



A REPORT
TO THE
ARIZONA LEGISLATURE

Division of School Audits

Special Study

Arizona School District Spending (Classroom Dollars) Fiscal Year 2013

February • 2014
Report No. 14-201



Debra K. Davenport
Auditor General

The **Auditor General** is appointed by the Joint Legislative Audit Committee, a bipartisan committee composed of five senators and five representatives. Her mission is to provide independent and impartial information and specific recommendations to improve the operations of state and local government entities. To this end, she provides financial audits and accounting services to the State and political subdivisions, investigates possible misuse of public monies, and conducts performance audits of school districts, state agencies, and the programs they administer.

The Joint Legislative Audit Committee

Representative **John Allen**, Chair

Senator **Chester Crandell**, Vice Chair

Representative **Paul Boyer**

Senator **Judy Burges**

Representative **Andrea Dalessandro**

Senator **David Farnsworth**

Representative **Martin Quezada**

Senator **Steve Gallardo**

Representative **Kelly Townsend**

Senator **Katie Hobbs**

Representative **Andy Tobin** (*ex officio*)

Senator **Andy Biggs** (*ex officio*)

Audit Staff

Ross Ehrick, Director

Mike Quinlan, Manager and Contact Person

Cris Cable, Manager

Christine Medrano, Team Leader

Bryant Duffek, ITS Manager

Joshua Lykins

Becca Hancock, Graphics Designer

Dennis Tinney

Jenny Walker

The Auditor General's reports are available on our Web site at:

www.azauditor.gov

Printed copies of our reports may be requested by contacting us at:

Office of the Auditor General

2910 N. 44th Street, Suite 410 • Phoenix, AZ 85018 • (602) 553-0333



DEBRA K. DAVENPORT, CPA
AUDITOR GENERAL

STATE OF ARIZONA
OFFICE OF THE
AUDITOR GENERAL

MELANIE M. CHESNEY
DEPUTY AUDITOR GENERAL

February 28, 2014

Members of the Arizona Legislature

The Honorable Janice K. Brewer, Governor

I am pleased to present our report, *Arizona School District Spending (Classroom Dollars), Fiscal Year 2013*, prepared in response to the Arizona Revised Statutes §41-1279.03 requirement to determine the percentage of every dollar Arizona school districts spend in the classroom. The report also analyzes nonclassroom spending, which includes administration, plant operations, food service, transportation, student support, and instruction support; and includes a financial stress assessment based on six district-level measures of resources and financial management practices. This analysis found 31 percent of Arizona districts had a moderate to high financial stress level. To provide a quick summary for your convenience, I am also including a copy of the Report Highlights.

Between fiscal years 2001 and 2009, Arizona's total operational spending per pupil increased 47 percent before decreasing 5 percent between fiscal years 2009 and 2013. Despite this overall increase, Arizona's per pupil spending continues to trail the national average by about \$3,000. Arizona districts allocated resources differently than districts nationally, spending lower percentages of available operating dollars on instruction and administration, and higher percentages on plant operations and student support services, on average.

Arizona's state-wide average classroom dollar percentage in fiscal year 2013 was 53.8 percent, the lowest percentage in the 13 years our Office has been monitoring district spending. Each year since fiscal year 2004, districts have decreased the percentage of their resources they allocated to the classroom. At the same time, the percentage of resources allocated to administration, plant operations, food service, transportation, student support, and instruction support have all increased.

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

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

Sincerely,

Debbie Davenport
Auditor General

REPORT HIGHLIGHTS SPECIAL STUDY

Our Conclusion

Between fiscal years 2001 and 2009, Arizona's total operational spending per pupil increased 47 percent before decreasing 5 percent between fiscal years 2009 and 2013. Despite this overall increase, per pupil spending in Arizona continued to trail the national average both in total and in the classroom, with the classroom dollar percentage dropping to 53.8 percent in fiscal year 2013, the lowest point since we began monitoring it in fiscal year 2001. Each year since fiscal year 2004, districts have decreased the percentage of their resources they allocated to the classroom. At the same time, the percentages allocated to administration, plant operations, food service, transportation, student support, and instruction support have all increased. Although factors outside a district's control—such as district size, type, and location—can affect its efficiency, some districts operate efficiently and have lower costs despite these factors, while others do not. Finally, analysis of six measures found 31 percent of Arizona districts had a moderate to high financial stress level.



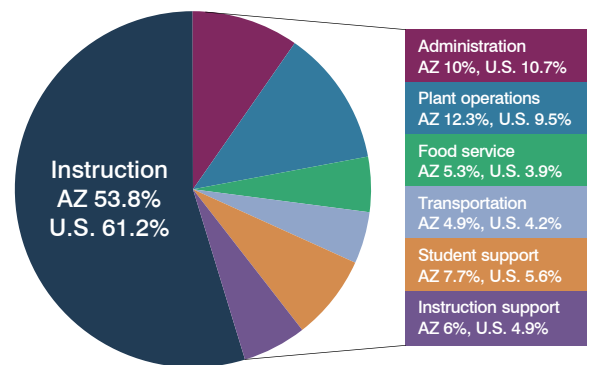
2014

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

Despite overall increase, spending still lower—Between fiscal years 2001 and 2009, Arizona's spending per pupil rose 47 percent before declining 5 percent between fiscal years 2009 and 2013. Despite this overall increase, Arizona's fiscal year 2011 per pupil spending of \$7,485 was still \$3,173 less per pupil than the 2011 national average (most recent national data available).

Arizona districts spent lower percentage in classroom—In 2013, Arizona districts spent 53.8 percent of their available operating dollars in the classroom, 7.4 percentage points below the national average of 61.2 percent. This lower instructional spending is reflected in Arizona's larger class sizes. In 2011, Arizona's class size was 18.1 students per teacher compared to the national average of 16.0 students per teacher.

Arizona and U.S. spending by operational area
Fiscal years 2013 (Arizona) and 2011 (U.S.)



Arizona districts spent lower percentage on administration, but higher percentage in all other nonclassroom operational areas—In 2013, Arizona districts spent 10 percent of their available operating dollars on administration, 0.7 percentage points less than the national average. However, Arizona districts spent a higher percentage of their operating dollars in all other nonclassroom operational areas, especially for plant operations and student support services.

Continuing its long decline, instructional spending dropped to 53.8 percent

In fiscal year 2013, Arizona districts spent 53.8 percent of their available operating dollars on instruction—This is the lowest percentage in the 13 years we have been monitoring district spending. In fiscal year 2001, Arizona districts spent 57.7 percent of available operating dollars on instruction. Then, in fiscal year 2002, districts began receiving Classroom Site Fund (CSF) monies intended to increase classroom spending. Soon after, in fiscal years 2003 and 2004, the State's classroom dollar percentage

Arizona's operational spending per pupil and change in classroom dollar percentage since fiscal year 2001
Fiscal years 2001 through 2013



increased to 58.6 percent. However, despite an overall increase in per pupil spending, the percentage spent on instruction has decreased every year since fiscal year 2004, down 4.8 percentage points. At the same time, the percentages spent on administration, plant operations, food service, transportation, student support, and instruction support have all increased. Had districts continued directing resources into the classroom at the same rate they did in fiscal year 2001, they would have spent an additional \$357 million in the classroom in fiscal year 2013. One of the impacts of spending less in the classroom is larger class sizes. Since fiscal year 2009, the number of students attending Arizona school districts has decreased 28,000 students, or 3 percent, while the number of teachers has decreased by 4,700, or 8.6 percent. As a result, the State's average class size has increased during this time from 17.1 to 18.3 students per teacher.

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

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

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

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

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

Food Service—More efficient districts maximized use of free federal commodities and adjusted staffing levels based on industry standards for meals per labor hour, while less efficient districts did not obtain best food prices and had poorly written vendor contracts.

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

Cost variance examples

- A very large, urban, unified district spent \$514 per pupil for administration; another spent \$865 per pupil.
- A medium-sized, rural, unified district spent \$3.46 per square foot for plant operations; another spent \$9.58 per square foot.
- A medium-sized, rural, unified district spent \$2.25 per meal; another spent \$4.60 per meal.
- Two medium-large, urban, elementary districts drove a similar number of miles per rider; one district spent \$3.56 per mile, and the other spent \$7.42 per mile.

Assessment raises awareness on local issues impacting financial stress

In a financial stress assessment for Arizona school districts, 69 percent of the districts assessed were found to have an overall low financial stress level based on six district-level measures. However, the other 31 percent of districts were found to have overall moderate or high levels of financial stress based on those measures. District decision-makers can use the details of this assessment in conjunction with other information, such as operating efficiency, to determine possible actions to reduce financial stress.

Number of districts by overall financial stress level Fiscal year 2013

Stress level	Number of districts
High stress	9
Moderate stress	55
Low stress	144

TABLE OF CONTENTS



Introduction & objectives	1
Arizona instructional and nonclassroom spending trends and the national context	2
Compared to national averages, Arizona school districts spent less per pupil in all operational areas	2
Compared to national averages, Arizona school districts spent a lower percentage of available resources on instruction and administration and a greater percentage on all other operational areas	2
Within Arizona, districts spent at very different levels	4
Continuing its long decline, instructional spending dropped to 53.8 percent	5
Importance of declining classroom dollar percentage varies depending on cause of decline	6
Districts that operate efficiently are able to allocate more of their resources to instruction	7
Administration	8
Administrative spending increased slightly	8
Larger districts generally had lower per pupil costs, but wide range of costs indicates improvement is possible across all district sizes	8
Audits identified efficient and inefficient practices	9
Most districts with high or low administrative costs compared to their peers in 2009 remained high or low compared to their peers in 2013	9

continued



TABLE OF CONTENTS

Plant operations	10
Increased spending for plant operations likely because of additional building space	10
Wide range of costs within peer groups indicates improvement is possible across all district types	11
Audits identified efficient and inefficient practices	11
Food service	12
Increased food costs led to increased spending for food service	12
Wide range of costs within peer groups indicates improvement is possible across all district sizes, types, and locations	13
Audits identified efficient and inefficient practices	13
Transportation	14
Slight increase in transportation spending as special education miles have increased	14
High costs related to location and student populations are largely outside of district control, but efficiency can be improved	15
Audits identified efficient and inefficient practices	15
Student support	16
7.7 percent spent on student support services, mostly for staffing and purchased services	16
Student support services directed toward economically disadvantaged students and students with special needs	16
Costs were spread across a variety of support services	16

continued

TABLE OF CONTENTS



Instruction support	17
6 percent spent on instruction support, mostly for staffing	17
Majority of costs were for improving instruction	17
Financial stress assessment	18
Assessment raises awareness of local issues impacting district financial stress	18
State of Arizona pages	20-21
Individual district pages	22-233
Appendix A	a-1
Appendix B	b-1

continued



TABLE OF CONTENTS

Tables

1	Comparison of Arizona and U.S. per pupil spending by operational area Fiscal years 2013 (Arizona) and 2011 (U.S.)	2
2	Comparison of highest and lowest per pupil spending districts Fiscal year 2013	4
3	Comparison of revenue sources per pupil for Arizona's highest- and lowest-spending districts Fiscal year 2013	4
4	Comparison of per pupil expenditures by operational area Fiscal year 2008 versus 2013	6
5	Administrative costs per pupil by district size Fiscal year 2013	8
6	Change in student enrollment and building square footage over time periods Fiscal years 2002 to 2008 versus 2008 to 2013	10
7	Number of meals served and cost per meal Fiscal year 2008 versus 2013	12
8	Transportation miles, riders, and costs Fiscal year 2008 versus 2013	14
9	Number of districts by overall financial stress level Fiscal year 2013	18
10	Districts grouped by efficiency peer group and ranked by classroom dollar percentage Fiscal year 2013	a-1
11	Districts grouped by transportation peer group and ranked by cost per mile and cost per rider Fiscal year 2013	a-5
12	Districts grouped by student achievement peer group and ranked by percentage of students passing Arizona's Instrument to Measure Standards (AIMS) Fiscal year 2013	a-11

continued

TABLE OF CONTENTS



Figures

1	Comparison of Arizona and U.S. spending by operational area Fiscal years 2013 (Arizona) and 2011 (U.S.)	3
2	Arizona's operational spending per pupil and change in classroom dollar percentage since fiscal year 2001 Fiscal years 2001 through 2013	5
3	Percentage change of expenditures by operational area Fiscal year 2004 versus 2013	6
4	Range of administrative costs per pupil by efficiency peer group Fiscal year 2013	8
5	Range of plant operations cost per square foot by efficiency peer group Fiscal year 2013	11
6	Range of food service cost per meal by efficiency peer group Fiscal year 2013	13
7	Range of transportation cost per mile by efficiency peer group Fiscal year 2013	15
8	Student support spending by category Fiscal year 2013	16
9	Instruction support spending by category Fiscal year 2013	17

concluded

Introduction & objectives

Arizona Revised Statutes §41-1279.03 requires the Auditor General to monitor the percentage of each dollar spent in the classroom and conduct performance audits of Arizona's school districts. This report, the 13th annual report analyzing school district spending, has two main objectives:

- It compares Arizona and national spending levels and analyzes state-wide spending trends in instruction and six nonclassroom categories—administration, plant operations, food service, transportation, student support, and instruction support. The following analyses of each of these spending areas also identify performance measures, differences among district peer groups' spending, and performance audit findings.
- It also presents more specific one-page summaries of each district's performance on various financial and student achievement measures and a two-page summary of the State's performance in these areas, including some trend information. Specifically, each district's expenditure information, including classroom and nonclassroom spending, and performance cost measures are compared with state averages and averages of efficiency peer groups, which include either districts of similar size, type, and location or, for evaluating transportation programs, districts with similar numbers of miles per rider and locations. In addition, each district's academic indicators and student and teacher measures are compared with state averages and averages of a student achievement peer group, which includes districts with similar poverty rates and of similar type and location. The district pages also include the average amounts paid to teachers from Proposition 301¹ monies and a financial stress assessment based on six district-level measures of resources and financial management practices.

