2

District size / location: Students attending: Very Small, Rural

97

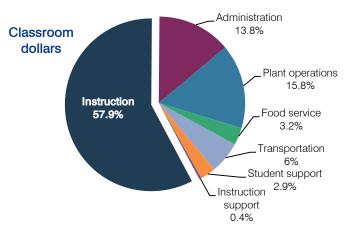
1

Number of schools:

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil increased by 18 percent. Spending in the classroom varied year to year, decreasing overall from 68.5 to 57.9 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration, plant operations, food service, and transportation increased substantially.

Cost measures relative to peer averages

			9	1
Operational			Peer	State
area	Measure	District	average	average
	Cost per pupil	\$2,635	\$2,472	\$736
Administration	Students per administrator	30	30	66
Plant	Cost per square foot	\$9.14	\$6.93	\$6.09
operations	Square footage per student	329	320	152
Food service	Cost per meal equivalent	\$4.34	\$4.88	\$2.47
Transportation	Cost per mile	\$1.04	\$1.53	\$3.50
Transportation	Cost per rider	\$1,162	\$1,171	\$982

Per-pupil spending by operational area

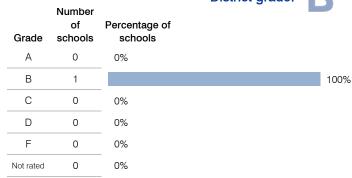
			Peer	State	National
	Dist	rict	average	average	average
	2011	2012	2012	2012	2010
Total	\$18,799	\$19,057	\$15,082	\$7,475	\$10,652
Classroom dollars	11,227	11,035	7,880	4,053	6,526
Nonclassroom dollars:	7,572	8,022	7,202	3,422	4,126
Administration	2,362	2,635	2,472	736	1,139
Plant operations	2,603	3,006	2,126	928	1,012
Food service	575	616	756	382	405
Transportation	1,497	1,142	970	362	443
Student support	482	554	541	578	592
Instruction support	53	69	337	436	535

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

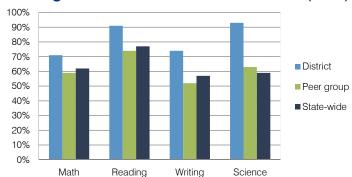
ADE-reported district and school letter grades

District grade:

Door



Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	92%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	27%	29%	25%
Students per teacher	7.4	12.6	18.1
Average teacher salary	\$48,107	\$45,750	\$45,193
Amount from Proposition 301	\$682	\$2,292	\$3,195
Average years of teacher experience	12.7	13.0	11.0
Percentage of teachers in first 3 years	8%	13%	16%

Financial stress assessment

Overall financial stress level: Moderate

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

Stress level

FY2012

Low	Moderate	High

State of **Arizona**

page 190

St. David Unified School District

Cochise County

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

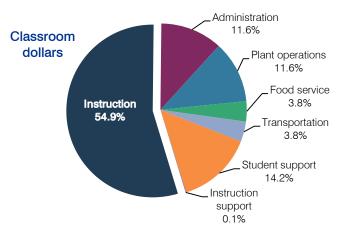
Legislative district(s): 14

District size / location: Students attending: Number of schools: Small, Rural 425 2

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil decreased by 10 percent. Spending in the classroom decreased overall from 58.6 to 54.9 percent. Spending on food service and student support increased and spending on plant operations and instruction support decreased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational		•		Peer	State
area	Measure		District	average	average
	Cost per p	oupil	\$1,017	\$1,487	\$736
Administration	Students per administrator		46	43	66
Plant	Cost per	square foot	\$5.48	\$5.04	\$6.09
operations	Square footage per student		184	299	152
Food service	Cost per meal equivalent		\$3.87	\$3.19	\$2.47
Transportation	Cost per mile		\$3.16	\$3.84	\$3.50
Transportation	Cost per rider		\$438	\$416	\$982
Very low	Low	Comparab	le Hiç	gh V	ery high

Per-pupil spending by operational area

			Peer	State	National
	Dist	rict	average	average	average
	2011	2012	2012	2012	2010
Total	\$8,714	\$8,736	\$9,872	\$7,475	\$10,652
Classroom dollars	5,004	4,792	4,866	4,053	6,526
Nonclassroom dollars:	3,710	3,944	5,006	3,422	4,126
Administration	954	1,017	1,487	736	1,139
Plant operations	866	1,009	1,438	928	1,012
Food service	358	335	454	382	405
Transportation	305	328	510	362	443
Student support	1,174	1,244	636	578	592
Instruction support	53	11	481	436	535

STUDENT ACHIEVEMENT, TEACHER **MEASURES, AND FINANCIAL ASSESSMENT**

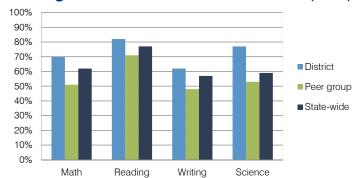
ADE-reported district and school letter grades

District grade:



Grade	Number of schools	Percentage of schools	
Α	0	0%	
В	1		50%
С	1		50%
D	0	0%	
F	0	0%	
Not rated	0	0%	

Percentage of students who met state standards (AIMS)



Student and teacher measures

	Peer	State
District	average	average
95%	94%	94%
92%	80%	78%
29%	31%	25%
14.2	15.2	18.1
\$46,511	\$40,242	\$45,193
\$4,084	\$3,191	\$3,195
14.7	12.0	11.0
7%	16%	16%
	95% 92% 29% 14.2 \$46,511 \$4,084 14.7	District average 95% 94% 92% 80% 29% 31% 14.2 15.2 \$46,511 \$40,242 \$4,084 \$3,191 14.7 12.0

Financial stress assessment

Measure: 2010 through 2	2012	Assessment
Number of students attend	ling	Steady
Spending exceeded opera	ting/capital budgets	Operating and capital
Spending increase election	No election held	
Operating reserve percent	0.5%, Increasing	
Years of capital reserve he	Less than 1 year	
Current financial and interr	nal control status	Marginally compliant
Stress level		
Low	Moderate	High

Office of the Auditor General

St. Johns Unified School District

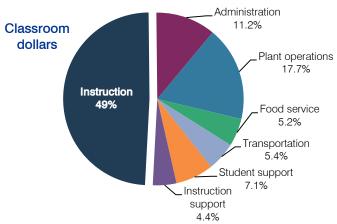
Apache County
Efficiency peer groups 5 and T-12, Achievement peer group 6
Legislative district(s): 7

District size / location: Medium, Town
Students attending: 849
Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil increased by 2 percent. Spending in the classroom varied year to year, decreasing overall from 53.3 to 49 percent. Spending on administration decreased, and spending on plant operations and instruction support increased substantially. Spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational		•		Peer	State
area	Measure		District	average	average
	Cost per p	upil	\$997	\$1,074	\$736
Administration	Students per administrator		44	56	66
Plant	Cost per so	quare foot	\$4.48	\$4.82	\$6.09
operations	Square footage per student		350	250	152
Food service	Cost per meal equivalent		\$4.83	\$2.97	\$2.47
Transportation	Cost per mile		\$2.04	\$2.02	\$3.50
Transportation	Cost per rider		\$1,431	\$1,181	\$982
Very low	Low	Comparab	le Hic	ah V	erv hiah

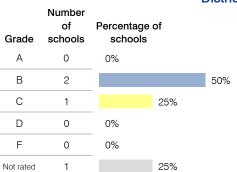
Per-pupil spending by operational area

			Peer	State	National
	Distr	rict	average	average	average
	2011	2012	2012	2012	2010
Total	\$9,265	\$8,874	\$8,416	\$7,475	\$10,652
Classroom dollars	4,751	4,346	4,202	4,053	6,526
Nonclassroom dollars:	4,514	4,528	4,214	3,422	4,126
Administration	1,032	997	1,074	736	1,139
Plant operations	1,459	1,570	1,179	928	1,012
Food service	430	459	412	382	405
Transportation	489	479	536	362	443
Student support	769	635	619	578	592
Instruction support	335	388	394	436	535

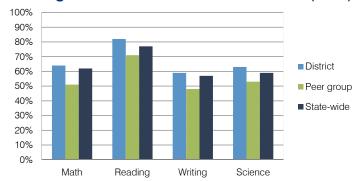
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

	Peer	State
District	average	average
94%	94%	94%
84%	80%	78%
28%	31%	25%
15.3	15.2	18.1
\$41,535	\$40,242	\$45,193
\$3,599	\$3,191	\$3,195
14.0	12.0	11.0
8%	16%	16%
	94% 84% 28% 15.3 \$41,535 \$3,599 14.0	District average 94% 94% 84% 80% 28% 31% 15.3 15.2 \$41,535 \$40,242 \$3,599 \$3,191 14.0 12.0

Financial stress assessment

Measure: 2010 through 2	012	Assessment				
Number of students attendi	ng	Moderate decrease				
Spending exceeded operat	ing/capital budgets	Operating only				
Spending increase election	No election held					
Operating reserve percenta	1.6%, Decreasing					
Years of capital reserve held	1 to 3 years					
Current financial and interna	Compliant					
Stress level						
Low	Moderate	High				

Stanfield Elementary School District

Pinal County

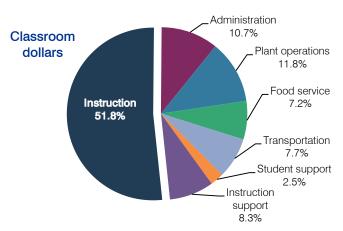
Efficiency peer groups 9 and T-8, Achievement peer group 20 Legislative district(s): 4 and 11

District size / location: Students attending: Number of schools: Medium, Rural 612

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil increased by 7 percent. Spending in the classroom increased from 44.6 to 51.8 percent. Overall, spending on plant operations, transportation, and student support decreased substantially, and spending on instruction support increased substantially. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational			Peer	State
area	Measure	District	average	average
	Cost per pupil	\$919	\$951	\$736
Administration	Students per administrator	68	61	66
Plant	Cost per square foot	\$6.37	\$6.40	\$6.09
operations	Square footage per student	159	142	152
Food service	Cost per meal equivalent	\$2.68	\$2.49	\$2.47
Cost per mile		\$2.39	\$2.87	\$3.50
Transportation	Cost per rider	\$634	\$726	\$982
Very low	Low Comparab	ole Hiç	gh V	ery high

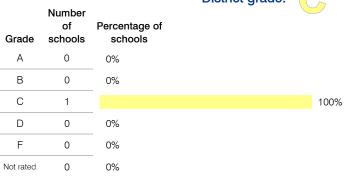
Per-pupil spending by operational area

			Peer	State	National
	Dist	rict	average	average	average
	2011	2012	2012	2012	2010
Total	\$7,892	\$8,593	\$7,482	\$7,475	\$10,652
Classroom dollars	3,871	4,452	3,712	4,053	6,526
Nonclassroom dollars:	4,021	4,141	3,770	3,422	4,126
Administration	826	919	951	736	1,139
Plant operations	919	1,015	881	928	1,012
Food service	608	622	512	382	405
Transportation	647	665	498	362	443
Student support	273	212	429	578	592
Instruction support	748	708	499	436	535

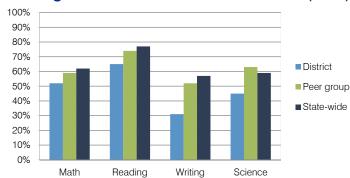
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades





Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	94%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	28%	29%	25%
Students per teacher	14.6	12.6	18.1
Average teacher salary	\$40,020	\$45,750	\$45,193
Amount from Proposition 301	\$1,795	\$2,292	\$3,195
Average years of teacher experience	9.1	13.0	11.0
Percentage of teachers in first 3 years	19%	13%	16%

Financial stress assessment

Overall financial stre	ss level:	Low	
Measure: 2010 through	2012		Assessment
Number of students atten	ding		Moderate decrease
Spending exceeded oper	Spending exceeded operating/capital budgets		
Spending increase election	n results		Voter-rejected
Operating reserve percen	tage (max. 4	1%), trend	4.0%, Steady
Years of capital reserve h	eld		More than 3 years
Current financial and internal control status		Compliant	
Stress level			
Low	Mod	erate	High

Office of the Auditor General

Sunnyside Unified School District

Pima County

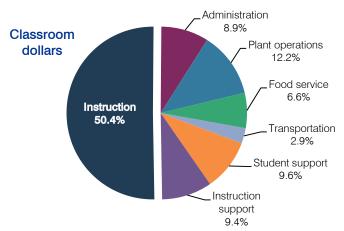
Efficiency peer groups 2 and T-1, Achievement peer group 7 Legislative district(s): 2, 3 and 4

District size / location: Large, City
Students attending: 16,682
Number of schools: 22

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil decreased by 8 percent. Spending in the classroom decreased from 57 to 50.4 percent. Overall, spending on plant operations and instruction support increased, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

				_	
Operational area	Measure		District	Peer average	State average
	Cost per p	upil	\$625	\$636	\$736
Administration	Students per administrator		63	68	66
Plant	Cost per square foot		\$7.44	\$6.49	\$6.09
operations	Square footage per student		115	144	152
Food service	Cost per meal equivalent		\$2.68	\$2.34	\$2.47
Transportation	Cost per mile		\$2.94	\$5.69	\$3.50
Transportation	Cost per rider		\$269	\$569	\$982
Very low	Low Comparab		le Hic	gh V	ery high

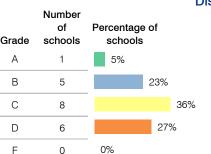
Per-pupil spending by operational area

			Peer	State	National
	Distr	rict	average	average	average
	2011	2012	2012	2012	2010
Total	\$7,103	\$7,004	\$6,835	\$7,475	\$10,652
Classroom dollars	3,660	3,527	3,705	4,053	6,526
Nonclassroom dollars:	3,443	3,477	3,130	3,422	4,126
Administration	620	625	636	736	1,139
Plant operations	801	853	929	928	1,012
Food service	455	464	316	382	405
Transportation	216	202	352	362	443
Student support	682	673	510	578	592
Instruction support	669	660	387	436	535

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

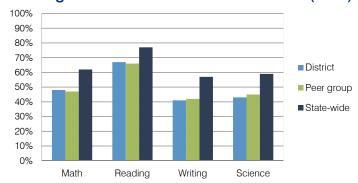




9%

2

Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	93%	93%	94%
Graduation rate (2011)	72%	76%	78%
Poverty rate (2011)	45%	40%	25%
Students per teacher	18.9	15.6	18.1
Average teacher salary	\$42,858	\$42,644	\$45,193
Amount from Proposition 301	\$3,004	\$3,127	\$3,195
Average years of teacher experience	11.5	13.0	11.0
Percentage of teachers in first 3 years	15%	13%	16%

Financial stress assessment

Overall financial stress level: Moderate

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	2.2%, Varying
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Marginally compliant

Stress level		
Low	Moderate	High

State of Arizona

page 194 FY2012

Superior Unified School District

Pinal County

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

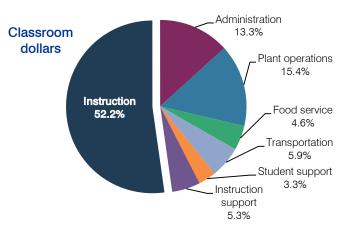
District size / location: Students attending: Number of schools: Small, Town 438

Ctoto

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil decreased by 9 percent. Spending in the classroom varied year to year, ranging from a high of 55.1 to a low of 52.2 percent. Spending on administration and student support decreased and spending on transportation and instruction support increased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

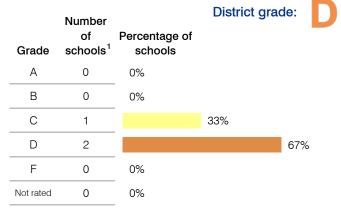
Operational				Peer	State
area	Measure		District	average	average
	Cost per pu	upil	\$1,157	\$1,487	\$736
Administration	Students per administrator		53	43	66
Plant	Cost per square foot		\$4.76	\$5.04	\$6.09
operations	Square footage per student		282	299	152
Food service	Cost per meal equivalent		\$3.24	\$3.19	\$2.47
Transportation	Cost per mile		\$4.80	\$3.84	\$3.50
Transportation	Cost per rider		\$563	\$416	\$982
Very low	Low	Comparable	Hiç	gh V	ery high

Per-pupil spending by operational area

			Peer	State	inational
	Dist	rict	average	average	average
	2011	2012	2012	2012	2010
Total	\$9,064	\$8,710	\$9,872	\$7,475	\$10,652
Classroom dollars	4,730	4,550	4,866	4,053	6,526
Nonclassroom dollars:	4,334	4,160	5,006	3,422	4,126
Administration	1,091	1,157	1,487	736	1,139
Plant operations	1,568	1,343	1,438	928	1,012
Food service	464	395	454	382	405
Transportation	669	515	510	362	443
Student support	275	285	636	578	592
Instruction support	267	465	481	436	535