The appendices provide lists of districts in each efficiency and student achievement peer group (Appendix A, see pages a-1 through a-16) and reference information, including scope, sources, and methodology (Appendix B, see pages b-1 through b-11).

The information used to prepare this report was not subjected to all the tests and confirmations that would normally be performed during an audit. However, to help ensure that information used in this report was complete and accurate, auditors performed certain quality control procedures, such as year-to-year comparisons of district-reported data. Appendix B (see pages b-2 through b-11) contains a detailed discussion of the scope, sources, and methodology employed during this study.

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

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

Arizona instructional and nonclassroom spending trends and the national context

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

Despite an overall increase in operational spending since 2001, Arizona school districts still spent thousands of dollars less per pupil than the national average. Since fiscal year 2001, total operational spending per pupil by Arizona school districts has increased 39 percent, from \$5,374 in fiscal year 2001 to \$7,496 in fiscal year 2013.¹ More specifically, spending increased by 47 percent between fiscal years 2001 and 2009 before decreasing by 5 percent between fiscal years 2009 and 2013. Even after controlling for inflation, overall spending increased 6 percent from \$7,069 in fiscal year 2001 to \$7,496 in fiscal year 2013. Despite this overall increase, Arizona school districts still spent approximately \$2,000 to \$3,000 less per pupil each year than the national average between fiscal years 2001 and 2011—the most recent year for available national data. As shown in Table 1, in fiscal year 2013, Arizona districts spent less per pupil in total, in the classroom, and in every nonclassroom operational area compared to the fiscal year 2011 national averages.

Table 1: Comparison of Arizona and U.S. per pupil spending by operational area
Fiscal years 2013 (Arizona) and 2011 (U.S.)

	State average 2013	National average 2011
Total	\$7,496	\$10,658
Classroom dollars	4,031	6,520
Nonclassroom dollars		
Administration	746	1,138
Plant operations	924	1,015
Food service	396	412
Transportation	369	452
Student support	582	593
Instruction support	448	528

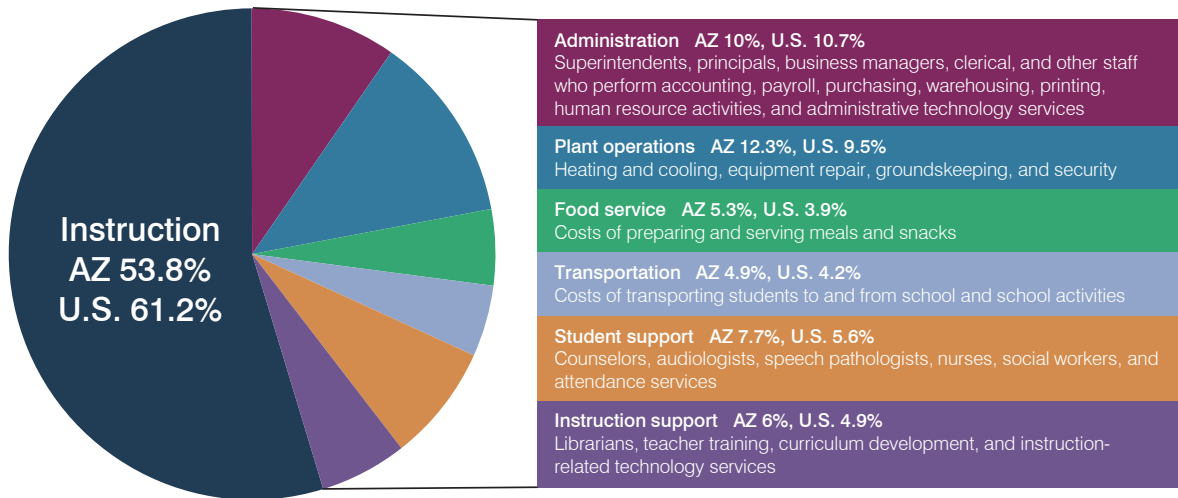
Source: Auditor General staff analysis of fiscal year 2013 district-reported accounting data, Arizona Department of Education student membership data, and National Center for Education Statistics *Revenues and Expenditures for Public Elementary and Secondary Education: School Year 2010-11*, July 2013.

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

Compared to national averages, Arizona school districts allocated their available resources differently across operational areas. As shown in Figure 1 on page 3, in fiscal year 2013, Arizona districts spent 53.8 percent of available operating dollars on instruction, the lowest percentage since auditors began monitoring this in fiscal year 2001, and 7.4 percentage points below the most recent national average of 61.2 percent. The relatively low classroom dollar percentage was not the result of high administration costs, because Arizona districts allocated a smaller percentage of resources for administration than the national average. Arizona's higher percentage of noninstructional

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

**Figure 1: Comparison of Arizona and U.S. spending by operational area
Fiscal years 2013 (Arizona) and 2011 (U.S.)**



Source: Auditor General staff analysis of fiscal year 2013 district-reported accounting data and National Center for Education Statistics *Revenues and Expenditures for Public Elementary and Secondary Education: School Year 2010-11*, July 2013.

spending was primarily due to higher percentages spent on plant operations and student support services.

Arizona’s lower spending on instruction due in part to larger class sizes—Many factors may account for Arizona’s lower percentage of classroom spending, and classroom size is likely one of them. Compared to the fiscal year 2011 national average (the most recent year for available data), Arizona has a larger student-to-teacher ratio, which partially explains the lower instructional spending per pupil. Arizona districts averaged 18.1 students per teacher in fiscal year 2011, while the national average was 16.0 students per teacher that year. In fiscal year 2013, Arizona’s class size increased to 18.3 students per teacher.

Arizona spent less per pupil on administrative salaries and benefits—Compared to national averages, Arizona districts spent 0.7 percentage points less on administration because they paid lower salaries to administrators and support staff and/or employed fewer of them. In fiscal year 2010 (the most recent year for available data), Arizona spent \$619 per pupil on administrative salaries and benefits, 32 percent less than the national average of \$904 per pupil.

Arizona appears to have spent more on energy—Arizona districts spent 2.8 percentage points more on plant operations than the national average. Almost all of this higher spending was in supplies, which are primarily for energy. In fiscal year 2010, Arizona districts spent \$276 per pupil on plant operations supplies, 19 percent more than the national average of \$232.

Higher student support service costs may be related to Arizona’s student populations—Compared to the national average, Arizona school districts spent 2.1 percentage points more on student support. The higher spending may be related to the State’s higher poverty rate. In fiscal year 2010, 22 percent of Arizona’s school-aged children lived at or below the poverty level, compared to the national average of 20 percent. Students living in poverty are more likely to use support services, such as counselors, social workers, and attendance services.

Within Arizona, districts spent at very different levels

Although Arizona's school-district-funding formula provides similar districts with a similar amount of basic funding, there was a wide range in total per pupil spending among Arizona districts. Even when excluding Arizona's very small school districts, which have highly variable spending patterns, fiscal year 2013 spending by district ranged from \$5,687 per pupil to \$20,892 per pupil. As shown in Table 2, on average, the 30 highest-spending districts spent \$12,111 per pupil, 89 percent more than \$6,405 spent per pupil by the 30 lowest-spending districts. The districts with the highest and lowest per pupil spending also differed in certain characteristics, with the highest-spending districts generally being smaller, rural districts, with higher poverty rates. These high-spending districts were able to spend more because they received more monies, primarily from federal impact aid, federal grants, and transportation funding. Federal impact aid monies are provided to districts that have been impacted by the presence of tax-exempt federal lands; and federal grants are often provided to districts with higher poverty rates and are generally for specific purposes. Transportation funding is provided to districts based on a formula that primarily uses the number of miles traveled to transport students. As shown in Table 3, on average,

the highest-spending districts received \$1,648 more per pupil in federal impact aid, \$1,579 more per pupil in federal grants, and \$953 more per pupil in transportation funding. To a lesser extent, the high-spending districts also received more monies through additional budgetary funding and the small school adjustment. Interestingly, the difference in spending was not caused by differences in the amount of tax credit monies received or voter-approved spending increases.

**Table 2: Comparison of highest and lowest per pupil spending districts
Fiscal year 2013**

	Highest-spending districts' average 2013 ¹	Lowest-spending districts' average 2013 ¹
Classroom dollars percentage	45.6%	54.6%
Total	\$12,111	\$6,405
Classroom dollars	5,526	3,495
Nonclassroom dollars		
Administration	1,714	694
Plant operations	1,808	782
Food service	570	364
Transportation	779	303
Student support	979	435
Instruction support	735	332

¹ Average of the 30 highest- and 30 lowest-spending districts in Arizona, excluding very small districts.

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

**Table 3: Comparison of revenue sources per pupil for Arizona's highest- and lowest-spending districts
Fiscal year 2013**

Revenue source ¹	Highest-spending districts' average	Lowest-spending districts' average	Difference
Federal impact aid	\$1,656	\$ 8	\$1,648
Federal grants	1,997	418	1,579
Transportation funding	1,267	314	953
Additional budgetary funding	1,486	1,104	382
Small school adjustment	357	0	357
Tax credits	189	209	(20)
Voter-approved spending increases	262	308	(46)
Totals	<u>\$7,214</u>	<u>\$2,361</u>	<u>\$4,853</u>

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

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

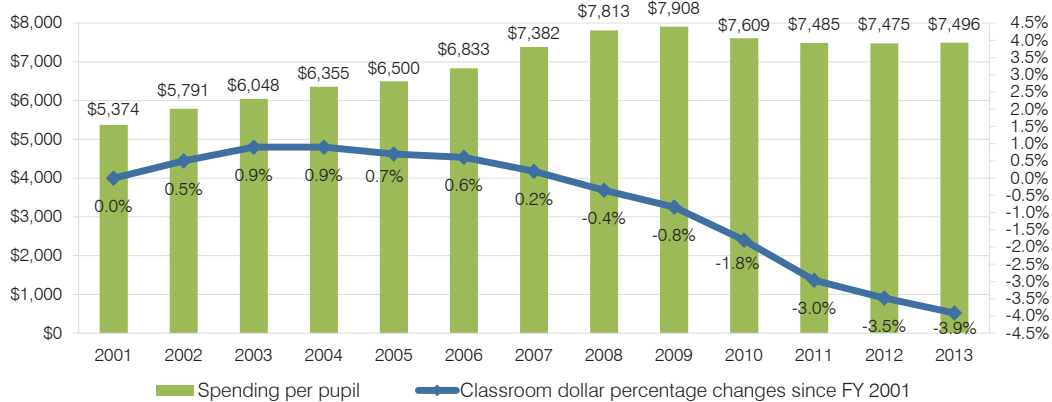
Continuing its long decline, instructional spending dropped to 53.8 percent

In fiscal year 2013, Arizona districts spent 53.8 percent of their available operating dollars on instruction—the lowest percentage between fiscal years 2001 and 2013. Specifically, in fiscal year 2001, districts spent 57.7 percent on instruction. Then, in fiscal year 2002, districts began receiving Classroom Site Fund (CSF) monies intended to increase classroom spending. Soon after, in fiscal years 2003 and 2004, the State’s classroom dollar percentage reached its highest level during this 13-year period at 58.6 percent. As shown in Figure 2, despite an overall increase in per pupil spending since that time, the percentage of resources spent on instruction has declined every year since 2004, dropping an additional 0.4 percentage points in fiscal

Instruction

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

Figure 2: Arizona’s operational spending per pupil and change in classroom dollar percentage since fiscal year 2001
Fiscal years 2001 through 2013

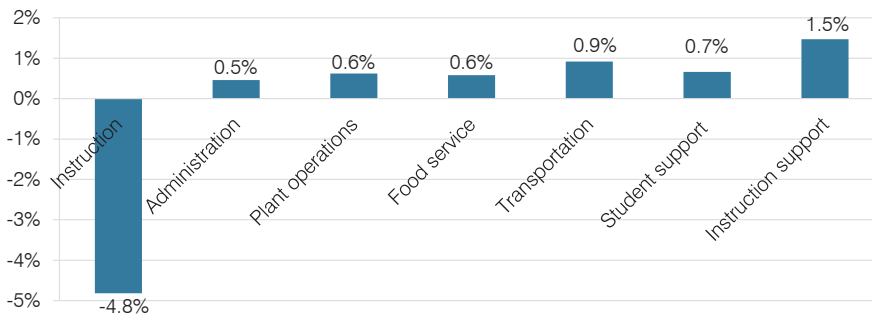


Source: Auditor General staff analysis of district-reported accounting data and Arizona Department of Education student membership data for fiscal years 2001 through 2013.

year 2013 to 53.8 percent. At the same time, as shown in Figure 3 on page 6, the percentages of available operating dollars that districts allocated state-wide to administration, plant operations, food service, transportation, student support, and instruction support all increased. In fiscal year 2013, one-third of Arizona school districts spent less than 50 percent of their available operating dollars in the classroom. Had districts continued directing resources into the classroom at the same rate they did in fiscal year 2001, they would have spent an additional \$357 million in the classroom in fiscal year 2013.

The declines in instructional spending since fiscal year 2009 occurred at a time when overall per pupil spending was also generally decreasing. This decrease in overall spending and the impact of having certain noninstructional costs that may be difficult to cut quickly in response to reduced funding, such as electricity or insurance costs, partially explain the decline in instructional spending during these years. However, the percentage of available operating dollars spent on instruction also decreased in fiscal years 2005 through 2009, when total operational spending per pupil increased 24 percent. In fact, between fiscal years 2001 and 2009, when spending was increasing, 55 percent of the increase went into the classroom. In contrast, in fiscal years 2010 through 2013, when spending was generally decreasing, the entire decrease came out of the classroom. More specifically, although total operational spending per pupil decreased \$412 since fiscal year 2009, spending in

**Figure 3: Percentage change of expenditures by operational area
Fiscal year 2004 versus 2013**



Source: Auditor General staff analysis of district-reported accounting data for fiscal years 2004 and 2013.

the classroom decreased by even more, \$466 per pupil. As a result, the percentage of available operating dollars allocated to the classroom has decreased 3.1 percentage points since fiscal year 2009.

One of the impacts of spending less in the classroom is larger class sizes. Since fiscal year 2009, the number of students attending Arizona school districts has decreased by 28,000 students, or 3 percent, while the number of teachers has decreased by approximately 4,700, or 8.6 percent. As a result, the State's average class size has increased from 17.1 to 18.3 students per teacher. By comparison, the national average class size was 16 students per teacher in fiscal year 2011, the most recent national data available.

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

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

At a state level, the decline in the classroom dollar percentage is indicative of fewer dollars going into classrooms state-wide. In reviewing spending between fiscal years 2001 and 2013, most of the largest yearly decreases in the classroom dollar percentage have occurred during the last 5 years. Between fiscal years 2008 and 2013, the state-wide classroom dollar percentage fell 3.5 percentage points, from 57.3 percent to 53.8 percent. As shown in Table 4, although per pupil spending decreased by \$317 per pupil between fiscal years 2008 and 2013, districts reduced classroom spending by even more, \$449 per pupil.

**Table 4: Comparison of per pupil expenditures by operational area
Fiscal year 2008 versus 2013**

	2008	2013	Difference
Total	\$7,813	\$7,496	(\$317)
Classroom dollars	4,480	4,031	(449)
Nonclassroom dollars			
Administration	720	746	26
Plant operations	881	924	43
Food service	373	396	23
Transportation	346	369	23
Student support	577	582	5
Instruction support	436	448	12

Source: Auditor General staff analysis of district-reported accounting data and Arizona Department of Education student membership data for fiscal years 2008 and 2013.

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

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

Administration

Administration

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

Administrative spending increased slightly

In fiscal year 2013, Arizona districts spent 10 percent of available operating dollars on administration, a noteworthy increase from the 9.2 percent spent in fiscal year 2008. In dollar terms, administrative spending increased only slightly from \$720 per pupil in fiscal year 2008 to \$746 per pupil in fiscal year 2013. However, during this same time, total spending decreased \$317 per pupil and instructional spending decreased \$449 per pupil. As a result, despite only a small increase in administrative spending, districts now spend nearly a full percentage point more of their resources for administration than they did 5 years ago. Most of the increase was in salaries and benefits, with benefit costs increasing at a much faster rate than salaries. Purchased services, such as those for consultants, contracted employees, and legal services, also increased. Administrative staffing levels per pupil did not increase and have remained relatively stable during this time.

Larger districts generally had lower per pupil costs, but wide range of costs indicates improvement is possible across all district sizes

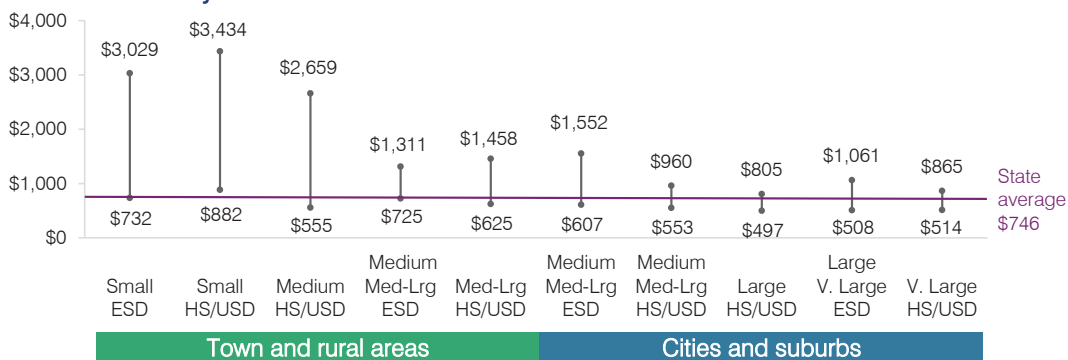
Within Arizona, administrative costs per pupil are associated with district size. That is to say larger districts tend to have lower administrative costs per pupil, primarily because of their economies of scale and abilities to spread some costs over more students. As shown in Table 5, as district size increases, administrative costs per pupil tend to decrease. In addition, as shown in Figure 4, there were wide ranges of per pupil administrative costs within all efficiency peer groups, especially for small districts. For example, administrative costs for small, rural high school and unified districts ranged from a low of \$882 per

Table 5: Administrative costs per pupil by district size Fiscal year 2013

District size	Cost per pupil
Small	\$1,523
Medium	1,199
Medium-large	793
Large	680
Very large	649

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

Figure 4: Range of administrative costs per pupil by efficiency peer group Fiscal year 2013



Source: Auditor General staff analysis of fiscal year 2013 district-reported accounting data, Arizona Department of Education student membership data, and U.S. Census Bureau location designations reported in the National Center for Education Statistics' Common Core of Data.

pupil to a high of \$3,434 per pupil. Even among very large high school and unified districts, administrative costs varied from a low of \$514 per pupil to a high of \$865 per pupil. Wide ranges in administrative costs indicate that some districts have achieved lower costs than other districts of similar size, type, and location. Districts at the high end of the range should work toward improving their administrative efficiency using performance measures and practices identified in the next section.

Audits identified efficient and inefficient practices

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

More efficient districts:

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

Performance measures

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

Less efficient districts:

- Have higher staffing levels than peers.
- Have more costly benefit packages and retirement programs.
- Provide very generous stipends, such as vehicle allowances and tax-sheltered annuities.
- Spend more than peers on meals and conference travel for employees and governing board members.
- Allow employees to individually purchase office supplies instead of purchasing items in bulk quantities.

Most districts with high or low administrative costs compared to their peers in 2009 remained high or low compared to their peers in 2013

Between fiscal years 2009 and 2013, most districts did not make changes that impacted how their administrative costs compared to peer district averages. Districts that had either high or low administrative costs compared to their peers in fiscal year 2009 (the first year such comparisons were made in this report), also tended to have high or low costs compared to their peers in fiscal year 2013. More specifically, of the 61 districts with low administrative costs compared to their peers in fiscal year 2009, 43 districts were also low in fiscal year 2013, and of the 57 districts with high administrative costs compared to their peers in fiscal year 2009, 46 districts were also high in fiscal year 2013. Performance audits have identified reasons why some districts may remain high, such as a reluctance to reduce administrative staffing even after a school closes or student enrollment drops. Of the 11 districts with high costs in fiscal year 2009 that were able to reduce their administrative costs relative to their peers, only 5 districts were able to lower their costs below the average of their peer districts in fiscal year 2013. Officials at one of these districts indicated that their district was able to lower costs by eliminating administrative positions through attrition and reassigning duties among remaining administrative employees.

Plant operations

Plant operations

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

Increased spending for plant operations likely because of additional building space

In fiscal year 2013, Arizona districts spent 12.3 percent of their available operating dollars on plant operations, a noteworthy increase from the 11.3 percent spent in fiscal year 2008. In dollar terms, plant operations spending increased from \$881 per pupil in fiscal year 2008 to \$924 per pupil in fiscal year 2013. The increase in spending for plant operations is likely the result of additional building space per student. In reviewing student enrollment and building square footage since fiscal year 2002, there appear to be two distinct periods of change. As shown in Table 6, between fiscal years 2002 and 2008, both student enrollment and the amount of building square footage grew quickly, with student enrollment increasing 13.7 percent and building square footage increasing 19.4 percent during this time. In contrast, between fiscal years 2008 and 2013, student enrollment actually declined 3.2 percent, while the amount of building square footage increased 5.7 percent.

Table 6: Change in student enrollment and building square footage over time periods
Fiscal years 2002 to 2008 versus 2008 to 2013

	2002 to 2008	2008 to 2013
Growth/decline in student enrollment	13.7%	-3.2%
Growth in square footage	19.4%	5.7%
Growth in square footage per student	5.0%	9.2%

Source: Auditor General staff analysis of School Facilities Board square footage data and Arizona Department of Education student membership data for fiscal years 2002 through 2013.

As a result, building square footage per student increased 9.2 percent between fiscal years 2008 and 2013. Overall, building square footage per student has increased from 133 square feet per student in fiscal year 2002 to 153 square feet per student in fiscal year 2013. Some of the increase in square footage per student since fiscal year 2008 is likely due to unforeseen events and necessary time spans needed to construct new schools. For example, some districts had new schools already under construction at that time or had recently opened new schools with the expectation of continued student population growth that did not materialize. On the other hand, performance audits have identified school districts with high plant costs that built additional schools when they already had low-capacity usage rates at their existing schools and districts that rebuilt existing schools with much larger facilities when no substantial student growth was expected. Audits have also identified districts with substantial, long-term excess building capacity that did not take timely action to reduce the excess capacity.

In contrast, performance audits have also identified districts that have taken steps to reduce costs associated with excess square footage by closing schools. State-wide, districts reported closing 8 schools in fiscal year 2013. Additionally, districts reported closing another 26 schools in fiscal year 2012 and 32 schools in fiscal year 2011. Although decisions to close buildings or schools can be difficult and painful, these decisions are important because school district funding is based primarily on the number of students enrolled at the district, not the number of schools or amount of square footage maintained. Maintaining excess building space requires districts to spend more of their limited resources on plant operations, using money that otherwise potentially could have been spent in the classroom. Additionally, how districts close their schools can impact potential savings. For example, some districts have completely closed schools, including turning off utilities to the buildings. However, other districts continue to heat, cool, and maintain closed buildings beyond minimum levels.