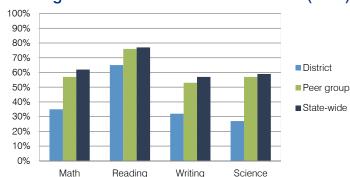
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades



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

Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	95%	94%	94%
Graduation rate (2011)	88%	82%	78%
Poverty rate (2011)	23%	24%	25%
Students per teacher	19.0	17.0	18.1
Average teacher salary	\$45,260	\$40,636	\$45,193
Amount from Proposition 301	\$2,668	\$3,192	\$3,195
Average years of teacher experience	12.0	11.8	11.0
Percentage of teachers in first 3 years	14%	15%	16%

Financial stress assessment

Overall financial stre	ess level:	Low	
Measure: 2010 through	2012		Assessment
Number of students atter	nding		Steady
Spending exceeded ope	Spending exceeded operating/capital budgets		
Spending increase election	on results		Voter-approved
Operating reserve percer	ntage (max. 4%), trend	4.0%, Steady
Years of capital reserve h	eld		Less than 1 year
Current financial and internal control status			Marginally compliant
Stress level			
Low	Modera	ate	High

Office of the Auditor General

Tanque Verde Unified School District

Pima County

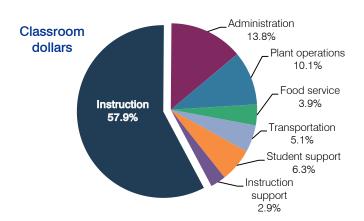
Efficiency peer groups 3 and T-4, Achievement peer group 1 Legislative district(s): 10 and 14

District size / location: Students attending: Number of schools: Medium, Suburb 1,680 4

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil decreased by 15 percent. Spending in the classroom varied year to year, increasing overall from 56.7 to 57.9 percent. Spending on plant operations decreased, while spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational	Measure	•	District	Peer	State
area	Measure		DISTILL	average	average
	Cost per p	upil	\$1,001	\$736	\$736
Administration	Students per administrator		63	71	66
Plant	Cost per square foot		\$5.87	\$5.88	\$6.09
operations	Square footage per student		125	158	152
Food service	Cost per meal equivalent		\$2.57	\$2.74	\$2.47
Transportation	Cost per mile		\$3.39	\$3.62	\$3.50
Transportation	Cost per rider		\$1,111	\$1,088	\$982
Very low	Low	Comparab	le Hic	ah V	erv hiah

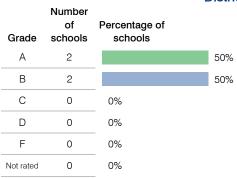
Per-pupil spending by operational area

			Peer	State	National
	District		average	average	average
	2011	2012	2012	2012	2010
Total	\$7,298	\$7,261	\$7,033	\$7,475	\$10,652
Classroom dollars	4,197	4,207	3,759	4,053	6,526
Nonclassroom dollars:	3,101	3,054	3,274	3,422	4,126
Administration	1,102	1,001	736	736	1,139
Plant operations	680	734	920	928	1,012
Food service	253	281	338	382	405
Transportation	384	368	426	362	443
Student support	429	460	546	578	592
Instruction support	253	210	308	436	535

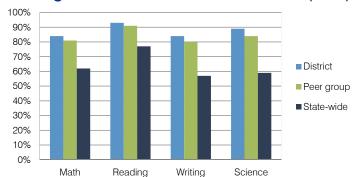
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	95%	95%	94%
Graduation rate (2011)	95%	91%	78%
Poverty rate (2011)	7%	8%	25%
Students per teacher	15.5	18.1	18.1
Average teacher salary	\$40,396	\$41,564	\$45,193
Amount from Proposition 301	\$3,067	\$3,385	\$3,195
Average years of teacher experience	12.9	10.7	11.0
Percentage of teachers in first 3 years	10%	14%	16%

Financial stress assessment

Overall financial stress level: Moderate

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

Stress level
 Low Moderate High

page 196 FY2012

Tempe Elementary School District

Maricopa County

Efficiency peer groups 7 and T-2, Achievement peer group 15

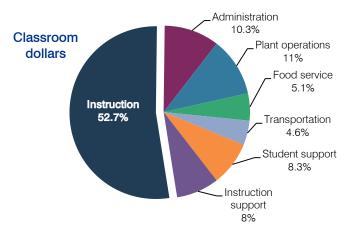
Legislative district(s): 18, 26 and 27

District size / location: Students attending: Number of schools: Large, City 11,124 20

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil decreased by 1 percent. Spending in the classroom decreased from 55.4 to 52.7 percent. Overall, spending on administration and instruction support increased, while spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure		District	Peer average	State average
	Cost per p	upil	\$874	\$695	\$736
Administration	Students per administrator		64	67	66
Plant	Cost per square foot		\$6.29	\$6.05	\$6.09
operations	Square footage per student		147	131	152
Food service	Cost per meal equivalent		\$2.28	\$2.41	\$2.47
Transportation	Cost per mile		\$4.60	\$4.84	\$3.50
Transportation	Cost per rider		\$720	\$844	\$982
Very low	Low	Comparabl	le Hig	gh V	ery high

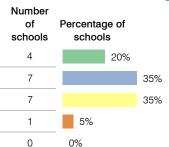
Per-pupil spending by operational area

		Peer	State	inational
Dist	rict	average	average	average
2011	2012	2012	2012	2010
\$8,594	\$8,436	\$7,254	\$7,475	\$10,652
4,606	4,444	3,944	4,053	6,526
3,988	3,992	3,310	3,422	4,126
861	874	695	736	1,139
963	925	794	928	1,012
426	435	489	382	405
365	387	299	362	443
696	699	526	578	592
677	672	507	436	535
	2011 \$8,594 4,606 3,988 861 963 426 365 696	\$8,594 \$8,436 4,606 4,444 3,988 3,992 861 874 963 925 426 435 365 387 696 699	District average 2011 2012 2012 \$8,594 \$8,436 \$7,254 4,606 4,444 3,944 3,988 3,992 3,310 861 874 695 963 925 794 426 435 489 365 387 299 696 699 526	District average average 2011 2012 2012 2012 \$8,594 \$8,436 \$7,254 \$7,475 4,606 4,444 3,944 4,053 3,988 3,992 3,310 3,422 861 874 695 736 963 925 794 928 426 435 489 382 365 387 299 362 696 699 526 578

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:



5%

Grade

В

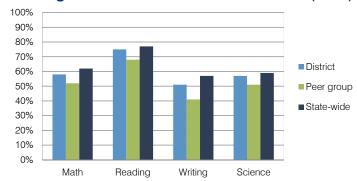
С

D

F

Not rated

Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	31%	33%	25%
Students per teacher	15.2	17.7	18.1
Average teacher salary	\$39,502	\$41,441	\$45,193
Amount from Proposition 301	\$2,665	\$2,520	\$3,195
Average years of teacher experience	10.4	9.6	11.0
Percentage of teachers in first 3 years	13%	21%	16%

Financial stress assessment

Measure: 2010 through	2012	Assessment
Number of students atten-	ding	Large decrease
Spending exceeded opera	No overspending	
Spending increase election	Voter-approved	
Operating reserve percent	tage (max. 4%), trend	3.6%, Steady
Years of capital reserve he	eld	More than 3 years
Current financial and inter	Compliant	
Stress level		
Low	Moderate	Hiah

Office of the Auditor General

Tempe Union High School District

Maricopa County

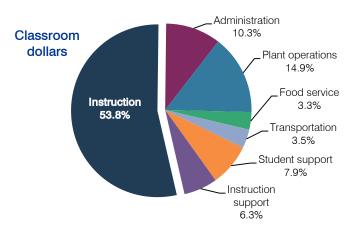
Efficiency peer groups 2 and T-3, Achievement peer group 9 Legislative district(s): 18, 26 and 27

District size / location: Large, City Students attending: 13,578 Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil decreased by 2 percent. Spending in the classroom decreased from 59.7 to 53.8 percent. Overall, spending on administration, plant operations and transportation increased, while spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational				Peer	State
area	Measure		District	average	average
	Cost per p	upil	\$718	\$636	\$736
Administration	Students per administrator		76	68	66
Plant	Cost per square foot		\$6.07	\$6.49	\$6.09
operations	Square footage per student		171	144	152
Food service	Cost per meal equivalent		\$2.74	\$2.34	\$2.47
Transportation	Cost per mile		\$3.59	\$3.80	\$3.50
Transportation	Cost per rider		\$860	\$940	\$982
Very low	Low Comparab		le Hio	ah V	erv hiah

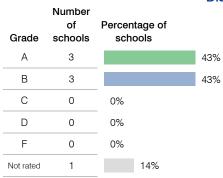
Per-pupil spending by operational area

			Peer	State	National
	District		average	average	average
	2011	2012	2012	2012	2010
Total	\$7,155	\$6,953	\$6,835	\$7,475	\$10,652
Classroom dollars	4,032	3,739	3,705	4,053	6,526
Nonclassroom dollars:	3,123	3,214	3,130	3,422	4,126
Administration	685	718	636	736	1,139
Plant operations	1,004	1,040	929	928	1,012
Food service	223	229	316	382	405
Transportation	245	242	352	362	443
Student support	540	546	510	578	592
Instruction support	426	439	387	436	535

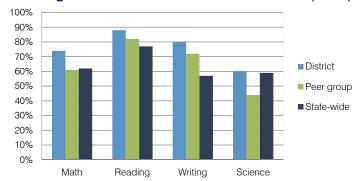
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	93%	94%	94%
Graduation rate (2011)	89%	86%	78%
Poverty rate (2011)	14%	18%	25%
Students per teacher	20.3	20.4	18.1
Average teacher salary	\$50,209	\$44,813	\$45,193
Amount from Proposition 301	\$4,018	\$4,459	\$3,195
Average years of teacher experience	12.3	9.7	11.0
Percentage of teachers in first 3 years	9%	16%	16%

Financial stress assessment

Overall financial stress le	evel: Low	
Measure: 2010 through 2012		Assessment
Number of students attending		Increase
Spending exceeded operating/	No overspending	
Spending increase election res	Mixed election results	
Operating reserve percentage	(max. 4%), trend	3.1%, Varying
Years of capital reserve held		More than 3 years
Current financial and internal co	Compliant	
Stress level		
Low	Moderate	High

Thatcher Unified School District

Graham County

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

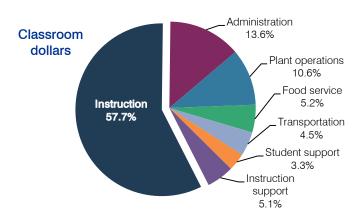
Legislative district(s): 14

District size / location: Students attending: Number of schools: Medium, Town 1,422

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil decreased by 9 percent. Spending in the classroom decreased overall from 61.6 to 57.7 percent. Spending on plant operations decreased and spending on student support and instruction support increased. Spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational			Peer	State	
area	Measure	District	average	average	
	Cost per pupil	\$750	\$1,074	\$736	
Administration	Students per administrator	66	56	66	
Plant	Cost per square foot	\$3.01	\$4.82	\$6.09	
operations	Square footage per student	195	250	152	
Food service	Cost per meal equivalent	\$3.12	\$2.97	\$2.47	
Transportation	Cost per mile	\$3.39	\$3.84	\$3.50	
Transportation	Cost per rider	\$473	\$416	\$982	
Very low	Low Comparab	ole Hig	gh V	ery high	

Per-pupil spending by operational area

		Peer	State	inational
Dist	rict	average	average	average
2011	2012	2012	2012	2010
\$5,616	\$5,531	\$8,416	\$7,475	\$10,652
3,304	3,192	4,202	4,053	6,526
2,312	2,339	4,214	3,422	4,126
715	750	1,074	736	1,139
698	586	1,179	928	1,012
295	289	412	382	405
246	248	536	362	443
149	182	619	578	592
209	284	394	436	535
	2011 \$5,616 3,304 2,312 715 698 295 246 149	\$5,616 \$5,531 3,304 3,192 2,312 2,339 715 750 698 586 295 289 246 248 149 182	District average 2011 2012 2012 \$5,616 \$5,531 \$8,416 3,304 3,192 4,202 2,312 2,339 4,214 715 750 1,074 698 586 1,179 295 289 412 246 248 536 149 182 619	District average average 2011 2012 2012 \$5,616 \$5,531 \$8,416 \$7,475 3,304 3,192 4,202 4,053 2,312 2,339 4,214 3,422 715 750 1,074 736 698 586 1,179 928 295 289 412 382 246 248 536 362 149 182 619 578

ADE-reported district and school letter grades

STUDENT ACHIEVEMENT, TEACHER

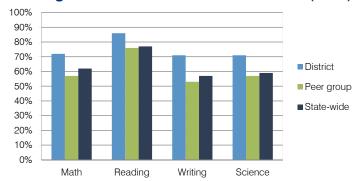
MEASURES, AND FINANCIAL ASSESSMENT





	Number			District gi	aac.	
Grade	of schools	Percentage of schools	of			
Α	1		25%			
В	3				75%	
С	0	0%				
D	0	0%				
F	0	0%				
Not rated	0	0%				

Percentage of students who met state standards (AIMS)



Student and teacher measures

	Peer	State
District	average	average
96%	94%	94%
93%	82%	78%
22%	24%	25%
19.5	17.0	18.1
\$38,926	\$40,636	\$45,193
\$4,917	\$3,192	\$3,195
13.8	11.8	11.0
13%	15%	16%
	96% 93% 22% 19.5 \$38,926 \$4,917 13.8	District average 96% 94% 93% 82% 22% 24% 19.5 17.0 \$38,926 \$40,636 \$4,917 \$3,192 13.8 11.8

Financial stress assessment

Overall financial stre	ess level:	Low	
Measure: 2010 through	2012		Assessment
Number of students atter	nding		Increase
Spending exceeded operating/capital budgets			No overspending
Spending increase election results			Voter-approved
Operating reserve percentage (max. 4%), trend			4.0%, Steady
Years of capital reserve held			More than 3 years
Current financial and internal control status		Compliant	
Stress level			
Low	Modera	te	High

Office of the Auditor General

Tolleson Elementary School District

Maricopa County

Efficiency peer groups 8 and T-2, Achievement peer group 15

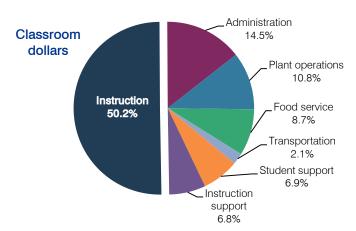
Legislative district(s): 19

District size / location: Medium-Large, Suburb Students attending: 2,558 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil decreased by 7 percent. Spending in the classroom varied year to year, decreasing overall from 54.9 to 50.2 percent. Spending on administration, plant operations, and food service increased slightly, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	•	District	Peer average	State average
	Cost per pu	ıpil	\$952	\$796	\$736
Administration	Students po administrat		84	75	66
Plant	Cost per so	quare foot	\$5.50	\$6.25	\$6.09
operations	Square foo student	tage per	129	131	152
Food service	Cost per meal equivalent		\$2.25	\$2.45	\$2.47
Transportation	Cost per mile		\$4.48	\$4.84	\$3.50
Transportation	Cost per ric	der	\$751	\$844	\$982
Very low	Low	Comparab	le Hic	ah V	erv hiah

Per-pupil spending by operational area

			Peer	State	National
	Dist	rict	average	average	average
	2011	2012	2012	2012	2010
Total	\$7,735	\$6,572	\$6,968	\$7,475	\$10,652
Classroom dollars	4,371	3,302	3,582	4,053	6,526
Nonclassroom dollars:	3,364	3,270	3,386	3,422	4,126
Administration	1,083	952	796	736	1,139
Plant operations	744	709	811	928	1,012
Food service	591	574	523	382	405
Transportation	160	135	271	362	443
Student support	400	452	522	578	592
Instruction support	386	448	463	436	535

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

Percentage of

schools

0%

0%

0%

Number

of

schools

0

1

3

0

0

0

Grade

В

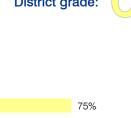
С

D

F

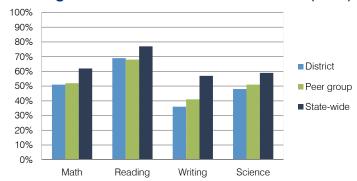
Not rated

District grade:



Percentage of students who met state standards (AIMS)

25%



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	29%	33%	25%
Students per teacher	19.2	17.7	18.1
Average teacher salary	\$42,579	\$41,441	\$45,193
Amount from Proposition 301	\$2,497	\$2,520	\$3,195
Average years of teacher experience	10.1	9.6	11.0
Percentage of teachers in first 3 years	15%	21%	16%

Financial stress assessment

Overall	financial	stress	level:	Moderate
Overall	Illianciai	Suess	ievei:	Woderate

Assessment
Steady
Operating and capital
Voter-approved
0.7%, Decreasing
1 to 3 years
Marginally compliant

Stress	level

Low	Moderate	High

page 200 FY2012

Tolleson Union High School District

Maricopa County

Efficiency peer groups 2 and T-4, Achievement peer group 9

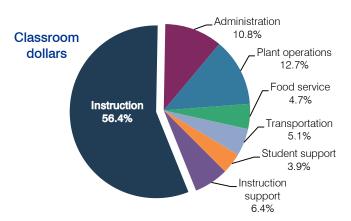
Legislative district(s): 19, 27 and 29

District size / location: Students attending: Number of schools: Large, Suburb 9,583 6

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil decreased by 2 percent. Spending in the classroom varied year to year, decreasing slightly overall from 57.3 to 56.4 percent. Spending on administration and instruction support increased substantially, and spending on plant operations and student support decreased substantially. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

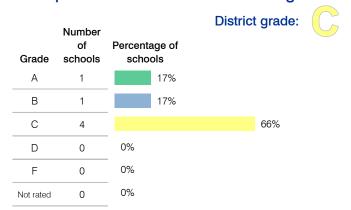
Operational	•		Peer	State
area	Measure	District	average	average
	Cost per pupil	\$684	\$636	\$736
Administration	Students per administrator	83	68	66
Plant	Cost per square foot	\$5.84	\$6.49	\$6.09
operations	Square footage per student	137	144	152
Food service	Cost per meal equivalent	\$2.21	\$2.34	\$2.47
_ Cost per mile		\$3.98	\$3.62	\$3.50
Transportation	Cost per rider	\$1,136	\$1,088	\$982
Very low	Low Comparab	ole Hiç	gh V	ery high

Per-pupil spending by operational area

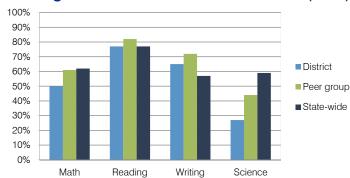
		Peer	State	National
Distr	rict	average	average	average
2011	2012	2012	2012	2010
\$5,806	\$6,316	\$6,835	\$7,475	\$10,652
3,329	3,563	3,705	4,053	6,526
2,477	2,753	3,130	3,422	4,126
642	684	636	736	1,139
767	799	929	928	1,012
272	298	316	382	405
299	322	352	362	443
209	244	510	578	592
288	406	387	436	535
	2011 \$5,806 3,329 2,477 642 767 272 299 209	\$5,806 \$6,316 3,329 3,563 2,477 2,753 642 684 767 799 272 298 299 322 209 244	District average 2011 2012 2012 \$5,806 \$6,316 \$6,835 3,329 3,563 3,705 2,477 2,753 3,130 642 684 636 767 799 929 272 298 316 299 322 352 209 244 510	District average average 2011 2012 2012 \$5,806 \$6,316 \$6,835 \$7,475 3,329 3,563 3,705 4,053 2,477 2,753 3,130 3,422 642 684 636 736 767 799 929 928 272 298 316 382 299 322 352 362 209 244 510 578

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades



Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	93%	94%	94%
Graduation rate (2011)	87%	86%	78%
Poverty rate (2011)	22%	18%	25%
Students per teacher	19.1	20.4	18.1
Average teacher salary	\$40,128	\$44,813	\$45,193
Amount from Proposition 301	\$4,770	\$4,459	\$3,195
Average years of teacher experience	9.0	9.7	11.0
Percentage of teachers in first 3 years	20%	16%	16%

Financial stress assessment

Overall financial stre	ess level:	Low	
Measure: 2010 through	2012		Assessment
Number of students atten	iding		Increase
Spending exceeded oper	ating/capital bud	dgets	No overspending
Spending increase election	on results		Voter-approved
Operating reserve percen	tage (max. 4%),	trend	3.6%, Increasing
Years of capital reserve h	eld		More than 3 years
Current financial and inter	rnal control statu	s	Compliant
Stress level			
Low	Moderat	e	High

Office of the Auditor General

Toltec Elementary School District

Pinal County

Efficiency peer groups 9 and T-6, Achievement peer group 19 Legislative district(s): 11

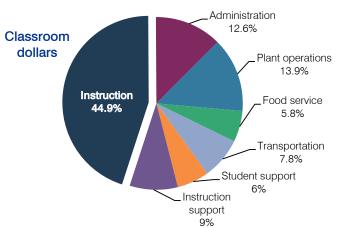
District size / location: Students attending: Number of schools: Medium, Rural 1,137

2

OPERATIONAL EFFICIENCY

Spending by operational area





5-year spending trend

Total spending per pupil decreased by 3 percent. Spending in the classroom varied year to year, decreasing overall from 56.9 to 44.9 percent. Spending on administration decreased, and spending on plant operations, transportation, student support, and instruction support increased substantially. Spending on food service remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure		District	Peer average	State average
	Cost per p	upil	\$806	\$951	\$736
Administration	Students p administrat		NR	61	66
Plant	Cost per so	quare foot	\$6.30	\$6.40	\$6.09
operations	Square footage per student		141	142	152
Food service	Cost per meal equivalent		\$2.34	\$2.49	\$2.47
Transportation Cost per mile		NR	\$3.84	\$3.50	
	Cost per rider		\$396	\$416	\$982
Very low	Low Comparab		le Hic	yh V	ery high

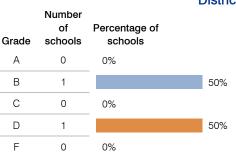
Per-pupil spending by operational area

			Peer	State	National
	Dist	rict	average	average	average
	2011	2012	2012	2012	2010
Total	\$6,366	\$6,400	\$7,482	\$7,475	\$10,652
Classroom dollars	3,175	2,872	3,712	4,053	6,526
Nonclassroom dollars:	3,191	3,528	3,770	3,422	4,126
Administration	980	806	951	736	1,139
Plant operations	926	888	881	928	1,012
Food service	390	372	512	382	405
Transportation	344	502	498	362	443
Student support	315	382	429	578	592
Instruction support	236	578	499	436	535

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:

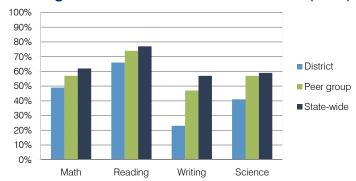


0%

Not rated

0

Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	94%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	23%	23%	25%
Students per teacher	18.9	15.3	18.1
Average teacher salary	\$36,000	\$43,358	\$45,193
Amount from Proposition 301	\$1,543	\$2,716	\$3,195
Average years of teacher experience	7.5	12.2	11.0
Percentage of teachers in first 3 years	21%	11%	16%

Financial stress assessment

Measure: 2010 through	2012	Assessment
Number of students atten	ding	Large decrease
Spending exceeded oper	ating/capital budgets	No overspending
Spending increase election	Voter-rejected	
Operating reserve percen	1.9%, Varying	
Years of capital reserve h	More than 3 years	
Current financial and inter	Compliant	
Stress level		
Low	Moderate	High

Tombstone Unified School District

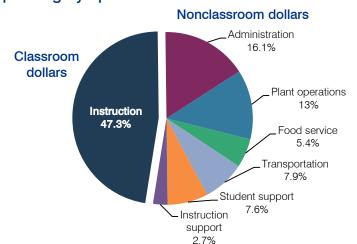
Cochise County

Efficiency peer groups 5 and T-10, Achievement peer group 5 Legislative district(s): 14

District size / location: Students attending: Number of schools: Medium, Town 897

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 6 percent. Spending in the classroom varied year to year, ranging from a high of 52.2 to a low of 46.5 percent. Spending on administration, plant operations, transportation, and instruction support increased and spending on student support decreased substantially. Spending on food service remained fairly stable.

Cost measures relative to peer averages

Operational		•		Peer	State
area	Measure		District	average	average
	Cost per p	upil	\$1,302	\$1,074	\$736
Administration	Students p administrat		38	56	66
Plant	Cost per square foot		\$4.06	\$4.82	\$6.09
operations	Square foo student	tage per	258	250	152
Food service	Cost per meal equivalent		\$2.96	\$2.97	\$2.47
Transportation	Cost per mile		\$1.95	\$2.26	\$3.50
Transportation	Cost per rider		\$774	\$935	\$982
Very low	Low	Comparab	le Hig	gh V	ery high

Per-pupil spending by operational area

			Peer	State	National
	Dist	rict	average	average	average
	2011	2012	2012	2012	2010
Total	\$7,937	\$8,065	\$8,416	\$7,475	\$10,652
Classroom dollars	3,688	3,812	4,202	4,053	6,526
Nonclassroom dollars:	4,249	4,253	4,214	3,422	4,126
Administration	1,218	1,302	1,074	736	1,139
Plant operations	1,018	1,049	1,179	928	1,012
Food service	463	440	412	382	405
Transportation	723	636	536	362	443
Student support	596	610	619	578	592
Instruction support	231	216	394	436	535

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

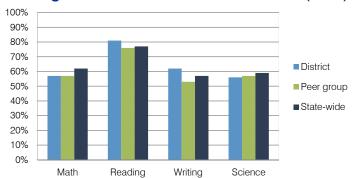
ADE-reported district and school letter grades

District grade:



	Number		
Grade	of schools	Percentage of schools	
Α	0	0%	
В	3		100%
С	0	0%	
D	0	0%	
F	0	0%	
Not rated	0	0%	

Percentage of students who met state standards (AIMS)



Student and teacher measures

	Peer	State
District	average	average
93%	94%	94%
91%	82%	78%
25%	24%	25%
16.2	17.0	18.1
\$36,347	\$40,636	\$45,193
\$2,300	\$3,192	\$3,195
8.9	11.8	11.0
23%	15%	16%
	93% 91% 25% 16.2 \$36,347 \$2,300 8.9	District average 93% 94% 91% 82% 25% 24% 16.2 17.0 \$36,347 \$40,636 \$2,300 \$3,192 8.9 11.8

Financial stress assessment

Overall financial stress leve	el: Moderate	
Measure: 2010 through 2012		Assessment
Number of students attending		Increase
Spending exceeded operating/ca	pital budgets	No overspending
Spending increase election results	S	No election held
Operating reserve percentage (ma	ax. 4%), trend	1.1%, Increasing
Years of capital reserve held		1 to 3 years
Current financial and internal control status		Compliant
Stress level		
Low	1oderate	High

Office of the Auditor General

Tonto Basin Elementary School District

Gila County

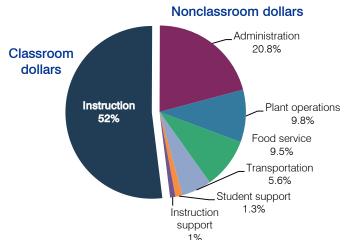
Efficiency peer groups 11 and T-13, Achievement peer group 22 Legislative district(s): 6

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

65 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 33 percent. Spending in the classroom decreased from 53 to 52 percent. Spending on some nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on administration increased substantially and spending on transportation decreased.

Cost measures relative to peer averages

Operational			Peer	State
area	Measure	District	average	average
	Cost per pupil	\$3,217	\$2,472	\$736
Administration	Students per administrator	17	30	66
Plant	Cost per square foot	\$6.25	\$6.93	\$6.09
operations	Square footage per student	243	320	152
Food service	Cost per meal equivalent	\$4.14	\$4.88	\$2.47
Transportation	Cost per mile	\$1.27	\$1.53	\$3.50
Transportation	Cost per rider	\$764	\$1,171	\$982

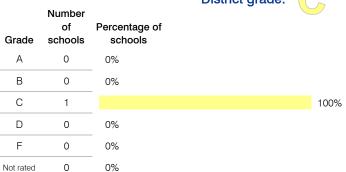
Per-pupil spending by operational area

		Peer	State	National
Dist	rict	average	average	average
2011	2012	2012	2012	2010
\$14,471	\$15,468	\$15,082	\$7,475	\$10,652
7,555	8,039	7,880	4,053	6,526
6,916	7,429	7,202	3,422	4,126
2,960	3,217	2,472	736	1,139
1,512	1,520	2,126	928	1,012
1,344	1,474	756	382	405
764	864	970	362	443
205	205	541	578	592
131	149	337	436	535
	2011 \$14,471 7,555 6,916 2,960 1,512 1,344 764 205	\$14,471 \$15,468 7,555 8,039 6,916 7,429 2,960 3,217 1,512 1,520 1,344 1,474 764 864 205 205	District average 2011 2012 2012 \$14,471 \$15,468 \$15,082 7,555 8,039 7,880 6,916 7,429 7,202 2,960 3,217 2,472 1,512 1,520 2,126 1,344 1,474 756 764 864 970 205 541	District average average 2011 2012 2012 2012 \$14,471 \$15,468 \$15,082 \$7,475 7,555 8,039 7,880 4,053 6,916 7,429 7,202 3,422 2,960 3,217 2,472 736 1,512 1,520 2,126 928 1,344 1,474 756 382 764 864 970 362 205 205 541 578

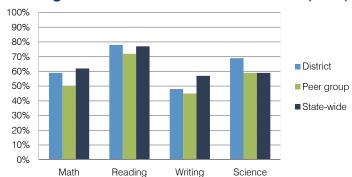
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades





Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	95%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	63%	54%	25%
Students per teacher	10.9	13.5	18.1
Average teacher salary	\$51,789	\$48,358	\$45,193
Amount from Proposition 301	\$2,149	\$2,404	\$3,195
Average years of teacher experience	15.8	11.8	11.0
Percentage of teachers in first 3 years	0%	9%	16%

Financial stress assessment

Overall financial stress level: Moderate

Measure: 2010 through		Assessment
Number of students atter	nding	Small school adjustment
Spending exceeded ope	rating/capital budgets	Capital only
Spending increase electi	No election held	
Operating reserve percer	2.9%, Increasing	
Years of capital reserve held		1 to 3 years
Current financial and internal control status		Compliant
Stress level		
Low	Moderate	High

State of Arizona

page 204 FY2012

Topock Elementary School District

Mohave County

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

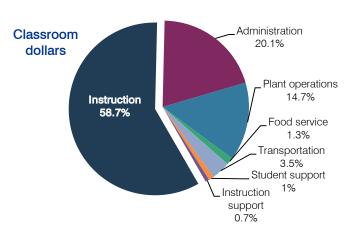
District size / location: Students attending: Number of schools: Very small, Rural 133

100

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil decreased by 7 percent. Spending in the classroom varied year to year, increasing overall from 56.2 to 58.7 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on food service and instruction support decreased substantially, and spending on plant operations increased substantially.

Cost measures relative to peer averages

Operational	•		Peer	State
area	area Measure		average	average
	Cost per pupil	\$1,801	\$2,472	\$736
Administration	Students per administrator	44	30	66
Plant	Cost per square foot	\$6.70	\$6.93	\$6.09
operations	Square footage per student	196	320	152
Food service	Cost per meal equivalent	NR	\$4.88	\$2.47
Transportation	Cost per mile	\$1.81	\$1.53	\$3.50
Transportation	Cost per rider	\$717	\$1,171	\$982

Per-pupil spending by operational area

			Peer	State	inational
	Dist	rict	average	average	average
	2011	2012	2012	2012	2010
Total	\$8,728	\$8,940	\$15,082	\$7,475	\$10,652
Classroom dollars	4,854	5,245	7,880	4,053	6,526
Nonclassroom dollars:	3,874	3,695	7,202	3,422	4,126
Administration	1,683	1,801	2,472	736	1,139
Plant operations	1,020	1,316	2,126	928	1,012
Food service	563	117	756	382	405
Transportation	289	317	970	362	443
Student support	82	86	541	578	592
Instruction support	237	58	337	436	535

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

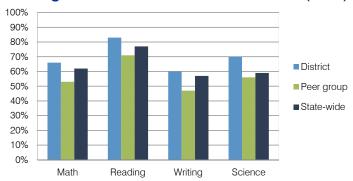
ADE-reported district and school letter grades

District grade:



	Number		Diotriot grader		
Grade	of schools	Percentage of schools			
Α	0	0%			
В	1			1	00%
С	0	0%			
D	0	0%			
F	0	0%			
Not rated	0	0%			

Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	93%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	43%	39%	25%
Students per teacher	19.1	14.4	18.1
Average teacher salary	\$52,236	\$40,820	\$45,193
Amount from Proposition 301	\$1,808	\$2,313	\$3,195
Average years of teacher experience	9.0	11.7	11.0
Percentage of teachers in first 3 years	15%	12%	16%

Financial stress assessment

oderate					
Assessment					
Moderate decrease					
dgets 2011, isolated					
No election held					
trend 1.5%, Varying					
More than 3 years					
us Noncompliant					
Stress level					
te High					

Office of the Auditor General

Tuba City Unified School District

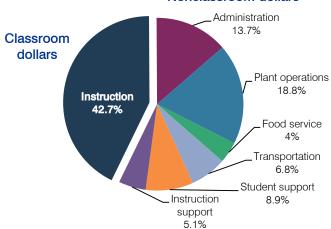
Coconino County Efficiency peer groups 5 and T-10, Achievement peer group 6 Legislative district(s): 7