Wide range of costs within peer groups indicates improvement is possible across all district types

Because high schools generally have more square footage per student than elementary schools, they typically have lower plant costs per square foot. However, regardless of district type, evaluating costs on a square footage basis helps all districts assess whether they are operating and maintaining their existing space efficiently or not. As shown in Figure 5, for fiscal year 2013, within efficiency peer groups, there were wide ranges of costs per square foot, including both districts below and above the state average. This indicates that within each group, some districts were likely operating efficiently, while other districts need to improve their plant operations by using the performance measures and practices identified in the next section.

**Figure 5: Range of plant operations cost per square foot by efficiency peer group
Fiscal year 2013**



Source: Auditor General staff analysis of fiscal year 2013 district-reported accounting data, School Facilities Board square footage data, and U.S. Census Bureau location designations, reported in the National Center for Education Statistics' Common Core of Data.

Audits identified efficient and inefficient practices

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

More efficient districts:

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

Less efficient districts:

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

Performance measures

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

Food service

Food service

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

Increased food costs led to increased spending for food service

In fiscal year 2013, Arizona districts spent 5.3 percent of their available operating dollars on food service operations, up from the 4.5 percent spent in fiscal year 2008.¹ This increase is reflective of both the previously discussed \$317 per pupil decrease in total operational spending and an increase in both the number of meals served per pupil and the average cost per meal. As shown in Table 7, between fiscal years 2008 and 2013, the number of meals served per student increased 4.1 percent and the average cost per meal increased 7.1 percent. The increase in number of meals served per student is not surprising considering the State's poverty rate increased from 19 to 25 percent during that time and the percentage of students eligible for free or reduced-price meals increased from 51 to 59 percent. The increase in cost per meal appears to be the result of higher food costs. Although detail on food service spending was not available state-wide, Table 7 shows that for the 151 districts reporting food service costs at a detailed level, food costs per meal increased 18.4 percent, or 19 cents per meal. Nearly all of this increase occurred in just the past 2 years, with food costs increasing 9 cents per meal in fiscal year 2012 and 8 cents per meal in fiscal year 2013. Several district officials stated that they believe food costs have increased in recent years because of the implementation of the nutrition standards required by the federal Healthy, Hunger-Free Kids Act of 2010. This act, which took effect in fiscal year 2013 and was implemented early by some districts, established more stringent nutritional requirements that include an increase in the amount of fruits, vegetables, and whole grains included in meals. It appears districts were able to cover the increased food costs by increasing meal prices. Districts reported charging an average of \$2.20 for full price lunches in fiscal year 2013, up 27 percent from the average of \$1.73 charged in fiscal year 2008. Districts also received a general overall increase in the various National School Lunch Program reimbursement rates during this time. In fiscal year 2013, 66 percent of districts operated self-supporting food service programs, a number similar to the 68 percent of districts that did so in fiscal year 2012.

The increased spending on food service operations decreased the state-wide classroom dollar percentage, but would not have resulted in reduced actual spending in the classroom for districts operating an efficient, self-supporting food service program. However, for districts operating food service programs that are not self-supporting, increases in the number of meals served or increases in the cost of preparing meals can result in reduced classroom spending because of the need to subsidize the program with monies that otherwise potentially could have been spent in the classroom. On average, districts that did not operate self-supporting food service programs in fiscal year 2013 had a 27 percent higher cost per meal than districts operating self-supporting programs, indicating possible program inefficiencies that, if addressed, potentially could free up monies to be spent in the classroom.

**Table 7: Number of meals served and cost per meal
Fiscal year 2008 versus 2013**

Fiscal year	2008	2013	Percentage increase
Meals per student	147	153	4.1%
Cost per meal	\$2.41 ¹	\$2.58	7.1
Food cost per meal ²	\$1.03	\$1.22	18.4

¹ Restated, see footnote 1 below.

² For the 151 districts reporting detailed food service cost information.

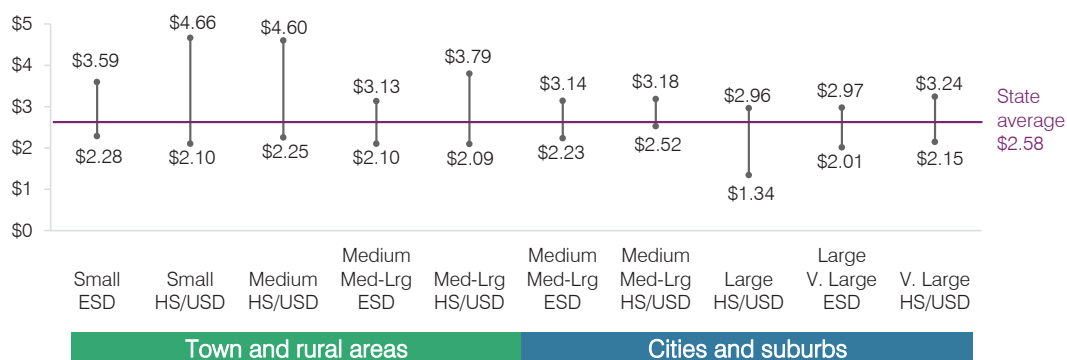
Source: Auditor General staff analysis of district-reported accounting and meals-served data and Arizona Department of Education student membership data for fiscal years 2008 and 2013.

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

Wide range of costs within peer groups indicates improvement is possible across all district sizes, types, and locations

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

**Figure 6: Range of food service cost per meal by efficiency peer group
Fiscal year 2013**



Source: Auditor General staff analysis of fiscal year 2013 district-reported accounting and meals-served data and U.S. Census Bureau location designations reported in the National Center for Education Statistics' Common Core of Data.

Audits identified efficient and inefficient practices

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

More efficient districts:

- Monitor performance measures to identify areas for improvement (see textbox).
- Monitor staffing levels based on industry standards for meals per labor hour.
- Maximize use of free commodities provided by the U.S. Department of Agriculture.
- Limit waste by using student input and daily production and usage information to determine meal production.

Less efficient districts:

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

Performance measures

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

Transportation

Transportation

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

Slight increase in transportation spending as special education miles have increased

In fiscal year 2013, Arizona districts spent 4.9 percent of their available operating dollars on student transportation, up from the 4.4 percent spent in fiscal year 2008. In dollar terms, transportation spending increased slightly from \$346 per pupil in fiscal year 2008 to \$369 per pupil in fiscal year 2013. As shown in Table 8, the increase in transportation spending over the past 5 years was caused by both an increase in the number of miles traveled, up 1.7 percent, and an increase in the cost per mile, up 1.4 percent. Although the overall 5-year increase in total miles traveled is not large, the increase in special education miles and the decrease in other miles are more substantial and reveal a shift in the types of miles districts traveled for student transportation. Districts reported traveling 426,000 more regular education miles in fiscal year 2013 than they did in fiscal year 2008, a 0.8 percent increase. During this same period, special education miles increased by nearly 2.3 million miles, a 7.7 percent increase, and other miles decreased over 1.1 million miles, a 12.8 percent decrease. Special education miles have been increasing at a faster rate than regular education miles for some time. In fiscal year 2002, special education miles represented 28.1 percent of districts' total miles. By fiscal year 2013, that percentage had increased to 33.6 percent. The increase in special education miles during the past 5 years was caused by both an increase in the number of special education riders and an increase in the number of miles driven per special education rider. Specifically, in fiscal year 2013, districts transported 26,513 special education riders, 2.7 percent more than the 25,814 special education riders transported in fiscal year 2008. During this same time period, special education miles per special education rider increased from 1,134 to 1,190 miles, a 5 percent increase. One district official stated that his district's special education transportation miles increased as a result of the district's decision to transport special education riders separately from other riders because the time to run the routes was becoming too long with the additional time needed for the special education students. A performance audit also found that a small district experienced a large increase in mileage to transport certain special education students a long distance for a particular program. The decline in other miles may be related to districts trying to reduce costs by limiting the miles they travel for activities such as field trips and athletic events.

**Table 8: Transportation miles, riders, and costs
Fiscal year 2008 versus 2013**

Fiscal year	2008	2013	Percentage change
Total miles traveled	92,176,569	93,762,493	1.7%
Total cost per mile	\$3.50	\$3.55	1.4
Regular education miles	54,240,754	54,667,174	0.8
Regular education riders	330,551	301,014	-8.9
Special education miles	29,281,105	31,548,359	7.7
Special education riders	25,814	26,513	2.7
Other miles ¹	8,654,710	7,546,960	-12.8

¹ Includes miles for activities such as field trips, athletic events, vocational education, and bus repairs.

Source: Auditor General staff analysis of district-reported accounting data, miles driven, and riders transported for fiscal years 2008 and 2013.

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

High costs related to location and student populations are largely outside of district control, but efficiency can be improved

Location is an important factor affecting a district's cost per mile. For example, in fiscal year 2013, the average cost per mile for urban districts traveling between 200 and 259 miles per rider was \$4.05, while rural districts traveling a similar range of miles per rider averaged \$3.06 per mile. Rural district buses likely travel on roads with higher speed limits and travel greater distances between stops, thereby traveling more miles in less time. This would result in lower salary and benefit costs per mile. Also, districts in urban locations tend to be geographically smaller and more compact, with higher populations of special needs and homeless students who require more transportation services. These districts tend to have higher costs per mile because of driving slower with more frequent stops in urban areas and also likely because of higher costs associated with special education routes such as additional bus aides to assist these students. However, as shown in Figure 7, regardless of district location, the wide ranges of costs within all efficiency peer groups show that many districts could use performance measures and practices identified in the next section to operate more efficiently.

**Figure 7: Range of transportation cost per mile by efficiency peer group
Fiscal year 2013**



Source: Auditor General staff analysis of fiscal year 2013 district-reported accounting data, miles driven, and riders transported and U.S. Census Bureau location designations reported in the National Center for Education Statistics' Common Core of Data.

Audits identified efficient and inefficient practices

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

More efficient districts:

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

Less efficient districts:

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

Performance measures

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

Student support

Student support

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

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

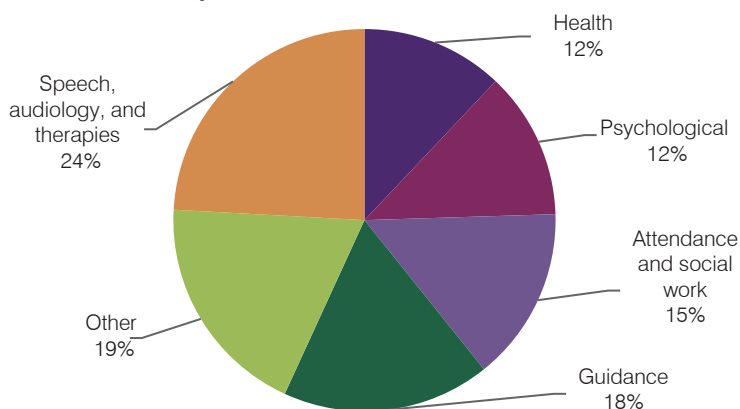
In fiscal year 2013, Arizona districts spent 7.7 percent of available operating dollars on student support services, up from the 7.4 percent spent 5 years ago in fiscal year 2008. In dollar terms, student support spending remained relatively stable, increasing only \$5 per pupil, from \$577 per pupil in fiscal year 2008 to \$582 per pupil in fiscal year 2013. However, as a result of the previously discussed \$317 per pupil decrease in total operational spending during this same time, student support spending now consumes a greater share of school districts' operating resources than it did 5 years ago. Most student support services costs—83 percent—were for the salaries and benefits of attendance clerks, social workers, guidance counselors, nurses, and specialists such as audiologists and speech pathologists. Another 14 percent of the districts' support services costs were for services from contracted vendors, and the remaining 3 percent of costs were for supplies.

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

Many student support services are directed at student populations with economic disadvantages, such as living at or below the poverty level, and at students with special needs. Accordingly, a district's level of spending on student support services is related to the percentages of district students who live in poverty or have special needs. Districts with higher percentages of students in these categories spent more per pupil on student support services, on average, than districts with lower percentages of students in these categories. For example, on average, the districts with the highest poverty rates spent \$832 per pupil on student support services, \$315 more per pupil than districts with the lowest poverty rates.

Costs were spread across a variety of support services

**Figure 8: Student support spending by category
Fiscal year 2013**



Source: Auditor General staff analysis of fiscal year 2013 district-reported accounting data for 118 districts that classified student support costs in detail.