District size / location: Medium, Town Students attending: 1,675 Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area





5-year spending trend

Total spending per pupil increased by 9 percent. Spending in the classroom varied year to year, decreasing overall from 44.8 to 42.7 percent. Spending on administration and plant operations increased substantially, and spending on student support and instruction support decreased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure		District	Peer average	State average
	Cost per pupil		\$1,835	\$1,074	\$736
Administration	Students per administrator		38	56	66
Plant	Cost per square foot		\$6.58	\$4.82	\$6.09
operations	Square footage per student		382	250	152
Food service	Cost per meal equivalent		\$2.78	\$2.97	\$2.47
Transportation	Cost per mile		\$2.59	\$2.26	\$3.50
Transportation	Cost per rider		\$1,023	\$935	\$982
Very low	Low Comparab		le Hiç	gh V	ery high

Per-pupil spending by operational area

State of Arizona

			Peer	State	National
	Dist	rict	average	average	average
	2011	2012	2012	2012	2010
Total	\$12,303	\$13,374	\$8,416	\$7,475	\$10,652
Classroom dollars	5,055	5,713	4,202	4,053	6,526
Nonclassroom dollars:	7,248	7,661	4,214	3,422	4,126
Administration	1,495	1,835	1,074	736	1,139
Plant operations	2,367	2,514	1,179	928	1,012
Food service	578	529	412	382	405
Transportation	847	910	536	362	443
Student support	1,398	1,188	619	578	592
Instruction support	563	685	394	436	535

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

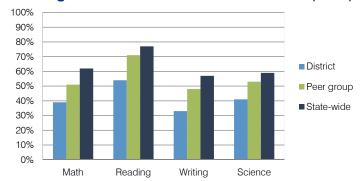
District grade:



of Percentage of Grade schools schools В 14% 1 С 2 29% D 2 29% F 14% Not rated 14%

Number

Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	91%	94%	94%
Graduation rate (2011)	63%	80%	78%
Poverty rate (2011)	33%	31%	25%
Students per teacher	12.4	15.2	18.1
Average teacher salary	\$41,940	\$40,242	\$45,193
Amount from Proposition 301	\$3,761	\$3,191	\$3,195
Average years of teacher experience	11.6	12.0	11.0
Percentage of teachers in first 3 years	6%	16%	16%

Financial stress assessment

Overall financial stress level: Moderate

ncentrated decrease No overspending
No overspending
No election held
3.2%, Varying
More than 3 years
Marginally compliant

Stress level

Low	Moderate	High

page 206 FY2012

Tucson Unified School District

Pima County

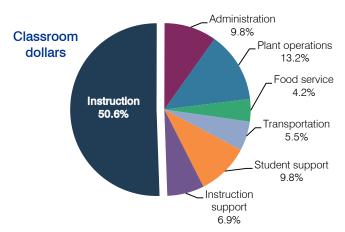
Efficiency peer groups 1 and T-5, Achievement peer group 3 Legislative district(s): 2, 3, 4, 9 and 10

District size / location: Students attending: Number of schools: Very large, City 48,969 100

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil increased by 11 percent. Spending in the classroom decreased from 54.3 to 50.6 percent. Spending on plant operations and student support increased, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational				Peer	State
area	Measure		District	average	average
	Cost per pupil		\$854	\$620	\$736
Administration	Students p administra		59	79	66
Plant	Cost per square foot		\$6.60	\$5.88	\$6.09
operations	Square feetage per		175	144	152
Food service	Cost per meal equivalent		\$2.79	\$2.46	\$2.47
Transportation	Cost per mile		\$4.30	\$3.54	\$3.50
Cost per rider		der	\$2,454	\$1,372	\$982
Very low	Low	Comparab	le Hiç	gh V	ery high

Per-pupil spending by operational area

			Peer	State	National
	Dist	rict	average	average	average
	2011	2012	2012	2012	2010
Total	\$8,184	\$8,751	\$7,111	\$7,475	\$10,652
Classroom dollars	4,124	4,429	4,052	4,053	6,526
Nonclassroom dollars:	4,060	4,322	3,059	3,422	4,126
Administration	793	854	620	736	1,139
Plant operations	1,138	1,156	843	928	1,012
Food service	344	371	321	382	405
Transportation	444	479	340	362	443
Student support	811	862	567	578	592
Instruction support	530	600	368	436	535

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

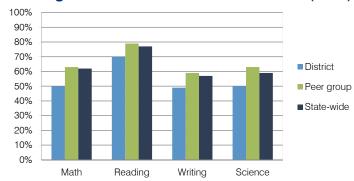
ADE-reported district and school letter grades





Grade	Number of schools	Percentage of schools	
Α	8	8%	
В	22	22%	
С	44		44%
D	21	21%	
F	0	0%	
Not rated	5	5%	

Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	92%	94%	94%
Graduation rate (2011)	82%	80%	78%
Poverty rate (2011)	31%	24%	25%
Students per teacher	17.1	18.2	18.1
Average teacher salary	\$48,148	\$45,442	\$45,193
Amount from Proposition 301	\$4,756	\$3,594	\$3,195
Average years of teacher experience	12.4	11.8	11.0
Percentage of teachers in first 3 years	13%	14%	16%

Financial stress assessment

Overall financial stres	ss level:	Moderate	
Measure: 2010 through 2	2012		Assessment
Number of students attended	ding		Large decrease
Spending exceeded operating/capital budgets			No overspending
Spending increase election results			No election held
Operating reserve percent	age (max. 49	%), trend	2.0%, Increasing
Years of capital reserve he	ld		1 to 3 years
Current financial and interr	nal control st	atus	Marginally compliant
Stress level			
Low	Mode	rate	High

Office of the Auditor General

Union Elementary School District

Maricopa County

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

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

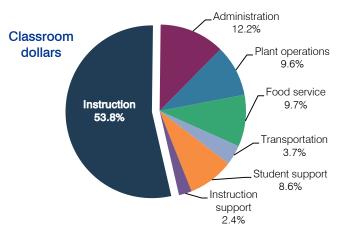
1,612 2

umber of schools:

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil decreased by 7 percent. Spending in the classroom varied year to year, decreasing overall from 55.6 to 53.8 percent. Spending on administration, food service, and student support increased substantially, and spending on transportation decreased substantially. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

				_	
Operational area	Measure		District	Peer average	State average
	Cost per p	upil	\$782	\$796	\$736
Administration	Students p administrat		83	75	66
Plant	Cost per square foot		\$4.93	\$6.25	\$6.09
operations	Square footage per student		126	131	152
Food service	Cost per meal equivalent		\$2.32	\$2.45	\$2.47
Transportation	Cost per mile		\$6.64	\$5.69	\$3.50
Transportation	Cost per ric	der	\$603	\$569	\$982
Very low	Low	Comparab	le Hio	ah V	erv hiah

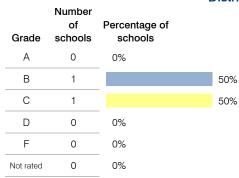
Per-pupil spending by operational area

			Peer	State	National
	District		average	average	average
	2011	2012	2012	2012	2010
Total	\$6,063	\$6,427	\$6,968	\$7,475	\$10,652
Classroom dollars	3,058	3,457	3,582	4,053	6,526
Nonclassroom dollars:	3,005	2,970	3,386	3,422	4,126
Administration	819	782	796	736	1,139
Plant operations	629	620	811	928	1,012
Food service	596	625	523	382	405
Transportation	220	241	271	362	443
Student support	515	551	522	578	592
Instruction support	226	151	463	436	535

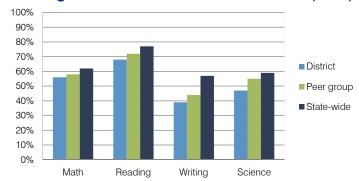
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	22%	25%	25%
Students per teacher	20.9	19.8	18.1
Average teacher salary	\$38,899	\$40,307	\$45,193
Amount from Proposition 301	\$2,723	\$2,532	\$3,195
Average years of teacher experience	6.2	7.3	11.0
Percentage of teachers in first 3 years	31%	27%	16%

Financial stress assessment

Overall financial stress	level:	Low		
Measure: 2010 through 201	12		Assessment	
Number of students attending	g		Steady	
Spending exceeded operating	g/capital b	oudgets	Capital only	
Spending increase election re	esults		Voter-approved	
Operating reserve percentage	e (max. 4%	6), trend	3.8%, Decreasing	
Years of capital reserve held			More than 3 years	
Current financial and internal control status			Compliant	
Stress level				
Low	Moder	ate	High	

Vail Unified School District

Pima County

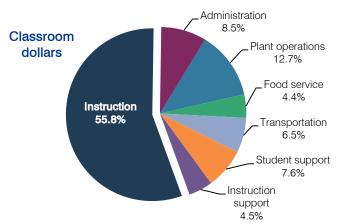
Efficiency peer groups 2 and T-9, Achievement peer group 1 Legislative district(s): 2, 10 and 14

District size / location: Students attending: Number of schools: Large, Rural 10,178 16

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil decreased by 5 percent. Spending in the classroom decreased from 59.3 to 55.8 percent. Spending on transportation increased, and spending on administration, plant operations, and instruction support increased slightly. Spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational		•		Peer	State
area	Measure		District	average	average
	Cost per pi	upil	\$542	\$636	\$736
Administration	Students per administrator		60	68	66
Plant Cost per squa		quare foot	\$7.03	\$6.49	\$6.09
operations	Square footage per student		115	144	152
Food service	Cost per meal equivalent		\$1.86	\$2.34	\$2.47
Transportation	Cost per mile		\$3.04	\$2.47	\$3.50
Transportation	Cost per rider		\$918	\$704	\$982
Very low	Low	Comparable	Hiç	gh V	ery high

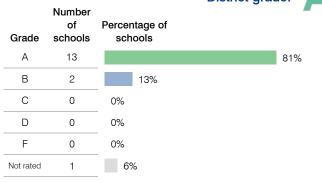
Per-pupil spending by operational area

		Peer	State	inational
District		average	average	average
2011	2012	2012	2012	2010
\$6,523	\$6,367	\$6,835	\$7,475	\$10,652
3,759	3,555	3,705	4,053	6,526
2,764	2,812	3,130	3,422	4,126
533	542	636	736	1,139
822	809	929	928	1,012
263	281	316	382	405
393	414	352	362	443
470	480	510	578	592
283	286	387	436	535
	2011 \$6,523 3,759 2,764 533 822 263 393 470	2011 2012 \$6,523 \$6,367 3,759 3,555 2,764 2,812 533 542 822 809 263 281 393 414 470 480	2011 2012 2012 \$6,523 \$6,367 \$6,835 3,759 3,555 3,705 2,764 2,812 3,130 533 542 636 822 809 929 263 281 316 393 414 352 470 480 510	2011 2012 2012 2012 \$6,523 \$6,367 \$6,835 \$7,475 3,759 3,555 3,705 4,053 2,764 2,812 3,130 3,422 533 542 636 736 822 809 929 928 263 281 316 382 393 414 352 362 470 480 510 578

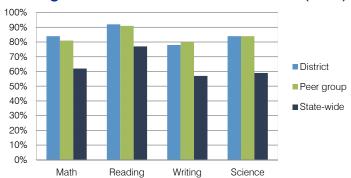
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	95%	95%	94%
Graduation rate (2011)	92%	91%	78%
Poverty rate (2011)	9%	8%	25%
Students per teacher	18.4	18.1	18.1
Average teacher salary	\$36,734	\$41,564	\$45,193
Amount from Proposition 301	\$2,760	\$3,385	\$3,195
Average years of teacher experience	7.9	10.7	11.0
Percentage of teachers in first 3 years	20%	14%	16%

Financial stress assessment

Overall financial stres	s level:	Low	
Measure: 2010 through 2	2012		Assessment
Number of students attend	ling		Increase
Spending exceeded opera	Spending exceeded operating/capital budgets		
Spending increase election results			Voter-approved
Operating reserve percenta	age (max. 4%)	, trend	3.7%, Increasing
Years of capital reserve hel	ld		Less than 1 year
Current financial and internal control status		JS	Compliant
Stress level			
Low	Modera	ite	High

Office of the Auditor General

Valentine Elementary School District

Mohave County

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

District size / location: Students attending: Very small, Rural

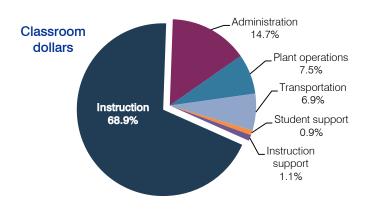
63 1

Number of schools:

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil decreased by 30 percent. Spending in the classroom varied year to year, decreasing overall from 77.3 to 68.9 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration and transportation increased.

Cost measures relative to peer averages

Operational	•		Peer	State
area	Measure	District	average	average
	Cost per pupil	\$1,408	\$2,472	\$736
Administration	Students per administrator	36	30	66
Plant	Cost per square foot	\$3.10	\$6.93	\$6.09
operations	Square footage per student	231	320	152
Food service	Cost per meal equivalent	N/A	\$4.88	\$2.47
Transportation	Cost per mile	\$1.88	\$1.53	\$3.50
Tansportation	Cost per rider	\$667	\$1,171	\$982

Per-pupil spending by operational area

			Peer	State	National
	Dist	rict	average	average	average
	2011	2012	2012	2012	2010
Total	\$13,285	\$9,546	\$15,082	\$7,475	\$10,652
Classroom dollars	7,988	6,573	7,880	4,053	6,526
Nonclassroom dollars:	5,297	2,973	7,202	3,422	4,126
Administration	1,112	1,408	2,472	736	1,139
Plant operations	3,495	716	2,126	928	1,012
Food service	0	0	756	382	405
Transportation	606	661	970	362	443
Student support	0	81	541	578	592
Instruction support	84	107	337	436	535

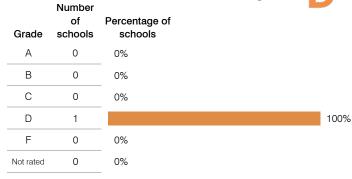
MEASURES, AND FINANCIAL ASSESSMENT ADE-reported district and school letter grades

STUDENT ACHIEVEMENT, TEACHER

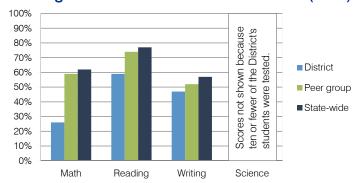


Door

State



Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	95%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	27%	29%	25%
Students per teacher	15.6	12.6	18.1
Average teacher salary	\$54,331	\$45,750	\$45,193
Amount from Proposition 301	\$1,500	\$2,292	\$3,195
Average years of teacher experience	15.8	13.0	11.0
Percentage of teachers in first 3 years	0%	13%	16%

Financial stress assessment

Overall financial stress	level:	Low	
Measure: 2010 through 201	12		Assessment
Number of students attending	g		Small school adjustment
Spending exceeded operatin	g/capita	l budgets	No overspending
Spending increase election re	esults		No election held
Operating reserve percentage	e (max. 4	4%), trend	4.0%, Steady
Years of capital reserve held	Years of capital reserve held		More than 3 years
Current financial and internal control status		Not assessed	
Stress level			
Low	Mod	erate	High

Valley Union High School District

Cochise County

Efficiency peer groups 11 and T-13, Achievement peer group 12 Legislative district(s): 14

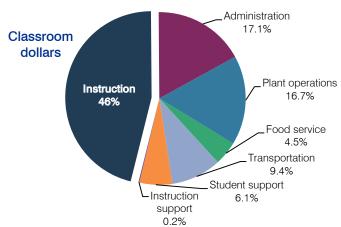
District size / location: Students attending: Number of schools: Very small, Rural 130

130

OPERATIONAL EFFICIENCY

Spending by operational area





5-year spending trend

Total spending per pupil increased by 11 percent. Spending in the classroom varied year to year, decreasing overall from 49.9 to 46 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration, plant operations, and student support increased.

Cost measures relative to peer averages

Operational	•		Peer	State
area	Measure	District	average	average
	Cost per pupil	\$2,174	\$2,472	\$736
Administration	Students per administrator	22	30	66
Plant	Cost per square foot	\$4.61	\$6.93	\$6.09
operations	Square footage per student	459	320	152
Food service	Cost per meal equivalent	\$5.51	\$4.88	\$2.47
Transportation	Cost per mile	\$1.89	\$1.53	\$3.50
Transportation	Cost per rider	\$2,128	\$1,171	\$982

Per-pupil spending by operational area

			Peer	State	inational
	Dist	rict	average	average	average
	2011	2012	2012	2012	2010
Total	\$11,503	\$12,670	\$15,082	\$7,475	\$10,652
Classroom dollars	5,289	5,834	7,880	4,053	6,526
Nonclassroom dollars:	6,214	6,836	7,202	3,422	4,126
Administration	1,968	2,174	2,472	736	1,139
Plant operations	2,000	2,113	2,126	928	1,012
Food service	529	566	756	382	405
Transportation	1,067	1,191	970	362	443
Student support	617	770	541	578	592
Instruction support	33	22	337	436	535

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

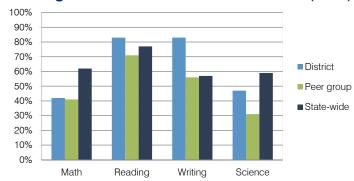
ADE-reported district and school letter grades

District grade:



	Number		
Grade	of schools	Percentage of schools	
Α	0	0%	
В	1		100%
С	0	0%	
D	0	0%	
F	0	0%	
Not rated	0	0%	

Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	90%	92%	94%
Graduation rate (2011)	85%	74%	78%
Poverty rate (2011)	38%	37%	25%
Students per teacher	10.5	15.9	18.1
Average teacher salary	\$35,226	\$42,426	\$45,193
Amount from Proposition 301	\$3,462	\$5,154	\$3,195
Average years of teacher experience	8.0	9.9	11.0
Percentage of teachers in first 3 years	12%	14%	16%

Financial stress assessment

Overall financial stre	ess level: Low	
Measure: 2010 through	2012	Assessment
Number of students atter	nding	Small school adjustment
Spending exceeded ope	rating/capital budgets	No overspending
Spending increase electi	on results	No election held
Operating reserve percer	ntage (max. 4%), trend	4.0%, Steady
Years of capital reserve held		1 to 3 years
Current financial and internal control status		Compliant
Stress level		
Low	Moderate	High

Office of the Auditor General

Vernon Elementary School District

Apache County

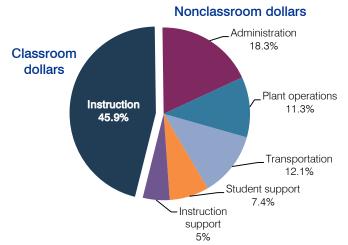
Efficiency peer groups 11 and T-13, Achievement peer group 21 Legislative district(s): 7

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

116 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 12 percent. Spending in the classroom varied year to year, increasing overall from 39.8 to 45.9 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration, plant operations, and transportation decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
	Cost per pupil	\$2,678	\$2,472	\$736
Administration	Students per administrator	27	30	66
Plant	Cost per square foot	\$8.17	\$6.93	\$6.09
operations	Square footage per student	203	320	152
Food service	Cost per meal equivalent	N/A	\$4.88	\$2.47
Transportation	Cost per mile	\$1.02	\$1.53	\$3.50
Transportation	Cost per rider	\$1,288	\$1,171	\$982

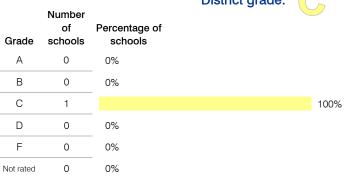
Per-pupil spending by operational area

			Peer	State	National
	Dist	rict	average	average	average
	2011	2012	2012	2012	2010
Total	\$15,677	\$14,633	\$15,082	\$7,475	\$10,652
Classroom dollars	6,834	6,711	7,880	4,053	6,526
Nonclassroom dollars:	8,843	7,922	7,202	3,422	4,126
Administration	2,969	2,678	2,472	736	1,139
Plant operations	2,086	1,656	2,126	928	1,012
Food service	267	2	756	382	405
Transportation	2,112	1,767	970	362	443
Student support	959	1,091	541	578	592
Instruction support	450	728	337	436	535

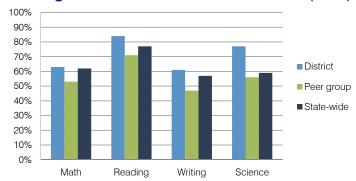
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	94%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	35%	39%	25%
Students per teacher	10.5	14.4	18.1
Average teacher salary	\$44,569	\$40,820	\$45,193
Amount from Proposition 301	\$2,629	\$2,313	\$3,195
Average years of teacher experience	10.0	11.7	11.0
Percentage of teachers in first 3 years	0%	12%	16%

Financial stress assessment

Overall financial stress level: Moderate

Measure: 2010 through	2012	Assessment
Number of students atter	nding	Small school adjustment
Spending exceeded ope	rating/capital budgets	No overspending
Spending increase electi	No election held	
Operating reserve percer	0.5%, Varying	
Years of capital reserve held		1 to 3 years
Current financial and internal control status		Compliant
Stress level		
Low	Moderate	High

Washington Elementary School District

Maricopa County

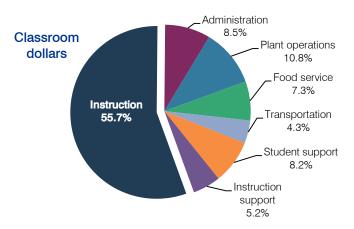
Efficiency peer groups 7 and T-3, Achievement peer group 15 Legislative district(s): 20, 24, 28 and 30

District size / location: Students attending: Number of schools: Very large, City 20,925 32

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil increased by 3 percent. Spending in the classroom decreased from 60.1 to 55.7 percent. Overall, spending on plant operations and food service increased, while spending on all other nonclassroom remained stable.

Cost measures relative to peer averages

Operational				Peer	State
area	Measure		District	average	average
	Cost per pu	ıpil	\$663	\$695	\$736
Administration	Students per administrator		47	67	66
Plant	Cost per so	quare foot	\$5.99	\$6.05	\$6.09
operations	Square foo student	tage per	140	131	152
Food service	Cost per meal equivalent		\$2.22	\$2.41	\$2.47
Transportation	Cost per m	ile	\$4.41	\$3.80	\$3.50
Transportation	Cost per ric	der	\$1,094	\$940	\$982
Very low	Low	Comparab	le Hiç	gh V	ery high

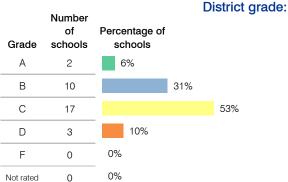
Per-pupil spending by operational area

			Peer	State	National
	Distr	rict	average	average	average
	2011	2012	2012	2012	2010
Total	\$7,919	\$7,795	\$7,254	\$7,475	\$10,652
Classroom dollars	4,427	4,344	3,944	4,053	6,526
Nonclassroom dollars:	3,492	3,451	3,310	3,422	4,126
Administration	667	663	695	736	1,139
Plant operations	851	840	794	928	1,012
Food service	570	568	489	382	405
Transportation	342	339	299	362	443
Student support	646	640	526	578	592
Instruction support	416	401	507	436	535

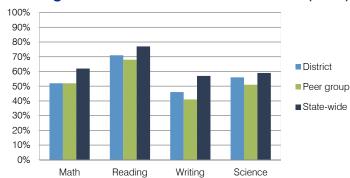
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades





Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	31%	33%	25%
Students per teacher	17.3	17.7	18.1
Average teacher salary	\$44,250	\$41,441	\$45,193
Amount from Proposition 301	\$3,545	\$2,520	\$3,195
Average years of teacher experience	11.4	9.6	11.0
Percentage of teachers in first 3 years	16%	21%	16%

Financial stress assessment

Overall	financial stress level:	Moderate
Overall	ililaliciai sulessilevel.	Moderate

Measure: 2010 through	Assessment				
Number of students atte	Concentrated decrease				
Spending exceeded ope	rating/capital budgets	No overspending			
Spending increase electi	Mixed election results				
Operating reserve perce	4.0%, Steady				
Years of capital reserve h	1 to 3 years				
Current financial and inte	Compliant				
Stress level					
Low	Moderate	High			

Office of the Auditor General

Wellton Elementary School District

Yuma County

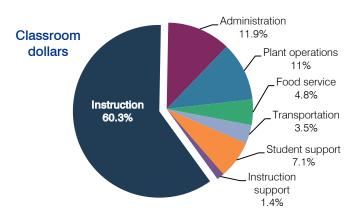
Efficiency peer groups 10 and T-9, Achievement peer group 19 Legislative district(s): 13

District size / location: Small, Rural Students attending: 329
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil decreased by 11 percent. Spending in the classroom varied year to year, ranging from a high of 63.9 to a low of 56.4 percent. Spending on administration and instruction support decreased substantially, and spending on plant operations, transportation, and student support increased. Spending on food service remained fairly stable.

Cost measures relative to peer averages

Operational		•		Peer	State
area	Measure	I	District	average	average
	Cost per p	upil	\$1,004	\$1,168	\$736
Administration	Students p administrat		73	54	66
Plant	Cost per so	quare foot	\$5.04	\$7.54	\$6.09
operations	Square footage per student		185	139	152
Food service	Cost per meal equivalent		\$2.18	\$2.69	\$2.47
Transportation	Cost per m	ile	\$1.92	\$2.47	\$3.50
Transportation	Cost per ric	der	\$577	\$704	\$982
Very low	Low	Comparable	Hig	jh \	ery high

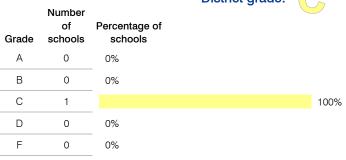
Per-pupil spending by operational area

			Peer	State	National
	Dist	rict	average	average	average
	2011	2012	2012	2012	2010
Total	\$8,311	\$8,445	\$8,331	\$7,475	\$10,652
Classroom dollars	4,684	5,094	4,374	4,053	6,526
Nonclassroom dollars:	3,627	3,351	3,957	3,422	4,126
Administration	963	1,004	1,168	736	1,139
Plant operations	1,042	933	1,068	928	1,012
Food service	430	409	486	382	405
Transportation	227	291	515	362	443
Student support	645	598	455	578	592
Instruction support	320	116	265	436	535

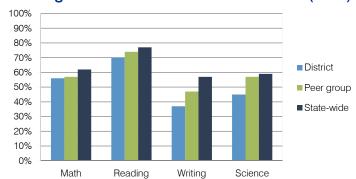
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades





Percentage of students who met state standards (AIMS)



Student and teacher measures

Not rated

0

0%

		Peer	State
Measure	District	average	average
Attendance rate	93%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	24%	23%	25%
Students per teacher	16.4	15.3	18.1
Average teacher salary	\$49,183	\$43,358	\$45,193
Amount from Proposition 301	\$1,684	\$2,716	\$3,195
Average years of teacher experience	14.3	12.2	11.0
Percentage of teachers in first 3 years	11%	11%	16%

Financial stress assessment

Overall financial stress level: Moderate

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	Operating and capital
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	0.1%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Moderate

Wenden Elementary School District

La Paz County

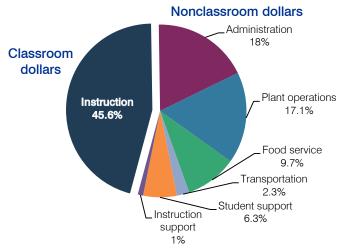
Efficiency peer groups 11 and T-13, Achievement peer group 21 Legislative district(s): 5

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

95 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 7 percent. Spending in the classroom varied year to year, decreasing overall from 48.9 to 45.6 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration and student support increased substantially.

Cost measures relative to peer averages

Operational			Peer	State
area	Measure	District	average	average
	Cost per pupil	\$2,732	\$2,472	\$736
Administration	Students per administrator	32	30	66
Plant	Cost per square foot	\$9.67	\$6.93	\$6.09
operations	Square footage per student	269	320	152
Food service	Cost per meal equivalent	\$4.73	\$4.88	\$2.47
Transportation	Cost per mile	\$1.52	\$1.53	\$3.50
riansportation	Cost per rider	\$1,259	\$1,171	\$982

Per-pupil spending by operational area

			Peer	State	inational
	Dist	rict	average	average	average
	2011	2012	2012	2012	2010
Total	\$18,217	\$15,193	\$15,082	\$7,475	\$10,652
Classroom dollars	8,841	6,922	7,880	4,053	6,526
Nonclassroom dollars:	9,376	8,271	7,202	3,422	4,126
Administration	2,953	2,732	2,472	736	1,139
Plant operations	2,927	2,603	2,126	928	1,012
Food service	1,592	1,473	756	382	405
Transportation	208	344	970	362	443
Student support	1,167	963	541	578	592
Instruction support	529	156	337	436	535

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

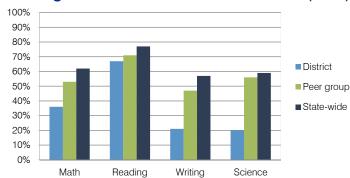
ADE-reported district and school letter grades





Grade	Number of schools	Percentage of schools	J	
Α	0	0%		
В	0	0%		
С	0	0%		
D	1			100%
F	0	0%		
Not rated	0	0%		

Percentage of students who met state standards (AIMS)



Student and teacher measures

		reei	State
Measure	District	average	average
Attendance rate	97%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	35%	39%	25%
Students per teacher	10.6	14.4	18.1
Average teacher salary	\$47,144	\$40,820	\$45,193
Amount from Proposition 301	\$953	\$2,313	\$3,195
Average years of teacher experience	11.3	11.7	11.0
Percentage of teachers in first 3 years	13%	12%	16%

Financial stress assessment

Overall financial stre	ess level:	Low	
Measure: 2010 through	2012		Assessment
Number of students atter	nding		Small school adjustment
Spending exceeded ope	ating/capita	l budgets	No overspending
Spending increase election	on results		No election held
Operating reserve percer	ntage (max.	4%), trend	4.0%, Steady
Years of capital reserve h	eld		More than 3 years
Current financial and internal control status			Compliant
Stress level			
Low	Mod	erate	High

Office of the Auditor General

Poor

State

Whiteriver Unified School District

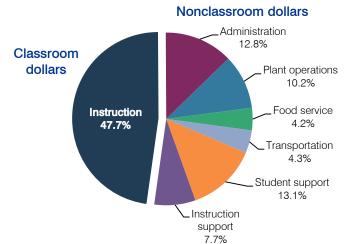
Navajo County

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

District size / location: Medium-Large, Town
Students attending: 2,012
Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 24 percent. Spending in the classroom decreased from 67.2 to 47.7 percent. Overall, spending on administration, student support, and instruction support increased substantially, while spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure		District	Peer average	State average
	Cost per po	Jiqu	\$1,492	\$748	\$736
Administration	Students per administrator		NR	66	66
Plant	Cost per so	quare foot	\$3.81	\$5.53	\$6.09
operations	Square footage per student		311	173	152
Food service	Cost per meal equivalent		\$2.13	\$2.56	\$2.47
Transportation	Cost per mile		\$2.96	\$3.29	\$3.50
Transportation	Cost per rider		\$601	\$644	\$982
Very low	Low	Comparab	le Hig	gh V	ery high

Per-pupil spending by operational area

		Peer	State	National
District		average	average	average
2011	2012	2012	2012	2010
\$11,340	\$11,672	\$7,007	\$7,475	\$10,652
5,474	5,568	3,682	4,053	6,526
5,866	6,104	3,325	3,422	4,126
1,445	1,492	748	736	1,139
1,231	1,186	933	928	1,012
475	490	354	382	405
515	501	369	362	443
1,349	1,534	540	578	592
851	901	381	436	535
	2011 \$11,340 5,474 5,866 1,445 1,231 475 515 1,349	2011 2012 \$11,340 \$11,672 5,474 5,568 5,866 6,104 1,445 1,492 1,231 1,186 475 490 515 501 1,349 1,534	District average 2011 2012 2012 \$11,340 \$11,672 \$7,007 5,474 5,568 3,682 5,866 6,104 3,325 1,445 1,492 748 1,231 1,186 933 475 490 354 515 501 369 1,349 1,534 540	District average average 2011 2012 2012 2012 \$11,340 \$11,672 \$7,007 \$7,475 5,474 5,568 3,682 4,053 5,866 6,104 3,325 3,422 1,445 1,492 748 736 1,231 1,186 933 928 475 490 354 382 515 501 369 362 1,349 1,534 540 578

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

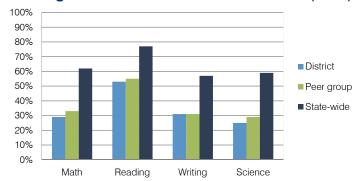
ADE-reported district and school letter grades





Grade	Number of schools	Percenta school		J
Α	0	0%		
В	0	0%		
С	1		20%	
D	3			60%
F	1		20%	
Not rated	0	0%		

Percentage of students who met state standards (AIMS)



Student and teacher measures

	Peer	State
District	average	average
92%	92%	94%
47%	69%	78%
53%	49%	25%
15.1	14.8	18.1
\$53,942	\$42,031	\$45,193
\$5,851	\$3,203	\$3,195
11.5	11.5	11.0
12%	19%	16%
	92% 47% 53% 15.1 \$53,942 \$5,851 11.5	District average 92% 92% 47% 69% 53% 49% 15.1 14.8 \$53,942 \$42,031 \$5,851 \$3,203 11.5 11.5