Although state-wide detail on student support services spending was not available, Figure 8 shows this detail for fiscal year 2013 for 118 districts that classified their student support services spending at a detailed level. These districts' costs represented 74 percent of the State's spending in this area. As shown in Figure 8, about one-quarter of these districts' support services costs paid for specialists in speech pathology, audiology, and occupational/physical therapy. The remaining spending was spread fairly evenly across a variety of support services, including health, psychological services, attendance and social work, guidance, and other, unspecified types of student support services.

Instruction support

Instruction support

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

6 percent spent on instruction support, mostly for staffing

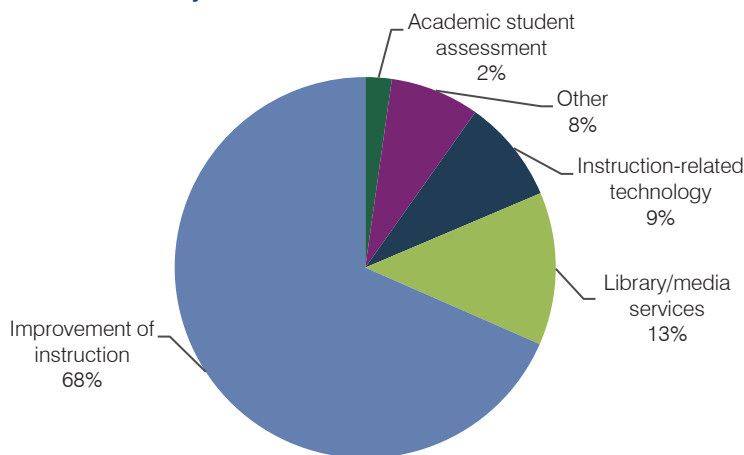
In fiscal year 2013, Arizona districts spent 6 percent of available operating dollars on instruction support, an increase of about half a percent from spending in fiscal year 2008. In dollar terms, instruction support spending remained relatively stable, increasing only \$12 per pupil, from \$436 per pupil in fiscal year 2008 to \$448 per pupil in fiscal year 2013. However, as a result of the previously discussed \$317 per pupil decrease in total operational spending during this time, instruction support spending now consumes a greater share of school districts' operating resources than it did 5 years ago. Most costs—84 percent—were for salaries and benefits of employees who train teaching staff and develop curriculum, and staff who provide library/media and instruction-related information technology services. Twelve percent of the costs were for contracted services, such as teacher-training workshops, and the remaining 4 percent were for supplies and other costs.

Majority of costs were for improving instruction

Although detail on instruction support spending was not available state-wide, Figure 9 shows fiscal year 2013 instruction support spending detail for 66 districts that classified their expenditures at a detailed level in both fiscal years 2008 and 2013. These districts' costs represented 46 percent of the State's fiscal year 2013 spending in this area. As shown in Figure 9, the majority of these districts' spending on instruction support—68 percent—was for the improvement of instruction, such as developing instructional materials and curriculum, and training instructional staff. This is an increase from the 65 percent spent in this area 5 years ago in fiscal year 2008. The increase appears to be driven by an increase in the number of staff who train teaching staff and develop curriculum. In fiscal year 2008, districts reported employing 114 staff in this area, compared to 225 staff in fiscal year

2013. In contrast, costs related to library and media services represented 13 percent of instruction support spending in fiscal year 2013, a decrease from the 22 percent spent in this area 5 years ago in fiscal year 2008. The reduction appears to be driven by a decrease in the number of librarians since that fiscal year. In fiscal year 2008, districts reported employing 414 librarians, and in fiscal year 2013 that number had decreased to 219 librarians, with some districts reporting that they hired lower-paid library aides to work in libraries. Costs for instruction-related technology represented 9 percent of instruction support spending in fiscal year 2013, an increase from the 5 percent spent in this area in fiscal year 2008.

**Figure 9: Instruction support spending by category
Fiscal year 2013**



Source: Auditor General staff analysis of fiscal year 2013 district-reported accounting data for 66 districts that classified instruction support costs in detail in fiscal years 2008 and 2013.

Financial stress assessment

Assessment raises awareness of local issues impacting district financial stress

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

Financial stress assessment measures

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

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

As shown on the individual district pages that follow, auditors assessed each of the six district-level measures to indicate a low, moderate, or high financial stress level based on each district’s circumstances during the 3-year review period, which included fiscal years 2011 through 2013 and the election results from calendar years 2011 through 2013. The results were then combined to determine each district’s overall financial stress level. As shown in Table 9, 9 districts were found to

have a high level of financial stress as of fiscal year 2013, down from 13 districts in fiscal year 2012. Although 55 districts state-wide had a moderate level of financial stress, 144 districts had a low level of financial stress. Since our 2012 assessment, the overall financial stress has improved for 36 districts and worsened for 14 districts. These changes in financial stress level are not tied to any single district-level measure assessed, but are often the result of changes in more than one measure at each district. Some districts found to have an overall moderate or low financial stress level may have already taken actions to reduce their financial stress but may need to take additional actions to further reduce financial stress, operate efficiently, or address other areas of concern. For example, 46 of the districts with an overall low financial stress level operated inefficiently compared to their peers in two or more operational areas. These districts often had access to additional resources not typically available to most districts, such as desegregation monies or federal impact aid monies that contributed to a low financial stress level. A more detailed description of the six measures considered and the state-wide results follow.

**Table 9: Number of districts by overall financial stress level
Fiscal year 2013**

Stress level	Number of districts
High stress	9
Moderate stress	55
Low stress	144

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

Decreases in student enrollment can cause financial stress—School districts experiencing a decline in student enrollment can be under financial stress because their funding is based primarily on the number of students they serve. In fact, nearly 80 percent of the districts found to have an overall high or moderate financial stress level had decreases in their student enrollment during the 3-year period.

Overspending is not common but an important sign of district financial stress—Arizona school districts are required to budget and spend within legally specified limits in the Maintenance and Operation, Unrestricted Capital Outlay, and Soft Capital Allocation Funds. If a district spends beyond these limits without authorization, it is required to reduce its budget in 1 or more subsequent fiscal years to compensate for that overspending. During the 3 years reviewed, 35 districts spent beyond their limits in one or more of these funds. The 3-year overspending amounts for those districts ranged from \$496 to over \$1,190,000, with 18 districts overspending by more than 10 percent of the annual budget limit in at least one of the funds. Six of the 9 districts with an overall high financial stress level spent beyond their legally specified limits at some point during the 3 years reviewed.

Voter-approved spending increases can reduce financial stress—School districts can seek voter approval to increase their spending limits and revenues through operating and capital budget overrides and bond authorizations. Approval of these increases by voters allows districts to increase spending levels or maintain previously approved higher spending levels for several years at a time, while rejections show a lack of current support among voters for additional district spending. During the 3 years reviewed, 57 of the 99 districts that sought voter approval to increase district spending limits and/or issue bonds received voter approval to do so. Additionally, 11 of the 99 districts received voter-approval for at least one but not all types of spending increases requested, showing mixed voter support for additional district spending. Over 80 percent of the districts that received full voter approval for spending increases were found to have an overall low financial stress level.

Districts with an overall high financial stress level had lower than average operating and capital reserves—Under Arizona law, school districts may carry forward a portion of their unspent Maintenance and Operation Fund budget for use in the next fiscal year. This unspent amount or operating reserve is limited to a maximum of 4 percent of their Revenue Control Limit—a component of their operating budget. Districts may also carry forward any unspent Unrestricted Capital Outlay and Soft Capital Allocation Fund budget at fiscal year-end for use in future years. However, of the 9 districts found to have an overall high financial stress level, 8 carried forward, on average, less than half of their allowable 4 percent operating reserve. In addition, 7 of these 9 districts held less than 3 years of savings for future capital spending. In contrast, the state-wide, 3-year average operating reserve was 3 percent and the state-wide average amount of capital reserve was equal to 5 years of savings.

Districts with a low overall financial stress level complied with financial and internal control requirements—Arizona school districts are required to follow the Uniform System of Financial Records for Arizona School Districts (USFR) jointly prescribed by the Office of the Auditor General and the Arizona Department of Education. The USFR provides the minimum internal control policies and procedures to be used by districts for accounting, financial reporting, and various other compliance requirements. Only 1 of the 144 districts found to have an overall low financial stress level was noncompliant with USFR requirements. In contrast, of the 9 districts found to have an overall high financial stress level, 3 were noncompliant with USFR requirements and 1 was only marginally compliant.

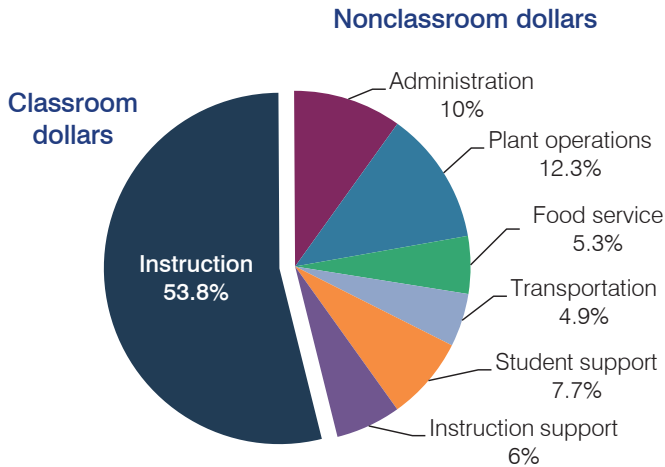
State of Arizona

Total operational spending¹: \$6,762,009,402
 Number of districts: 236

Students attending: 902,137
 Number of schools: 1,392

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2008 through 2013)

Total spending per pupil decreased by 4 percent. Spending in the classroom decreased from 57.3 to 53.8 percent. Spending on plant operations increased and spending on administration, food service, and transportation increased slightly. Spending on student support and instruction support remained stable.

Cost measures

Operational area	Measure	2011	2012	2013
Administration	Cost per pupil	\$728	\$736	\$746
	Students per administrator	66	66	67
Plant operations	Cost per square foot	\$6.10	\$6.09	\$6.03
	Square footage per student	152	152	153
Food service	Cost per meal equivalent	\$2.45	\$2.47	\$2.58
Transportation	Cost per mile	\$3.39	\$3.50	\$3.55
	Cost per rider	\$958	\$982	\$1,015

Per pupil spending by operational area

	2011	State 2012	2013	National average 2011
Total	\$7,485	\$7,475	\$7,496	\$10,658
Classroom dollars	4,098	4,053	4,031	6,520
Nonclassroom dollars:	3,387	3,422	3,465	4,138
Administration	728	736	746	1,138
Plant operations	927	928	924	1,015
Food service	375	382	396	412
Transportation	352	362	369	452
Student support	571	578	582	593
Instruction support	434	436	448	528

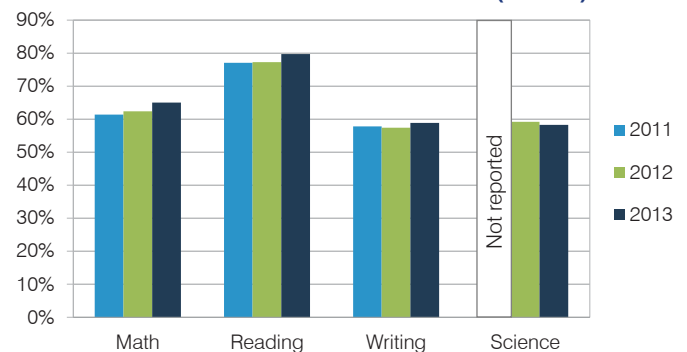
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

Grade	Number of schools ¹	Percentage of schools
A	346	25%
B	490	35%
C	378	27%
D	110	8%
F	13	1%
Not rated	55	4%

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	2011	2012	2013
Attendance rate	95%	94%	94%
Graduation rate	78%	77%	N/A
Poverty rate	25%	25%	N/A
Students per teacher	18.1	18.1	18.3
Average teacher salary	\$45,637	\$45,193	\$45,264
Amount from Proposition 301	\$3,081	\$3,195	\$3,784
Average years of teacher experience	10.9	11.0	10.9
Percentage of teachers in first 3 years	16%	16%	19%

Financial stress assessment

	Number of districts		
Overall financial stress level:	144	55	9
Measure: 2011 through 2013			
Number of students attending district	134	58	16
Spending exceeded operating/capital budgets	173	7	28
Spending increase election results	57	11	31
Operating reserve percentage (max. 4%), trend	139	36	33
Years of capital reserve held	109	83	16
Current financial and internal control status	165	20	9
Stress level	Low	Moderate	High

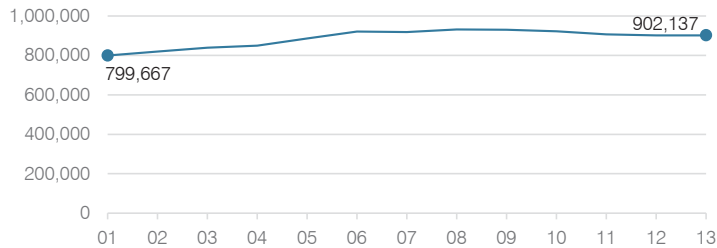
¹ See Appendix, page b-1.

State of Arizona

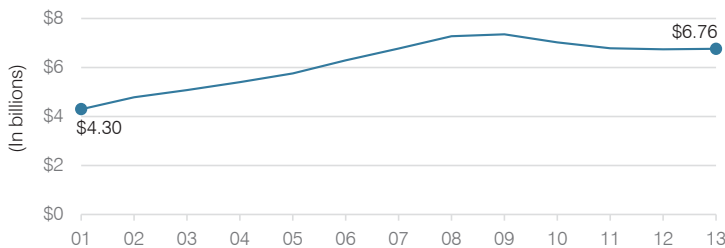
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Classroom dollar percentage:	57.7	58.2	58.6	58.6	58.4	58.3	57.9	57.3	56.9	55.9	54.7	54.2	53.8

TRENDS Fiscal years 2001 to 2013

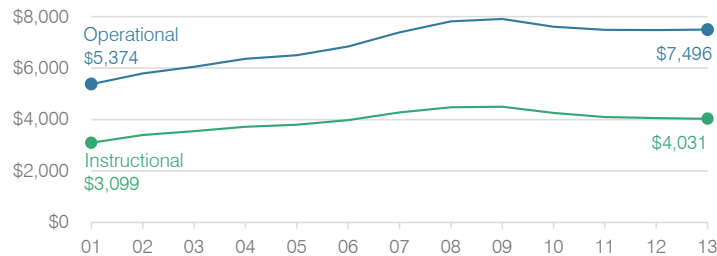
Students attending



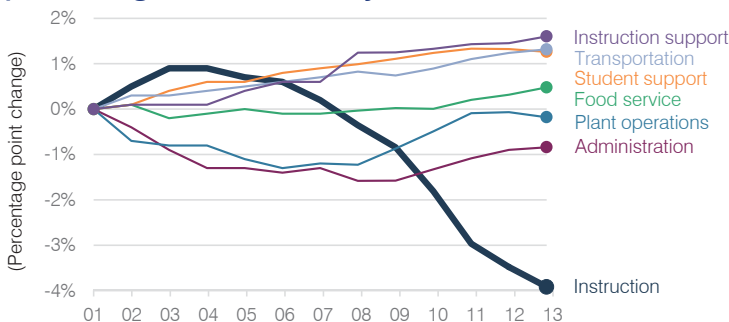
Total operational spending



Operational and instructional spending per student



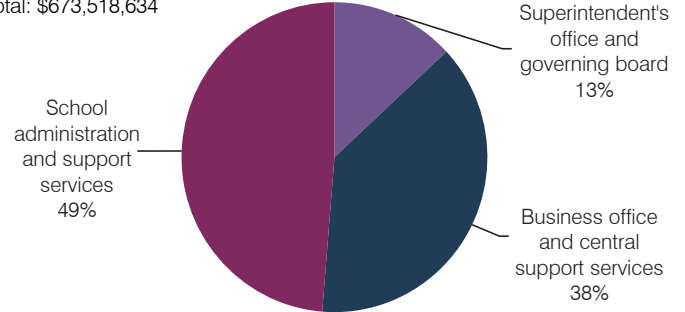
Cumulative changes in operational spending percentages since fiscal year 2001



SPENDING DETAIL Fiscal year 2013

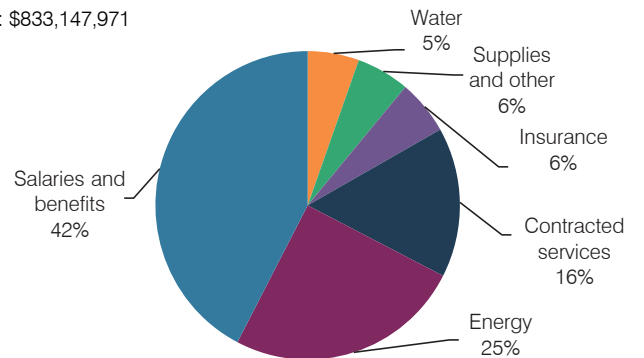
Administrative spending by category

Total: \$673,518,634



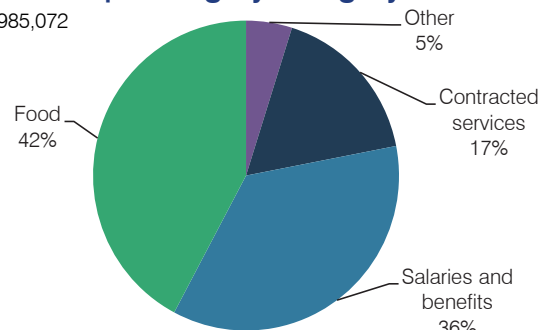
Plant operations spending by category

Total: \$833,147,971



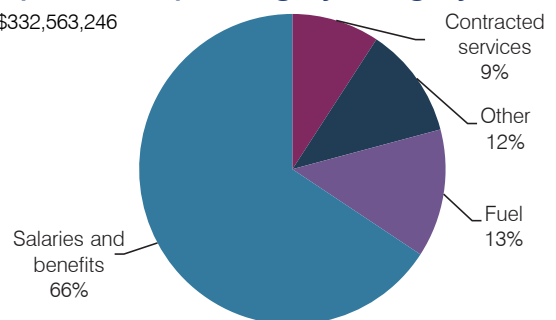
Food service spending by category

Total: \$356,985,072



Transportation spending by category

Total: \$332,563,246



Agua Fria Union High School District

Maricopa County

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

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

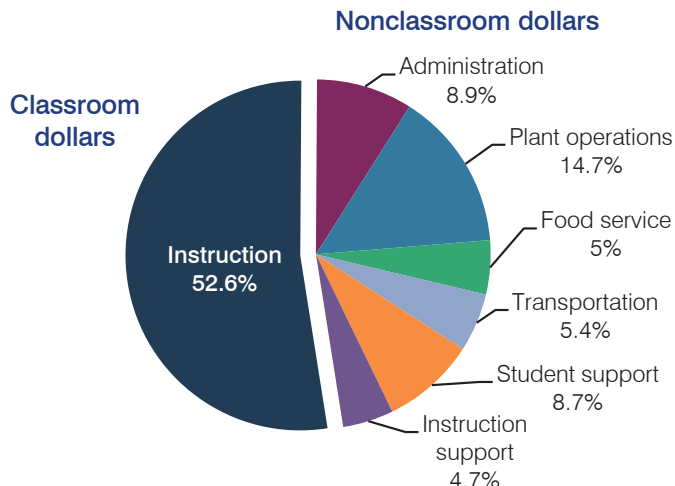
District size, location: Medium-Large, Suburb

Students attending: 6,842

Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 9 percent. Spending in the classroom decreased from 54.3 to 52.6 percent. Spending on administration decreased and spending on plant operations and instruction support increased. Spending on student support increased slightly, while spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$603	\$744	\$746
	Students per administrator	60	68	67
Plant operations	Cost per square foot	\$7.22	\$5.74	\$6.03
	Square footage per student	137	163	153
Food service	Cost per meal equivalent	\$2.70	\$2.84	\$2.58
Transportation	Cost per mile	\$3.73	\$3.54	\$3.55
	Cost per rider	\$1,197	\$1,359	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,748	\$6,753	\$7,062	\$7,496	\$10,658
Classroom dollars	3,501	3,551	3,779	4,031	6,520
Nonclassroom dollars:	3,247	3,202	3,283	3,465	4,138
Administration	619	603	744	746	1,138
Plant operations	1,009	993	929	924	1,015
Food service	341	338	329	396	412
Transportation	375	365	430	369	452
Student support	578	587	543	582	593
Instruction support	325	316	308	448	528

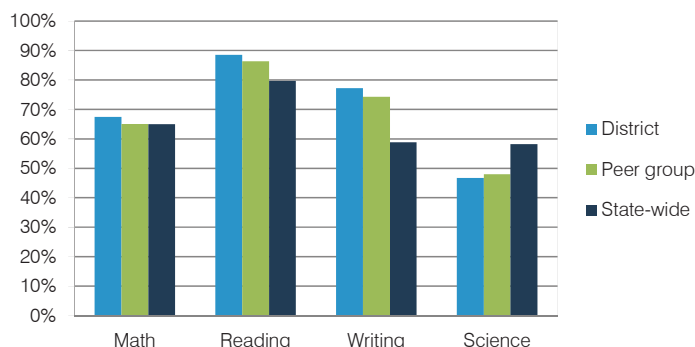
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



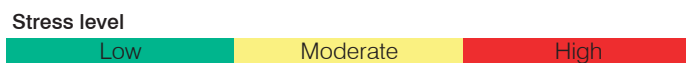
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	82%	85%	77%
Poverty rate (2012)	15%	18%	25%
Students per teacher	21.8	21.4	18.3
Average teacher salary	\$47,489	\$46,473	\$45,264
Amount from Proposition 301	\$4,817	\$4,933	\$3,784
Average years of teacher experience	8.1	9.5	10.9
Percentage of teachers in first 3 years	28%	21%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013	Assessment
Number of students attending district	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Aguila Elementary School District

Maricopa County

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

Legislative district(s): 13

District size, location:

Very small, Rural

Students attending:

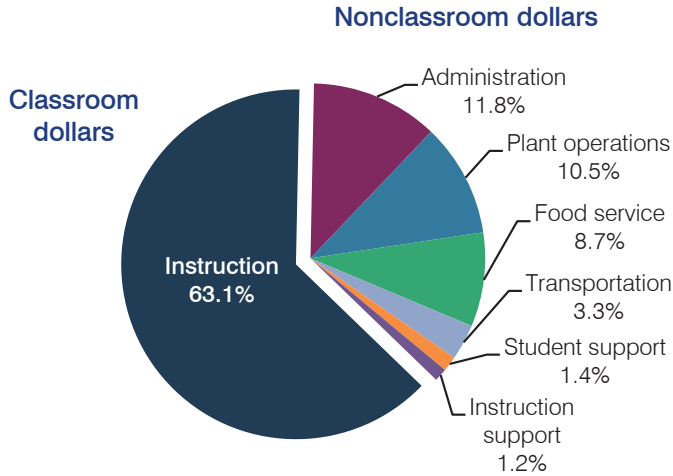
148

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 13 percent. Spending in the classroom varied year to year, increasing overall from 57.4 to 63.1 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations and food service increased and spending on instruction support decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,069	\$2,572	\$746
	Students per administrator	39	30	67
Plant operations	Cost per square foot	\$4.39	\$6.59	\$6.03
	Square footage per student	215	343	153
Food service	Cost per meal equivalent	\$2.89	\$4.93	\$2.58
Transportation	Cost per mile	\$0.89	\$1.64	\$3.55
	Cost per rider	\$635	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$11,622	\$9,012	\$15,203	\$7,496	\$10,658
Classroom dollars	6,804	5,687	7,647	4,031	6,520
Nonclassroom dollars:	4,818	3,325	7,556	3,465	4,138
Administration	1,056	1,069	2,572	746	1,138
Plant operations	2,300	945	2,148	924	1,015
Food service	638	782	851	396	412
Transportation	308	297	1,056	369	452
Student support	108	126	548	582	593
Instruction support	408	106	381	448	528