Financial stress assessment

Overall financial stre	ss level:	Low			
Measure: 2010 through	2012		Assessment		
Number of students attended	ding		Steady		
Spending exceeded opera	ating/capital	budgets	No overspending		
Spending increase election	n results		No election held		
Operating reserve percent	tage (max. 4	1%), trend	3.9%, Steady		
Years of capital reserve he	eld		More than 3 years		
Current financial and internal control status			Marginally compliant		
Stress level					
Low	Mod	erate	High		

Wickenburg Unified School District

Maricopa County

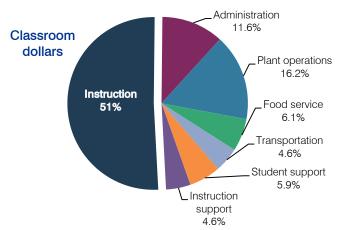
Efficiency peer groups 5 and T-11, Achievement peer group 5 Legislative district(s): 1, 13 and 22

District size / location: Students attending: Number of schools: Medium, Rural 1,466

OPERATIONAL EFFICIENCY

Spending by operational area





5-year spending trend

Total spending per pupil decreased by 4 percent. Spending in the classroom varied year to year, decreasing overall from 57.2 to 51 percent. Spending on food service and student support increased, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	-	District	Peer average	State average
0.1.00	Cost per p	upil	\$853	\$1,074	\$736
Administration	Students per administrator		56	56	66
Plant	Cost per s	quare foot	\$4.11	\$4.82	\$6.09
operations	Square foo student	otage per	292	250	152
Food service	Cost per meal equivalent		\$3.37	\$2.97	\$2.47
Transportation	Cost per mile		\$1.98	\$2.21	\$3.50
Transportation	Cost per rider		\$871	\$978	\$982
Very low	Low	Comparabl	e Hiç	gh V	ery high

Per-pupil spending by operational area

			Peer	State	National
	Dist	District		average	average
	2011	2012	2012	2012	2010
Total	\$7,560	\$7,391	\$8,416	\$7,475	\$10,652
Classroom dollars	3,904	3,772	4,202	4,053	6,526
Nonclassroom dollars:	3,656	3,619	4,214	3,422	4,126
Administration	913	853	1,074	736	1,139
Plant operations	1,230	1,199	1,179	928	1,012
Food service	452	453	412	382	405
Transportation	326	341	536	362	443
Student support	386	434	619	578	592
Instruction support	349	339	394	436	535

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

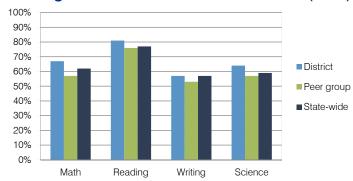
ADE-reported district and school letter grades





Grade	Number of schools	Percentage of schools	3
Α	1	25%	
В	3		75%
С	0	0%	
D	0	0%	
F	0	0%	
Not rated	0	0%	

Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	95%	94%	94%
Graduation rate (2011)	79%	82%	78%
Poverty rate (2011)	19%	24%	25%
Students per teacher	16.1	17.0	18.1
Average teacher salary	\$38,589	\$40,636	\$45,193
Amount from Proposition 301	\$3,402	\$3,192	\$3,195
Average years of teacher experience	13.5	11.8	11.0
Percentage of teachers in first 3 years	9%	15%	16%

Financial stress assessment

Overall financial stres	ss level:	Moderate	
Measure: 2010 through 2	2012		Assessment
Number of students attend	ling		Moderate decrease
Spending exceeded opera	ting/capital	budgets	No overspending
Spending increase election		No election held	
Operating reserve percenta	age (max. 4	%), trend	2.6%, Varying
Years of capital reserve held			1 to 3 years
Current financial and internal control status			Compliant
Stress level			
Low	Mode	erate	Hiah

Office of the Auditor General

Willcox Unified School District

Cochise County

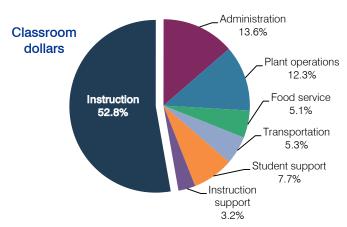
Efficiency peer groups 5 and T-12, Achievement peer group 5 Legislative district(s): 14

District size / location: Medium, Town
Students attending: 1,169
Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil increased by 6 percent. Spending in the classroom decreased from 60.2 to 52.8 percent. Overall, spending on administration and student support increased substantially, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure		District	Peer average	State average
	Cost per p	liqu	\$1,111	\$1,074	\$736
Administration	Students p administrat		49	56	66
Plant	Cost per so	quare foot	\$4.93	\$4.82	\$6.09
operations	Square foo student	tage per	202	250	152
Food service	Cost per meal equivalent		\$3.70	\$2.97	\$2.47
Transportation	Cost per mile		\$2.91	\$2.02	\$3.50
Панѕронацон	Cost per rider		\$1,603	\$1,181	\$982
Very low	Low	Comparab	le Hid	gh V	ery high

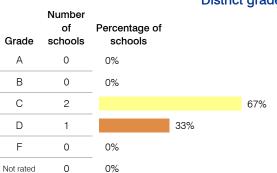
Per-pupil spending by operational area

			Peer	State	National
	District		average	average	average
	2011	2012	2012	2012	2010
Total	\$7,953	\$8,150	\$8,416	\$7,475	\$10,652
Classroom dollars	4,259	4,306	4,202	4,053	6,526
Nonclassroom dollars:	3,694	3,844	4,214	3,422	4,126
Administration	1,044	1,111	1,074	736	1,139
Plant operations	909	999	1,179	928	1,012
Food service	383	413	412	382	405
Transportation	391	436	536	362	443
Student support	657	625	619	578	592
Instruction support	310	260	394	436	535

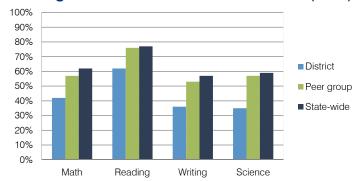
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades





Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	94%	94%	94%
Graduation rate (2011)	71%	82%	78%
Poverty rate (2011)	23%	24%	25%
Students per teacher	15.8	17.0	18.1
Average teacher salary	\$39,344	\$40,636	\$45,193
Amount from Proposition 301	\$2,827	\$3,192	\$3,195
Average years of teacher experience	13.4	11.8	11.0
Percentage of teachers in first 3 years	19%	15%	16%

Financial stress assessment

Overall financial stres	s level: Moderate	
Measure: 2010 through 2	012	Assessment
Number of students attend	ing	Moderate decrease
Spending exceeded opera	ting/capital budgets	No overspending
Spending increase election	Voter-approved	
Operating reserve percenta	age (max. 4%), trend	2.3%, Varying
Years of capital reserve hel	d	1 to 3 years
Current financial and intern	al control status	Marginally compliant
Stress level		
Low	Moderate	High

Williams Unified School District

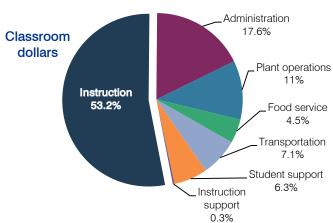
Coconino County Efficiency peer groups 6 and T-12, Achievement peer group 5 Legislative district(s): 6

District size / location: Students attending: Number of schools: Small, Rural 598 2

OPERATIONAL EFFICIENCY

Spending by operational area





5-year spending trend

Total spending per pupil increased by 4 percent. Spending in the classroom varied year to year, decreasing overall from 56.5 to 53.2 percent. Spending on administration, food service, and transportation increased and spending on plant operations decreased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational			Peer	State
area	Measure	District	average	average
	Cost per pupil	\$1,604	\$1,487	\$736
Administration	Students per administrator	46	43	66
Plant	Cost per square foot	\$4.20	\$5.04	\$6.09
operations	Square footage per student	239	299	152
Food service	Cost per meal equivalent	\$3.17	\$3.19	\$2.47
Transportation	Cost per mile	\$1.88	\$2.02	\$3.50
Transportation	Cost per rider	\$1,089	\$1,181	\$982
Very low	Low Comparate	ole Hiç	gh V	ery high

Per-pupil spending by operational area

	5 7 1		Peer	State	National
	Dist		average	average	average
	2011	2012	2012	2012	2010
Total	\$9,902	\$9,102	\$9,872	\$7,475	\$10,652
Classroom dollars	5,359	4,841	4,866	4,053	6,526
Nonclassroom dollars:	4,543	4,261	5,006	3,422	4,126
Administration	1,502	1,604	1,487	736	1,139
Plant operations	1,092	1,004	1,438	928	1,012
Food service	413	413	454	382	405
Transportation	587	641	510	362	443
Student support	913	569	636	578	592
Instruction support	36	30	481	436	535

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

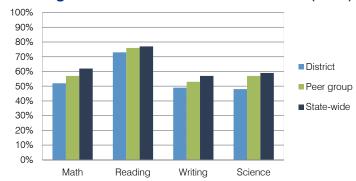
ADE-reported district and school letter grades

District grade:



Grade	Number of schools	Percentage of schools	
Α	0	0%	
В	1		50%
С	1		50%
D	0	0%	
F	0	0%	
Not rated	0	0%	

Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	95%	94%	94%
Graduation rate (2011)	83%	82%	78%
Poverty rate (2011)	26%	24%	25%
Students per teacher	14.2	17.0	18.1
Average teacher salary	\$41,530	\$40,636	\$45,193
Amount from Proposition 301	\$4,495	\$3,192	\$3,195
Average years of teacher experience	14.7	11.8	11.0
Percentage of teachers in first 3 years	8%	15%	16%

Financial stress assessment

Overall financial stress level:	Moderate

Moderate

Office of the Auditor General

Wilson Elementary School District

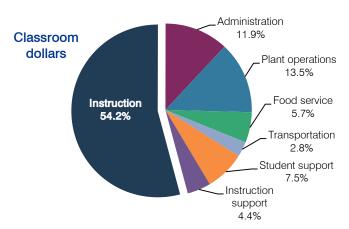
Maricopa County
Efficiency peer groups 8 and T-3, Achievement peer group 16
Legislative district(s): 27

District size / location: Medium, City Students attending: 1,145 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil decreased by 3 percent. Spending in the classroom varied year to year, decreasing overall from 55.6 to 54.2 percent. Spending on student support increased, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational		•	District	Peer	State
area	Measure	Measure		average	average
	Cost per p	upil	\$1,149	\$796	\$736
Administration	Students p administrat		47	75	66
Plant	Cost per so	quare foot	\$8.19	\$6.25	\$6.09
operations	Square foo student	tage per	159	131	152
Food service	Cost per meal equivalent		\$2.21	\$2.45	\$2.47
Transportation	Cost per mile		\$4.30	\$3.80	\$3.50
Tansportation	Cost per rider		\$1,022	\$940	\$982
Very low	Low	Comparab	le Hio	ah V	erv hiah

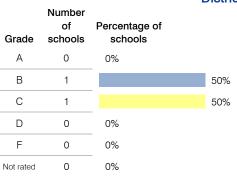
Per-pupil spending by operational area

			Peer	State	National
	District		average	average	average
	2011	2012	2012	2012	2010
Total	\$10,519	\$9,646	\$6,968	\$7,475	\$10,652
Classroom dollars	5,407	5,227	3,582	4,053	6,526
Nonclassroom dollars:	5,112	4,419	3,386	3,422	4,126
Administration	1,242	1,149	796	736	1,139
Plant operations	1,496	1,302	811	928	1,012
Food service	565	555	523	382	405
Transportation	225	270	271	362	443
Student support	871	723	522	578	592
Instruction support	713	420	463	436	535

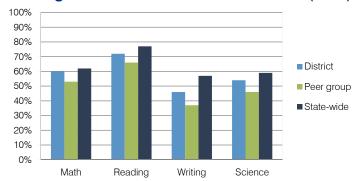
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	39%	49%	25%
Students per teacher	16.4	18.3	18.1
Average teacher salary	\$49,874	\$45,716	\$45,193
Amount from Proposition 301	\$1,881	\$2,541	\$3,195
Average years of teacher experience	11.3	9.3	11.0
Percentage of teachers in first 3 years	11%	23%	16%

Financial stress assessment

Overall financial stress le	evel: Low	
Measure: 2010 through 2012	2	Assessment
Number of students attending		Steady
Spending exceeded operating/	capital budgets	No overspending
Spending increase election res	ults	Voter-approved
Operating reserve percentage	(max. 4%), trend	2.2%, Varying
Years of capital reserve held		More than 3 years
Current financial and internal co	Compliant	
Stress level		
Low	Moderate	High

State of Arizona

page 220 FY2012

Window Rock Unified School District

Apache County

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

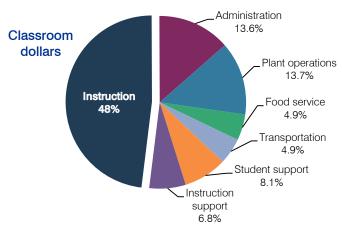
District size / location: Students attending: Number of schools: Medium-Large, Town

2,432 6

OPERATIONAL EFFICIENCY

Spending by operational area





5-year spending trend

Total spending per pupil increased by 12 percent. Spending in the classroom decreased from 52.4 to 48 percent. Overall, spending on administration, food service, and student support increased, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational				Peer	State
area	Measure		District	average	average
	Cost per p	upil	\$1,587	\$748	\$736
Administration	Students per administrator		46	66	66
Plant	Cost per so	quare foot	\$6.64	\$5.53	\$6.09
operations	Square footage per student		241	173	152
Food service	Cost per meal equivalent		\$2.88	\$2.56	\$2.47
Transportation	Cost per mile		\$3.64	\$3.29	\$3.50
Transportation	Cost per rider		\$786	\$644	\$982
Very low	Low Comparable		e Hiç	gh V	ery high

Per-pupil spending by operational area

Dist	rict	average	average	average
2011	2012	2012	2012	2010
\$11,142	\$11,650	\$7,007	\$7,475	\$10,652
5,278	5,590	3,682	4,053	6,526
5,864	6,060	3,325	3,422	4,126
1,281	1,587	748	736	1,139
1,699	1,600	933	928	1,012
430	572	354	382	405
475	565	369	362	443
1,067	947	540	578	592
912	789	381	436	535
	2011 \$11,142 5,278 5,864 1,281 1,699 430 475 1,067	2011 2012 \$11,142 \$11,650 5,278 5,590 5,864 6,060 1,281 1,587 1,699 1,600 430 572 475 565 1,067 947	2011 2012 2012 \$11,142 \$11,650 \$7,007 5,278 5,590 3,682 5,864 6,060 3,325 1,281 1,587 748 1,699 1,600 933 430 572 354 475 565 369 1,067 947 540	2011 2012 2012 2012 \$11,142 \$11,650 \$7,007 \$7,475 5,278 5,590 3,682 4,053 5,864 6,060 3,325 3,422 1,281 1,587 748 736 1,699 1,600 933 928 430 572 354 382 475 565 369 362 1,067 947 540 578

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

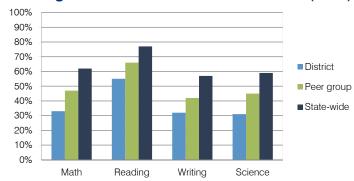
ADE-reported district and school letter grades





Grade	Number of schools	Percentage of schools	J
Α	0	0%	
В	0	0%	
С	1	17%	
D	5		83
F	0	0%	
Not rated	0	0%	

Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	92%	93%	94%
Graduation rate (2011)	65%	76%	78%
Poverty rate (2011)	43%	40%	25%
Students per teacher	13.7	15.6	18.1
Average teacher salary	\$44,653	\$42,644	\$45,193
Amount from Proposition 301	\$2,816	\$3,127	\$3,195
Average years of teacher experience	12.0	13.0	11.0
Percentage of teachers in first 3 years	11%	13%	16%

Financial stress assessment

Overall financial stress level:	Moderate

Measure: 2010 through	2012	Assessment
Number of students atter	nding	Moderate decrease
Spending exceeded oper	rating/capital budgets	Capital only
Spending increase election	No election held	
Operating reserve percer	Impact Aid Fund reserve	
Years of capital reserve h	More than 3 years	
Current financial and inte	Marginally compliant	
Stress level		
Low	Moderate	High

Office of the Auditor General

Winslow Unified School District

Navajo County

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

District size / location: Medium Students attending:

Medium-Large, Town

2,131

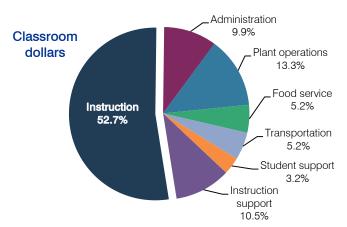
5

Number of schools:

OPERATIONAL EFFICIENCY

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil increased by 8 percent. Spending in the classroom decreased overall from 54.3 to 52.7 percent. Spending on transportation and food service increased, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure		District	Peer average	State average
	Cost per pi	upil	\$775	\$748	\$736
Administration	Students p administrat		55	66	66
Plant	Cost per so	quare foot	\$5.47	\$5.53	\$6.09
operations	Square foo student	tage per	190	173	152
Food service	Cost per meal equivalent		\$2.58	\$2.56	\$2.47
Transportation	Cost per mile		\$2.54	\$3.29	\$3.50
Cost per rider		\$513	\$644	\$982	
Very low	Low Comparab		le Hiç	gh V	ery high

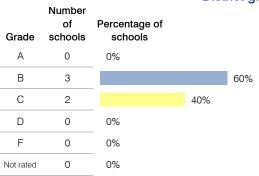
Per-pupil spending by operational area

			Peer	State	National
	Dist	rict	average	average	average
	2011	2012	2012	2012	2010
Total	\$7,611	\$7,821	\$7,007	\$7,475	\$10,652
Classroom dollars	3,995	4,122	3,682	4,053	6,526
Nonclassroom dollars:	3,616	3,699	3,325	3,422	4,126
Administration	712	775	748	736	1,139
Plant operations	1,114	1,042	933	928	1,012
Food service	359	409	354	382	405
Transportation	349	404	369	362	443
Student support	265	252	540	578	592
Instruction support	817	817	381	436	535

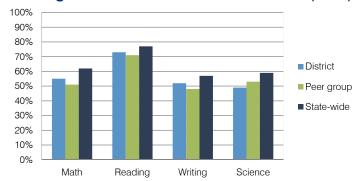
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade:



Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	96%	94%	94%
Graduation rate (2011)	77%	80%	78%
Poverty rate (2011)	33%	31%	25%
Students per teacher	17.3	15.2	18.1
Average teacher salary	\$39,577	\$40,242	\$45,193
Amount from Proposition 301	\$1,923	\$3,191	\$3,195
Average years of teacher experience	13.5	12.0	11.0
Percentage of teachers in first 3 years	19%	16%	16%

Financial stress assessment

Overall financial stres	s level:	Low	
Measure: 2010 through 2	2012		Assessment
Number of students attend	ling		Steady
Spending exceeded opera	ting/capital	budgets	No overspending
Spending increase election	results		No election held
Operating reserve percenta	age (max. 4	%), trend	3.9%, Steady
Years of capital reserve hel	ld		More than 3 years
Current financial and internal control status			Marginally compliant
Stress level			
Low	Mode	erate	High

Yarnell Elementary School District

Yavapai County

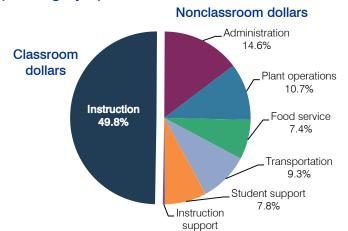
Efficiency peer groups 11 and T-13, Achievement peer group 19 Legislative district(s): 1

District size / location: Students attending: Number of schools: Very small, Rural 60

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 3 percent. Spending in the classroom varied year to year, decreasing overall from 51.6 to 49.8 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration and food service decreased, and spending on transportation and student support increased.

0.4%

Cost measures relative to peer averages

Operational			Peer	State
area	Measure	District	average	average
	Cost per pupil	\$2,022	\$2,472	\$736
Administration	Students per administrator	34	30	66
Plant	Cost per square foot	\$5.20	\$6.93	\$6.09
operations	Square footage per student	286	320	152
Food service	Cost per meal equivalent	\$4.52	\$4.88	\$2.47
Transportation	Cost per mile	\$1.72	\$1.53	\$3.50
riansportation	Cost per rider	\$1,514	\$1,171	\$982

Per-pupil spending by operational area

		Peer	State	National
Dist	rict	average	average	average
2011	2012	2012	2012	2010
\$15,387	\$13,850	\$15,082	\$7,475	\$10,652
8,182	6,899	7,880	4,053	6,526
7,205	6,951	7,202	3,422	4,126
2,615	2,022	2,472	736	1,139
1,342	1,485	2,126	928	1,012
1,075	1,027	756	382	405
1,474	1,272	970	362	443
588	1,087	541	578	592
111	58	337	436	535
	2011 \$15,387 8,182 7,205 2,615 1,342 1,075 1,474 588	\$15,387 \$13,850 8,182 6,899 7,205 6,951 2,615 2,022 1,342 1,485 1,075 1,027 1,474 1,272 588 1,087	District average 2011 2012 2012 \$15,387 \$13,850 \$15,082 8,182 6,899 7,880 7,205 6,951 7,202 2,615 2,022 2,472 1,342 1,485 2,126 1,075 1,027 756 1,474 1,272 970 588 1,087 541	District average average 2011 2012 2012 2012 \$15,387 \$13,850 \$15,082 \$7,475 8,182 6,899 7,880 4,053 7,205 6,951 7,202 3,422 2,615 2,022 2,472 736 1,342 1,485 2,126 928 1,075 1,027 756 382 1,474 1,272 970 362 588 1,087 541 578

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

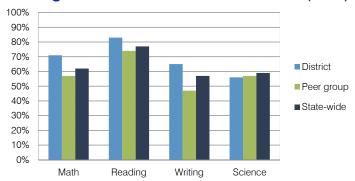
ADE-reported district and school letter grades

District grade:



	Number		
Grade	of schools	Percentage of schools	
Α	0	0%	
В	1		100%
С	0	0%	
D	0	0%	
F	0	0%	
Not rated	0	0%	

Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	25%	23%	25%
Students per teacher	10.0	15.3	18.1
Average teacher salary	\$35,593	\$43,358	\$45,193
Amount from Proposition 301	\$1,455	\$2,716	\$3,195
Average years of teacher experience	13.4	12.2	11.0
Percentage of teachers in first 3 years	0%	11%	16%

Financial stress assessment

Overall financial stre	ess level:	Low	
Measure: 2010 through	2012		Assessment
Number of students atter	nding		Small school adjustment
Spending exceeded ope	rating/capita	l budgets	No overspending
Spending increase election results		No election held	
Operating reserve percer	ntage (max.	4%), trend	4.0%, Steady
Years of capital reserve h	eld		1 to 3 years
Current financial and inte	rnal control s	status	Marginally compliant
Stress level			
Low	Mod	erate	High

Office of the Auditor General

Young Elementary School District

Gila County

Efficiency peer groups 11 and T-13, Achievement peer group 20 Legislative district(s): 6

District size / location: Students attending: Very small, Rural

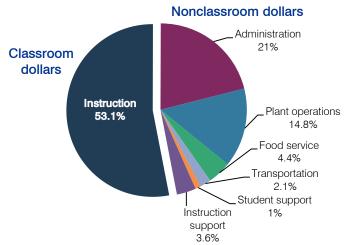
57

2

Number of schools:

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 24 percent. Spending in the classroom varied year to year, ranging from a high of 56.5 to a low of 51.2 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration decreased and spending on plant operations increased.

Cost measures relative to peer averages

Operational			Peer	State
area	Measure	District	average	average
	Cost per pupil	\$5,453	\$2,472	\$736
Administration	Students per administrator	18	30	66
Plant	Cost per square foot	\$5.88	\$6.93	\$6.09
operations	Square footage per student	654	320	152
Food service	Cost per meal equivalent	\$5.41	\$4.88	\$2.47
Transportation	Cost per mile	\$3.22	\$1.53	\$3.50
Transportation	Cost per rider	\$606	\$1,171	\$982

Per-pupil spending by operational area

			Peer	State	National
	Dist	rict	average	average	average
	2011	2012	2012	2012	2010
Total	\$26,156	\$25,928	\$15,082	\$7,475	\$10,652
Classroom dollars	14,150	13,775	7,880	4,053	6,526
Nonclassroom dollars:	12,006	12,153	7,202	3,422	4,126
Administration	5,393	5,453	2,472	736	1,139
Plant operations	4,011	3,847	2,126	928	1,012
Food service	1,082	1,117	756	382	405
Transportation	473	532	970	362	443
Student support	411	271	541	578	592
Instruction support	636	933	337	436	535

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

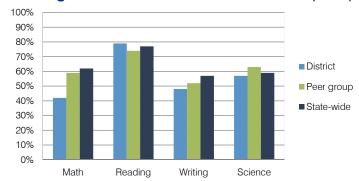
District grade:



State

	Number		
Grade	of schools	Percentage of schools	
Α	0	0%	
В	0	0%	
С	0	0%	
D	1		50%
F	0	0%	
Not rated	1		50%

Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	94%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	30%	29%	25%
Students per teacher	5.9	12.6	18.1
Average teacher salary	\$50,822	\$45,750	\$45,193
Amount from Proposition 301	\$1,877	\$2,292	\$3,195
Average years of teacher experience	17.0	13.0	11.0
Percentage of teachers in first 3 years	10%	13%	16%

Financial stress assessment

Overall financial stre	ess level:	Low	
Measure: 2010 through	2012		Assessment
Number of students atter	nding		Small school adjustment
Spending exceeded oper	ating/capital	budgets	No overspending
Spending increase election	on results		No election held
Operating reserve percer	itage (max. 4	l%), trend	1.6%, Decreasing
Years of capital reserve h	eld		More than 3 years
Current financial and inte	rnal control s	tatus	Compliant
Stress level			
Low	Mode	erate	High

State of **Arizona**

page 224 FY2012

Yucca Elementary School District

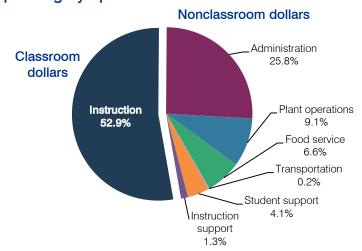
Mohave County
Efficiency peer group 11, Achievement peer group 20
Legislative district(s): 5

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

24 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment decreased by 31 percent, which contributed to the 56 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 68.2 to 52.9 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration increased substantially.

Cost measures relative to peer averages

Operational	•		Peer	State
area	Measure	District	average	average
	Cost per pupil	\$3,847	\$2,472	\$736
Administration	Students per administrator	12	30	66
Plant	Cost per square foot	\$4.19	\$6.93	\$6.09
operations	Square footage per student	323	320	152
Food service	Cost per meal equivalent	\$5.61	\$4.88	\$2.47
Transportation	Cost per mile	N/A	N/A	\$3.50
Transportation	Cost per rider	N/A	N/A	\$982

Per-pupil spending by operational area

		Peer	State	inational
District		average	average	average
2011	2012	2012	2012	2010
\$20,120	\$14,878	\$15,082	\$7,475	\$10,652
10,084	7,871	7,880	4,053	6,526
10,036	7,007	7,202	3,422	4,126
6,941	3,847	2,472	736	1,139
1,639	1,351	2,126	928	1,012
892	981	756	382	405
9	19	970	362	443
312	608	541	578	592
243	201	337	436	535
	2011 \$20,120 10,084 10,036 6,941 1,639 892 9	2011 2012 \$20,120 \$14,878 10,084 7,871 10,036 7,007 6,941 3,847 1,639 1,351 892 981 9 19 312 608	District average 2011 2012 2012 \$20,120 \$14,878 \$15,082 10,084 7,871 7,880 10,036 7,007 7,202 6,941 3,847 2,472 1,639 1,351 2,126 892 981 756 9 19 970 312 608 541	District average average 2011 2012 2012 2012 \$20,120 \$14,878 \$15,082 \$7,475 10,084 7,871 7,880 4,053 10,036 7,007 7,202 3,422 6,941 3,847 2,472 736 1,639 1,351 2,126 928 892 981 756 382 9 19 970 362 312 608 541 578

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

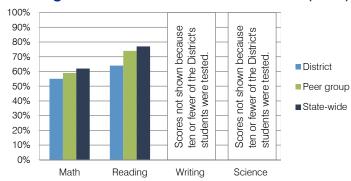
ADE-reported district and school letter grades





Grade	Number of schools	Percentage of schools	
Α	0	0%	
В	0	0%	
С	0	0%	
D	1		100%
F	0	0%	
Not rated	0	0%	

Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	97%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	31%	29%	25%
Students per teacher	11.8	12.6	18.1
Average teacher salary	N/A	\$45,750	\$45,193
Amount from Proposition 301	N/A	\$2,292	\$3,195
Average years of teacher experience	N/A	13.0	11.0
Percentage of teachers in first 3 years	N/A	13%	16%

Financial stress assessment

Overall financial stre	ess level:	Low			
Measure: 2010 through	2012		Assessment		
Number of students atter	ding		Small school adjustment		
Spending exceeded oper	ating/capita	l budgets	No overspending		
Spending increase election results			No election held		
Operating reserve percer	tage (max.	4%), trend	4.0%, Steady		
Years of capital reserve h	eld		More than 3 years		
Current financial and internal control status			Not assessed		
Stress level					
Low	Mod	erate	High		

Office of the Auditor General

Yuma Elementary School District

Yuma County

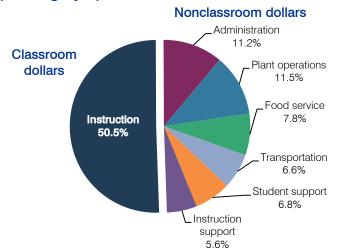
Efficiency peer groups 7 and T-5, Achievement peer group 14 Legislative district(s): 4 and 13

District size / location: Students attending: Number of schools: Large, City 8,764

18

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 5 percent. Spending in the classroom varied year to year, decreasing overall from 51.9 to 50.5 percent. Spending on administration, food service, and transportation increased, and spending on student support and instruction support decreased. Spending on plant operations varied year to year.

Cost measures relative to peer averages

				_	.
Operational area	Measure		District	Peer average	State average
	Cost per p	upil	\$754	\$695	\$736
Administration	Students per administrator		64	67	66
Plant	Cost per square foot		\$6.21	\$6.05	\$6.09
operations	Square foo student	tage per	125	131	152
Food service	Cost per meal equivalent		\$2.35	\$2.41	\$2.47
Transportation	Cost per m	nile	\$3.44	\$3.54	\$3.50
Transportation	Cost per ric	der	\$1,372	\$1,372	\$982
Very low	Low	Comparab	le Hid	ah V	erv hiah

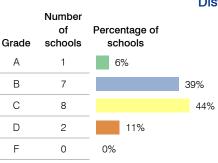
Per-pupil spending by operational area

		Peer	State	National
District		average	average	average
2011	2012	2012	2012	2010
\$6,482	\$6,736	\$7,254	\$7,475	\$10,652
3,249	3,402	3,944	4,053	6,526
3,233	3,334	3,310	3,422	4,126
638	754	695	736	1,139
850	778	794	928	1,012
489	529	489	382	405
385	437	299	362	443
398	456	526	578	592
473	380	507	436	535
	2011 \$6,482 3,249 3,233 638 850 489 385 398	2011 2012 \$6,482 \$6,736 3,249 3,402 3,233 3,334 638 754 850 778 489 529 385 437 398 456	District average 2011 2012 2012 \$6,482 \$6,736 \$7,254 3,249 3,402 3,944 3,233 3,334 3,310 638 754 695 850 778 794 489 529 489 385 437 299 398 456 526	District average average average 2011 2012 2012 2012 \$6,482 \$6,736 \$7,254 \$7,475 3,249 3,402 3,944 4,053 3,233 3,334 3,310 3,422 638 754 695 736 850 778 794 928 489 529 489 382 385 437 299 362 398 456 526 578

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades



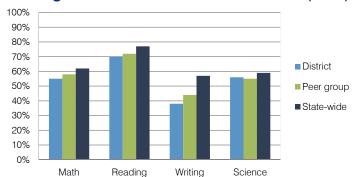


0%

Not rated

0

Percentage of students who met state standards (AIMS)



Student and teacher measures

		Peer	State
Measure	District	average	average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	26%	25%	25%
Students per teacher	20.0	19.8	18.1
Average teacher salary	\$40,828	\$40,307	\$45,193
Amount from Proposition 301	\$3,649	\$2,532	\$3,195
Average years of teacher experience	9.9	7.3	11.0
Percentage of teachers in first 3 years	14%	27%	16%

Financial stress assessment

Overall financial stress le	vel: Low				
Measure: 2010 through 2012		Assessment			
Number of students attending		Large decrease			
Spending exceeded operating/o	No overspending				
Spending increase election resu	ılts	No election held			
Operating reserve percentage (max. 4%), trend	3.9%, Steady			
Years of capital reserve held		More than 3 years			
Current financial and internal co	ntrol status	Compliant			
Stress level					
Low	Moderate	High			

Yuma Union High School District

Yuma County

Efficiency peer groups 2 and T-5, Achievement peer group 10 Legislative district(s): 4 and 13

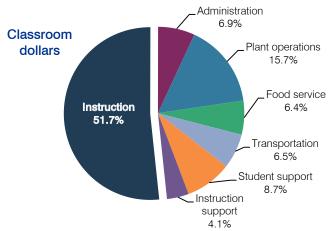
District size / location: Students attending: Number of schools:

Large, City 10,856 6

OPERATIONAL EFFICIENCY

Spending by operational area





5-year spending trend

Total spending per pupil decreased by 2 percent. Spending in the classroom decreased overall from 56.5 to 51.7 percent. Spending on plant operations increased substantially, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational	Measure		District	Peer	State
area	weasure		DISTRICT	average	average
	Cost per p	upil	\$442	\$636	\$736
Administration	Students padministra		54	68	66
Plant	Cost per s	quare foot	\$7.64	\$6.49	\$6.09
operations	Square foo student	tage per	131	144	152
Food service	Cost per meal equivalent		\$1.31	\$2.34	\$2.47
Transportation	Cost per m	nile	\$3.98	\$3.54	\$3.50
Transportation	Cost per ri	der	\$1,445	\$1,372	\$982
Very low	Low	Comparabl	le Hiç	gh V	ery high

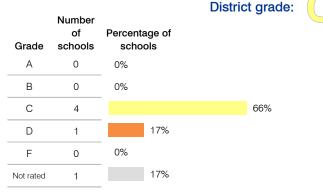
Per-pupil spending by operational area

			Peer	State	National
	Dist	rict	average	average	average
	2011	2012	2012	2012	2010
Total	\$6,058	\$6,412	\$6,835	\$7,475	\$10,652
Classroom dollars	3,145	3,316	3,705	4,053	6,526
Nonclassroom dollars:	2,913	3,096	3,130	3,422	4,126
Administration	473	442	636	736	1,139
Plant operations	842	1,004	929	928	1,012
Food service	379	410	316	382	405
Transportation	411	413	352	362	443
Student support	547	560	510	578	592
Instruction support	261	267	387	436	535

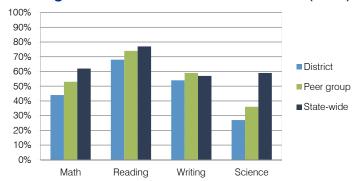
STUDENT ACHIEVEMENT, TEACHER **MEASURES, AND FINANCIAL ASSESSMENT**

ADE-reported district and school letter grades





Percentage of students who met state standards (AIMS)



Student and teacher measures

	Peer	State
District	average	average
95%	95%	94%
81%	82%	78%
32%	32%	25%
23.6	20.9	18.1
\$44,687	\$49,006	\$45,193
\$5,143	\$3,442	\$3,195
10.3	11.1	11.0
24%	15%	16%
	95% 81% 32% 23.6 \$44,687 \$5,143	District average 95% 95% 81% 82% 32% 32% 23.6 20.9 \$44,687 \$49,006 \$5,143 \$3,442 10.3 11.1

Financial stress assessment

Overall financial stress level: Moderate

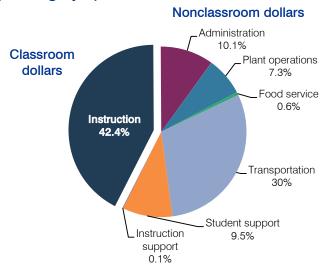
Measure: 2010 through	2012	Assessment		
Number of students atter	nding	Concentrated decrease		
Spending exceeded ope	No overspending			
Spending increase election	No election held			
Operating reserve percer	3.6%, Varying			
Years of capital reserve h	neld	1 to 3 years		
Current financial and internal control status		Compliant		
Stress level				
Low	Moderate	High		

Office of the Auditor General

Coconino County Regional ASD

Coconino County
Students attending: 145

Spending by operational area



5-year spending trend

Total spending per pupil increased by 61 percent. Spending in the classroom varied year to year, increasing overall from 39.1 to 42.4 percent. Spending on administration decreased substantially, and spending on transportation increased substantially. Spending on other nonclassroom areas varied year to year.

Per-pupil spending by operational area

			State	National
	Dist	District		average
	2011	2012	2012	2010
Total	\$14,049	\$14,846	\$7,475	\$10,652
Classroom dollars	4,918	6,291	4,053	6,526
Nonclassroom dollars:	9,131	8,555	3,422	4,126
Administration	1,482	1,500	736	1,139
Plant operations	789	1,091	928	1,012
Food service	1,316	93	382	405
Transportation	4,119	4,449	362	443
Student support	1,390	1,408	578	592
Instruction support	35	14	436	535

Student and teacher measures

		State
Measure	District	average
Attendance rate	83%	94%
Graduation rate (2011)	39%	78%
Poverty rate (2011)	N/A	25%
Students per teacher	13.2	18.1
Average teacher salary	\$38,721	\$45,193
Amount from Proposition 301	\$1,901	\$3,195
Average years of teacher experience	9.2	11.0
Percentage of teachers in first 3 years	0%	16%

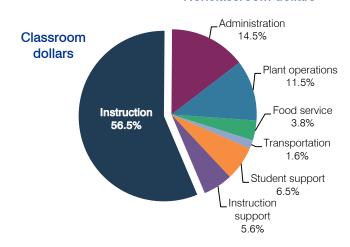
Ft. Huachuca ASD

Cochise County

Students attending: 918

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil decreased by 40 percent. Spending in the classroom decreased overall from 60.9 to 56.5 percent. Spending on instruction support increased substantially and spending on transportation decreased. Spending on other nonclassroom areas varied year to year.

Per-pupil spending by operational area

			State	National
	Dist	rict	average	average
	2011	2012	2012	2010
Total	\$9,268	\$10,761	\$7,475	\$10,652
Classroom dollars	5,385	6,078	4,053	6,526
Nonclassroom dollars:	3,883	4,683	3,422	4,126
Administration	1,343	1,557	736	1,139
Plant operations	1,011	1,241	928	1,012
Food service	353	410	382	405
Transportation	145	167	362	443
Student support	614	703	578	592
Instruction support	417	605	436	535

Student and teacher measures

		State
Measure	District	average
Attendance rate	96%	94%
Graduation rate (2011)	N/A	N/A
Poverty rate (2011)	25%	25%
Students per teacher	13.9	18.1
Average teacher salary	\$49,582	\$45,193
Amount from Proposition 301	\$2,363	\$3,195
Average years of teacher experience	14.5	11.0
Percentage of teachers in first 3 years	18%	16%

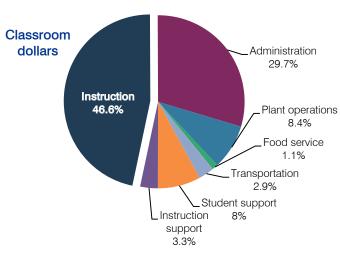
Gila County Regional School District

Gila County

Students attending: 109

Spending by operational area





5-year spending trend

Student enrollment increased by 19 percent and total spending per pupil increased by 67 percent. Spending in the classroom varied year to year, decreasing overall from 55.2 to 46.6 percent. Spending on administration, plant operations, and student and instruction support increased substantially, while spending on other nonclassroom areas varied from year to year.

Per-pupil spending by operational area

			State	National
	Dist	District		average
	2011	2012	2012	2010
Total	\$10,746	\$10,501	\$7,475	\$10,652
Classroom dollars	4,456	4,894	4,053	6,526
Nonclassroom dollars:	6,290	5,607	3,422	4,126
Administration	3,223	3,119	736	1,139
Plant operations	435	884	928	1,012
Food service	42	117	382	405
Transportation	311	305	362	443
Student support	1,106	838	578	592
Instruction support	1,173	344	436	535

Student and teacher measures

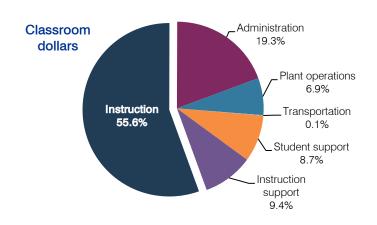
		State
Measure	District	average
Attendance rate	93%	94%
Graduation rate (2011)	38%	78%
Poverty rate (2011)	N/A	25%
Students per teacher	13.0	18.1
Average teacher salary	\$34,400	\$45,193
Amount from Proposition 301	\$1,518	\$3,195
Average years of teacher experience	13.5	11.0
Percentage of teachers in first 3 years	24%	16%

Maricopa County Regional School District

Maricopa County Students attending: 420

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil increased by 5 percent. Spending in the classroom varied year to year, increasing from 43.6 to 55.6 percent. Spending on administration, plant operations, transportation, and student support decreased substantially, and spending on instruction support increased substantially.

Per-pupil spending by operational area

	•		State	National
	Dist	rict	average	average
	2011	2012	2012	2010
Total	\$8,876	\$8,719	\$7,475	\$10,652
Classroom dollars	4,541	4,844	4,053	6,526
Nonclassroom dollars:	4,335	3,875	3,422	4,126
Administration	1,785	1,680	736	1,139
Plant operations	666	604	928	1,012
Food service	0	0	382	405
Transportation	18	13	362	443
Student support	1,269	757	578	592
Instruction support	597	821	436	535

Student and teacher measures

		State
Measure	District	average
Attendance rate	97%	94%
Graduation rate (2011)	3%	78%
Poverty rate (2011)	N/A	25%
Students per teacher	15.5	18.1
Average teacher salary	\$48,002	\$45,193
Amount from Proposition 301	\$3,197	\$3,195
Average years of teacher experience	10.0	11.0
Percentage of teachers in first 3 years	33%	16%
•		

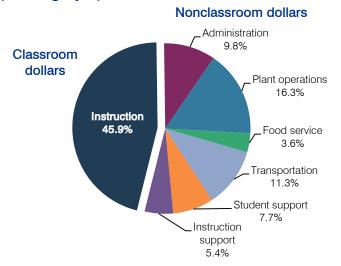
Office of the Auditor General

Mary C. O'Brien ASD

Pinal County

Students attending: 207

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 3 percent. Spending in the classroom varied year to year, decreasing overall from 51.6 to 45.9 percent. Spending on plant operations and transportation increased substantially, spending on administration increased, and spending on instruction support decreased substantially. Spending on other nonclassroom areas varied year to year.

Per-pupil spending by operational area

			State	National
	Dist	District		average
	2011	2012	2012	2010
Total	\$20,704	\$21,541	\$7,475	\$10,652
Classroom dollars	8,988	9,880	4,053	6,526
Nonclassroom dollars:	11,716	11,661	3,422	4,126
Administration	2,196	2,120	736	1,139
Plant operations	3,260	3,505	928	1,012
Food service	727	772	382	405
Transportation	2,418	2,438	362	443
Student support	2,044	1,668	578	592
Instruction support	1,071	1,158	436	535

Student and teacher measures

		State
Measure	District	average
Attendance rate	94%	94%
Graduation rate (2011)	33%	78%
Poverty rate (2011)	N/A	25%
Students per teacher	9.9	18.1
Average teacher salary	\$51,176	\$45,193
Amount from Proposition 301	\$3,178	\$3,195
Average years of teacher experience	13.7	11.0
Percentage of teachers in first 3 years	16%	16%

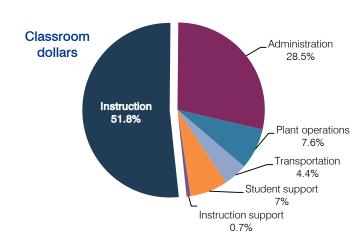
Navajo County ASD

Navajo County

Students attending: 12

Spending by operational area





5-year spending trend

The District does not have a 5-year trend because fiscal year 2011 was the District's first year of operation.

Per-pupil spending by operational area

			State	National
	Dist	rict	average	average
	2011	2012	2012	2010
Total	\$135,045	\$52,731	\$7,475	\$10,652
Classroom dollars	51,668	27,293	4,053	6,526
Nonclassroom dollars:	83,377	25,438	3,422	4,126
Administration	38,922	15,033	736	1,139
Plant operations	12,143	4,035	928	1,012
Food service	0	0	382	405
Transportation	6,702	2,307	362	443
Student support	24,941	3,689	578	592
Instruction support	669	374	436	535

Student and teacher measures

		State
Measure	District	average
Attendance rate	89%	94%
Graduation rate (2011)	N/A	N/A
Poverty rate (2011)	N/A	25%
Students per teacher	12.5	18.1
Average teacher salary	N/A	\$45,193
Amount from Proposition 301	N/A	\$3,195
Average years of teacher experience	N/A	11.0
Percentage of teachers in first 3 years	N/A	16%

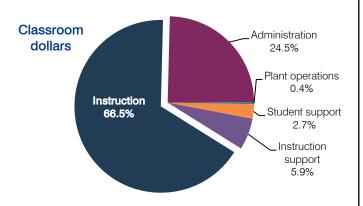
Pima ASD

Pima County

Students attending: 93

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil increased by 26 percent. Spending in the classroom varied year to year, decreasing slightly overall from 66.9 to 66.5 percent. Spending on administration and instruction support increased, and spending on student support decreased substantially.

Per-pupil spending by operational area

			State	National
	Dist	District		average
	2011	2012	2012	2010
Total	\$10,344	\$10,088	\$7,475	\$10,652
Classroom dollars	6,833	6,712	4,053	6,526
Nonclassroom dollars:	3,511	3,376	3,422	4,126
Administration	2,618	2,472	736	1,139
Plant operations	121	44	928	1,012
Food service	0	0	382	405
Transportation	0	0	362	443
Student support	359	267	578	592
Instruction support	413	593	436	535

Student and teacher measures

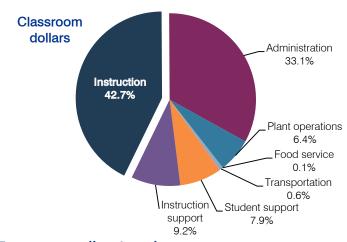
		State
Measure	District	average
Attendance rate	89%	94%
Graduation rate (2011)	N/A	N/A
Poverty rate (2011)	N/A	25%
Students per teacher	13.4	18.1
Average teacher salary	\$53,313	\$45,193
Amount from Proposition 301	\$4,604	\$3,195
Average years of teacher experience	19.2	11.0
Percentage of teachers in first 3 years	17%	16%

Santa Cruz County **Regional School District**

Santa Cruz County Students attending: 41

Spending by operational area

Nonclassroom dollars



5-year spending trend

Student enrollment increased 27 percent, which contributed to the 63 percent decrease in total spending per pupil. Spending in the classroom varied year to year, increasing overall from 22.8 to 42.7 percent. Spending on administration and student support decreased substantially and spending on instruction support increased substantially.

Per-pupil spending by operational area

			State	National
	District		average	average
	2011	2012	2012	2010
Total	\$30,755	\$21,049	\$7,475	\$10,652
Classroom dollars	10,596	8,993	4,053	6,526
Nonclassroom dollars:	20,159	12,056	3,422	4,126
Administration	6,157	6,969	736	1,139
Plant operations	1,268	1,336	928	1,012
Food service	17	14	382	405
Transportation	188	125	362	443
Student support	5,606	1,670	578	592
Instruction support	6,923	1,942	436	535

Student and teacher measures

		State
Measure	District	average
Attendance rate	91%	94%
Graduation rate (2011)	N/A	N/A
Poverty rate (2011)	N/A	25%
Students per teacher	20.5	18.1
Average teacher salary	N/A	\$45,193
Amount from Proposition 301	N/A	\$3,195
Average years of teacher experience	N/A	11.0
Percentage of teachers in first 3 years	N/A	16%

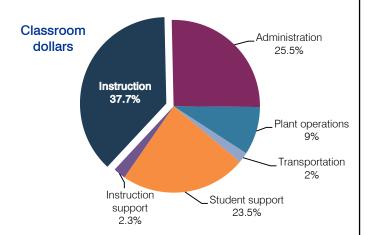
Office of the Auditor General

Yavapai ASD

Yavapai County Students attending: 63

Spending by operational area

Nonclassroom dollars



5-year spending trend

Total spending per pupil increased by 56 percent. Spending in the classroom varied year to year, decreasing overall from 49.6 to 37.7 percent. Spending on instruction support decreased substantially, and spending on plant operations and student support increased substantially. Spending on other nonclassroom areas remained fairly stable.

Per-pupil spending by operational area

		Siale	national
District		average	average
2011	2012	2012	2010
\$12,747	\$13,514	\$7,475	\$10,652
5,410	5,098	4,053	6,526
7,337	8,416	3,422	4,126
3,503	3,439	736	1,139
848	1,216	928	1,012
0	0	382	405
197	272	362	443
2,354	3,175	578	592
435	314	436	535
	2011 \$12,747 5,410 7,337 3,503 848 0 197 2,354	2011 2012 \$12,747 \$13,514 5,410 5,098 7,337 8,416 3,503 3,439 848 1,216 0 0 197 272 2,354 3,175	District average 2011 2012 2012 \$12,747 \$13,514 \$7,475 5,410 5,098 4,053 7,337 8,416 3,422 3,503 3,439 736 848 1,216 928 0 0 382 197 272 362 2,354 3,175 578

Student and teacher measures

		State
Measure	District	average
Attendance rate	92%	94%
Graduation rate (2011)	42%	78%
Poverty rate (2011)	N/A	25%
Students per teacher	14.3	18.1
Average teacher salary	\$44,240	\$45,193
Amount from Proposition 301	\$2,552	\$3,195
Average years of teacher experience	23.2	11.0
Percentage of teachers in first 3 years	0%	16%

State

page 232 FY2012