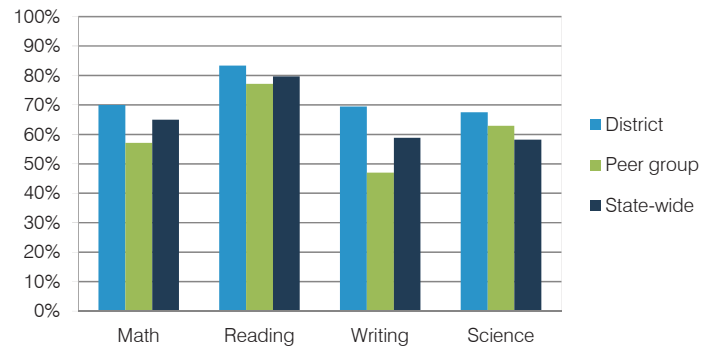
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	25%	24%	25%
Students per teacher	14.8	12.4	18.3
Average teacher salary	\$37,815	\$45,242	\$45,264
Amount from Proposition 301	\$1,736	\$2,827	\$3,784
Average years of teacher experience	19.0	13.6	10.9
Percentage of teachers in first 3 years	11%	12%	19%

Financial stress assessment

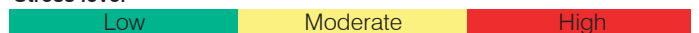
Overall financial stress level: **High**

Measure: 2011 through 2013

Assessment

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

Stress level



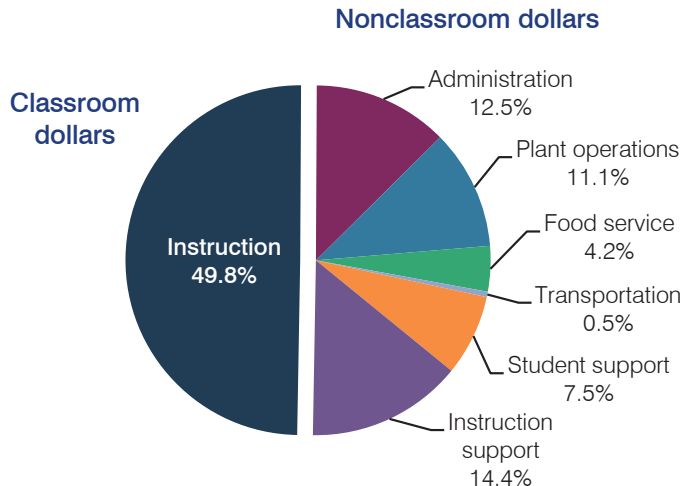
Ajo Unified School District

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

District size, location: Small, town
 Students attending: 415
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 28 percent. Spending in the classroom varied year to year, decreasing overall from 56.9 to 49.8 percent. Spending on plant operations decreased substantially and spending on student support and instruction support increased substantially. Overall, spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,303	\$1,571	\$746
	Students per administrator	36	43	67
Plant operations	Cost per square foot	\$4.49	\$4.94	\$6.03
	Square footage per student	258	318	153
Food service	Cost per meal equivalent	\$3.28	\$3.28	\$2.58
Transportation	Cost per mile	\$1.12	\$2.42	\$3.55
	Cost per rider	\$730	\$1,013	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$9,833	\$10,438	\$10,188	\$7,496	\$10,658
Classroom dollars	4,950	5,200	4,979	4,031	6,520
Nonclassroom dollars:	4,883	5,238	5,209	3,465	4,138
Administration	1,131	1,303	1,571	746	1,138
Plant operations	1,025	1,161	1,558	924	1,015
Food service	383	434	463	396	412
Transportation	67	53	509	369	452
Student support	918	787	647	582	593
Instruction support	1,359	1,500	461	448	528

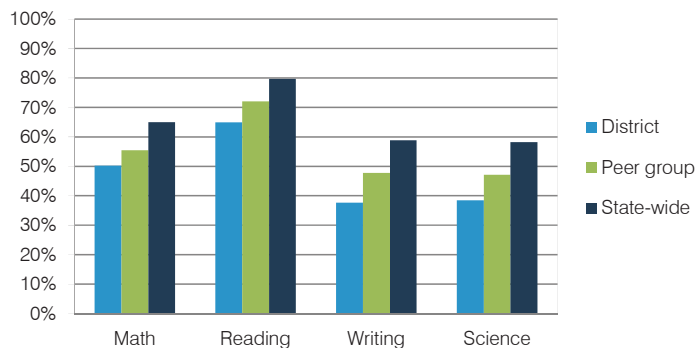
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



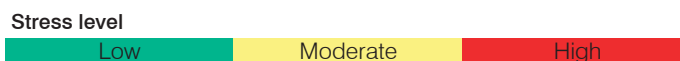
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	93%	94%
Graduation rate (2012)	77%	80%	77%
Poverty rate (2012)	35%	33%	25%
Students per teacher	13.4	15.3	18.3
Average teacher salary	\$41,253	\$43,207	\$45,264
Amount from Proposition 301	\$298	\$3,525	\$3,784
Average years of teacher experience	16.5	11.9	10.9
Percentage of teachers in first 3 years	21%	20%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.3%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Alhambra Elementary School District

Maricopa County

Efficiency peer groups 7 and T-1, Achievement peer group 15

Legislative district(s): 29 and 30

District size, location:

Students attending:

Number of schools:

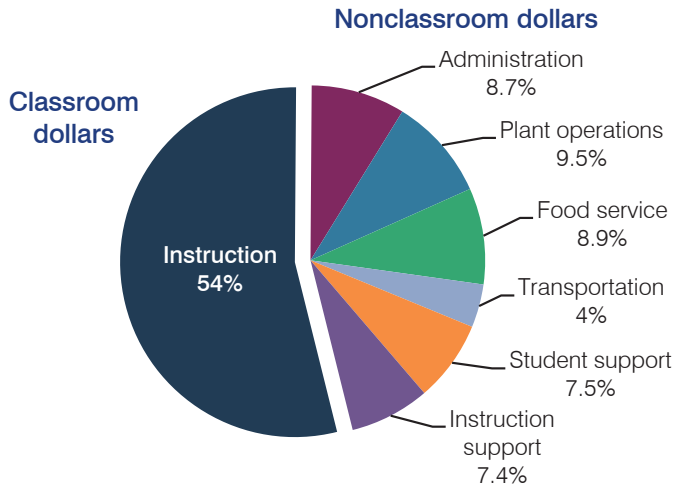
Large, City

13,454

15

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 9 percent. Spending in the classroom decreased from 59.4 to 54 percent. Spending on administration increased substantially and spending on food service and transportation increased. Overall, spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$604	\$664	\$746
	Students per administrator	70	76	67
Plant operations	Cost per square foot	\$5.77	\$6.19	\$6.03
	Square footage per student	114	130	153
Food service	Cost per meal equivalent	\$2.95	\$2.52	\$2.58
Transportation	Cost per mile	\$6.94	\$6.28	\$3.55
	Cost per rider	\$687	\$582	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,226	\$6,983	\$7,109	\$7,496	\$10,658
Classroom dollars	4,013	3,772	3,883	4,031	6,520
Nonclassroom dollars:	3,213	3,211	3,226	3,465	4,138
Administration	608	604	664	746	1,138
Plant operations	664	660	766	924	1,015
Food service	602	624	501	396	412
Transportation	278	278	298	369	452
Student support	541	526	520	582	593
Instruction support	520	519	477	448	528

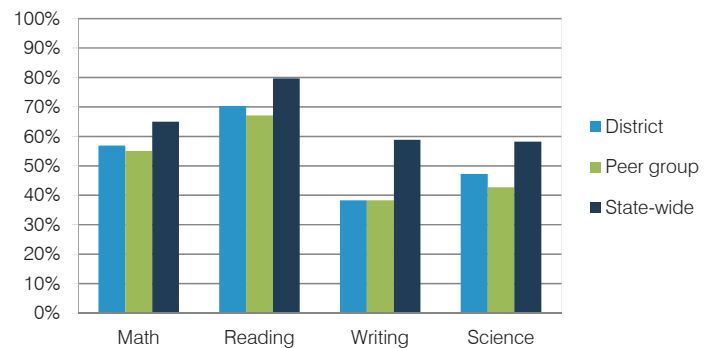
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	3	20%
B	2	13%
C	8	54%
D	2	13%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	45%	50%	25%
Students per teacher	24.2	18.8	18.3
Average teacher salary	\$58,525	\$46,010	\$45,264
Amount from Proposition 301	\$1,046	\$2,972	\$3,784
Average years of teacher experience	9.0	8.7	10.9
Percentage of teachers in first 3 years	24%	32%	19%

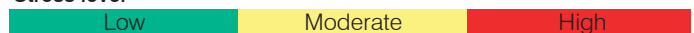
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.4%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



Alpine Elementary School District

Apache County

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

Legislative district(s): 7

District size, location:

Very small, Rural

Students attending:

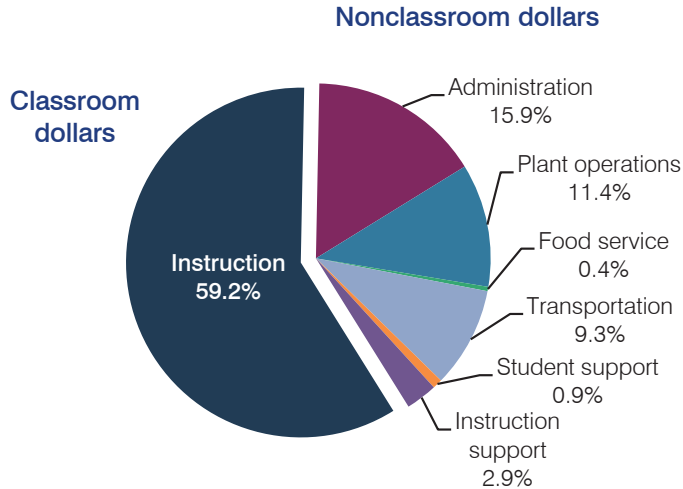
55

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 6 percent. Spending in the classroom varied year to year, increasing overall from 56.2 to 59.2 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration increased substantially and spending on plant operations and student support decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,462	\$2,572	\$746
	Students per administrator	36	30	67
Plant operations	Cost per square foot	\$6.49	\$6.59	\$6.03
	Square footage per student	272	343	153
Food service	Cost per meal equivalent	N/A	\$4.93	\$2.58
Transportation	Cost per mile	\$0.74	\$1.64	\$3.55
	Cost per rider	\$1,313	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$14,357	\$15,487	\$15,203	\$7,496	\$10,658
Classroom dollars	8,309	9,165	7,647	4,031	6,520
Nonclassroom dollars:	6,048	6,322	7,556	3,465	4,138
Administration	2,199	2,462	2,572	746	1,138
Plant operations	1,699	1,768	2,148	924	1,015
Food service	63	69	851	396	412
Transportation	1,423	1,442	1,056	369	452
Student support	162	133	548	582	593
Instruction support	502	448	381	448	528

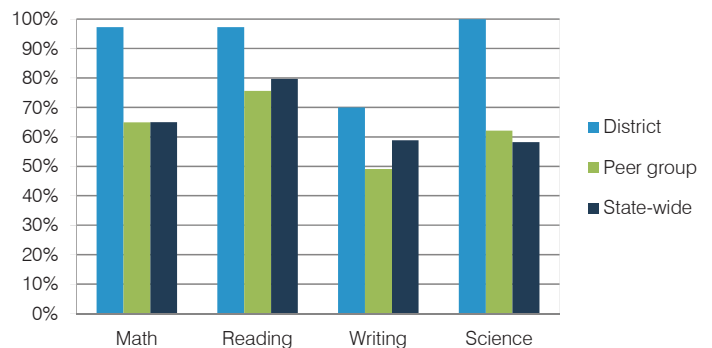
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	29%	30%	25%
Students per teacher	10.9	13.9	18.3
Average teacher salary	\$55,555	\$41,809	\$45,264
Amount from Proposition 301	\$3,750	\$3,665	\$3,784
Average years of teacher experience	16.8	12.3	10.9
Percentage of teachers in first 3 years	0%	12%	19%

Financial stress assessment

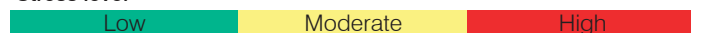
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

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

Stress level



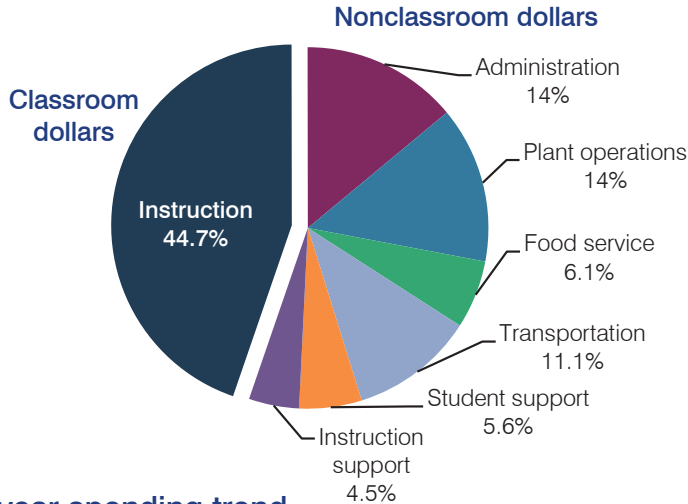
Altar Valley Elementary School District

Pima County
 Efficiency peer groups 9 and T-9, Achievement peer group 20
 Legislative district(s): 2 and 4

District size, location: Medium, Rural
 Students attending: 673
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 8 percent. Spending in the classroom decreased from 48 to 44.7 percent. Overall, spending on plant operations and instruction support increased and spending on administration increased slightly. Spending on transportation and student support varied year to year, while spending on food service remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,311	\$883	\$746
	Students per administrator	48	65	67
Plant operations	Cost per square foot	\$9.89	\$6.31	\$6.03
	Square footage per student	133	135	153
Food service	Cost per meal equivalent	\$2.77	\$2.63	\$2.58
Transportation	Cost per mile	\$2.20	\$2.42	\$3.55
	Cost per rider	\$748	\$1,013	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,864	\$9,383	\$7,185	\$7,496	\$10,658
Classroom dollars	3,906	4,199	3,621	4,031	6,520
Nonclassroom dollars:	4,958	5,184	3,564	3,465	4,138
Administration	1,338	1,311	883	746	1,138
Plant operations	1,069	1,314	836	924	1,015
Food service	540	568	535	396	412
Transportation	952	1,045	431	369	452
Student support	611	522	435	582	593
Instruction support	448	424	444	448	528

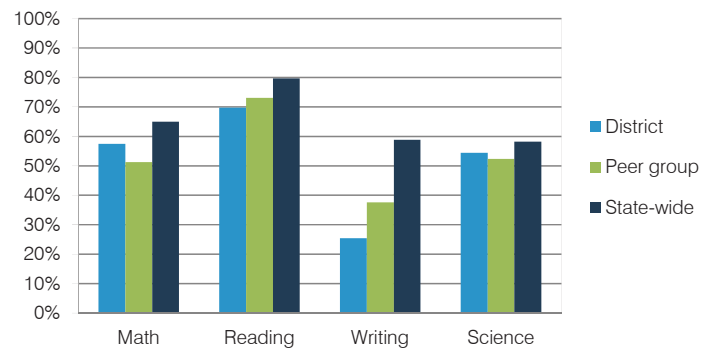
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	36%	38%	25%
Students per teacher	16.0	15.1	18.3
Average teacher salary	\$37,166	\$44,190	\$45,264
Amount from Proposition 301	\$3,172	\$3,324	\$3,784
Average years of teacher experience	7.6	11.1	10.9
Percentage of teachers in first 3 years	25%	20%	19%

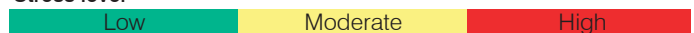
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.5%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



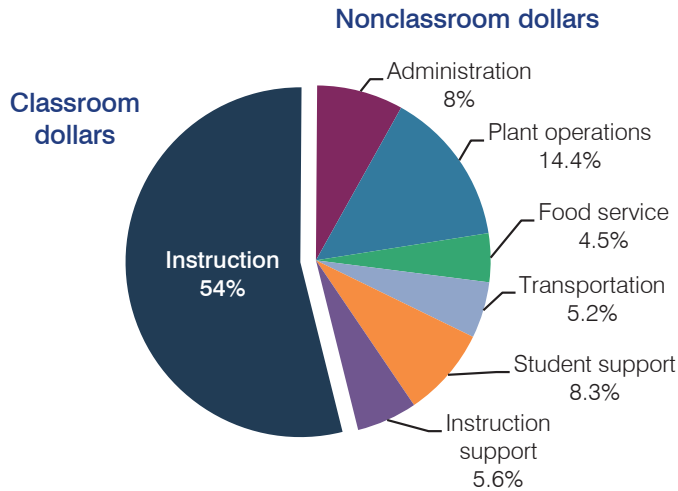
Amphitheater Unified School District

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

District size, location: Large, Suburb
 Students attending: 13,780
 Number of schools: 20

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 57.5 to 54 percent. Spending on plant operations increased substantially and spending on student support increased, while spending on instruction support decreased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$623	\$658	\$746
	Students per administrator	55	68	67
Plant operations	Cost per square foot	\$6.24	\$6.23	\$6.03
	Square footage per student	182	145	153
Food service	Cost per meal equivalent	\$2.69	\$2.58	\$2.58
Transportation	Cost per mile	\$3.29	\$3.41	\$3.55
	Cost per rider	\$1,004	\$1,047	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,830	\$7,839	\$7,059	\$7,496	\$10,658
Classroom dollars	4,300	4,230	3,824	4,031	6,520
Nonclassroom dollars:	3,530	3,609	3,235	3,465	4,138
Administration	637	623	658	746	1,138
Plant operations	1,125	1,134	896	924	1,015
Food service	304	355	332	396	412
Transportation	388	405	351	369	452
Student support	636	651	524	582	593
Instruction support	440	441	474	448	528

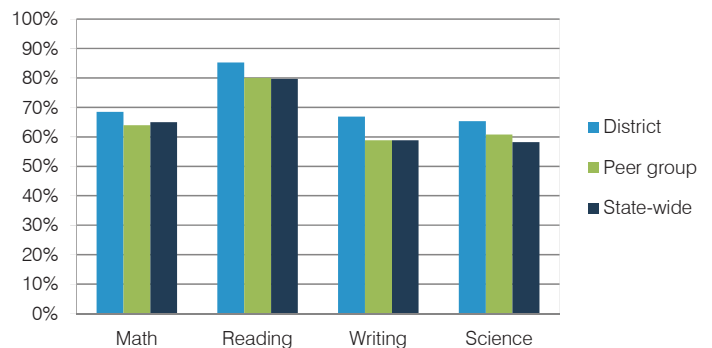
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	7	35%
B	7	35%
C	4	20%
D	1	5%
F	0	0%
Not rated	1	5%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	94%
Graduation rate (2012)	85%	80%	77%
Poverty rate (2012)	24%	25%	25%
Students per teacher	17.5	17.9	18.3
Average teacher salary	\$42,760	\$44,916	\$45,264
Amount from Proposition 301	\$4,461	\$3,845	\$3,784
Average years of teacher experience	12.5	12.0	10.9
Percentage of teachers in first 3 years	16%	18%	19%

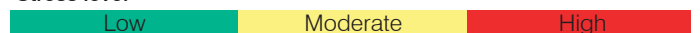
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.1%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



Antelope Union High School District

Yuma County

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

Legislative district(s): 4 and 13

District size, location:

Small, Rural

Students attending:

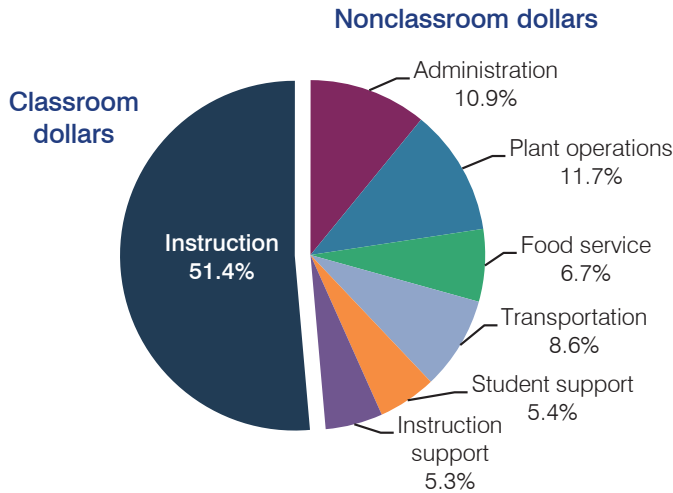
283

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 19 percent. Spending in the classroom decreased from 53.4 to 51.4 percent. Spending on administration decreased substantially and spending on student support and instruction support increased substantially. Spending on food service increased, while spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,156	\$1,571	\$746
	Students per administrator	57	43	67
Plant operations	Cost per square foot	\$3.19	\$4.94	\$6.03
	Square footage per student	386	318	153
Food service	Cost per meal equivalent	\$4.16	\$3.28	\$2.58
Transportation	Cost per mile	\$1.29	\$1.97	\$3.55
	Cost per rider	\$877	\$1,010	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$10,602	\$10,579	\$10,188	\$7,496	\$10,658
Classroom dollars	5,056	5,442	4,979	4,031	6,520
Nonclassroom dollars:	5,546	5,137	5,209	3,465	4,138
Administration	1,176	1,156	1,571	746	1,138
Plant operations	1,376	1,233	1,558	924	1,015
Food service	707	708	463	396	412
Transportation	988	905	509	369	452
Student support	538	576	647	582	593
Instruction support	761	559	461	448	528

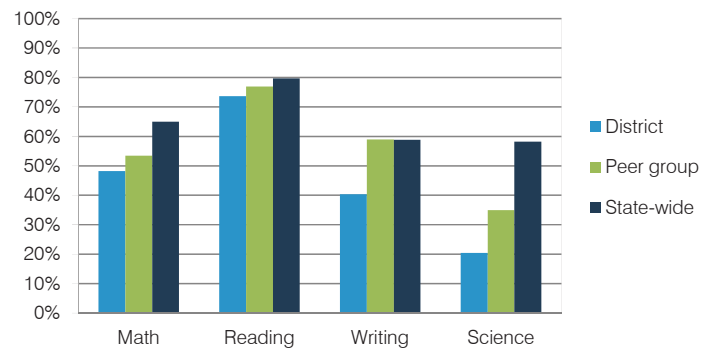
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2012)	74%	74%	77%
Poverty rate (2012)	28%	25%	25%
Students per teacher	16.2	16.6	18.3
Average teacher salary	\$51,992	\$44,454	\$45,264
Amount from Proposition 301	\$4,970	\$5,749	\$3,784
Average years of teacher experience	13.9	11.4	10.9
Percentage of teachers in first 3 years	7%	21%	19%

Financial stress assessment

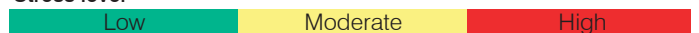
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.6%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



Apache Elementary School District

Cochise County

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

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

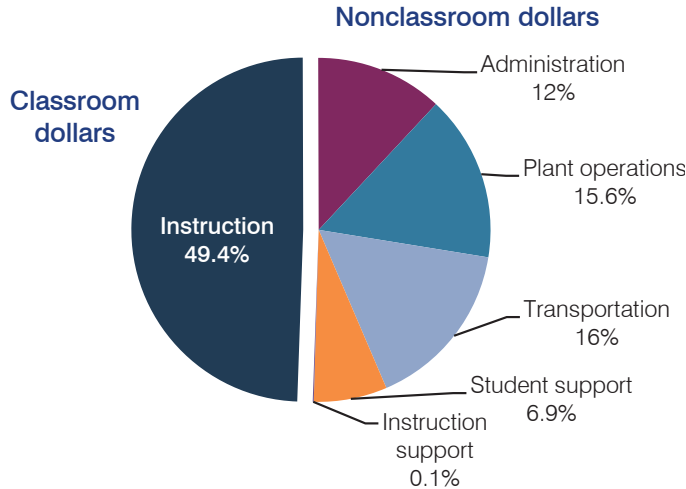
7

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 33 percent. Spending in the classroom decreased from 58.5 to 49.4 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 substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,255	\$2,572	\$746
	Students per administrator	5	30	67
Plant operations	Cost per square foot	\$17.42	\$6.59	\$6.03
	Square footage per student	243	343	153
Food service	Cost per meal equivalent	N/A	\$4.93	\$2.58
Transportation	Cost per mile	\$1.68	\$1.64	\$3.55
	Cost per rider	\$3,817	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$18,236	\$27,043	\$15,203	\$7,496	\$10,658
Classroom dollars	9,426	13,346	7,647	4,031	6,520
Nonclassroom dollars:	8,810	13,697	7,556	3,465	4,138
Administration	1,685	3,255	2,572	746	1,138
Plant operations	2,778	4,231	2,148	924	1,015
Food service	0	0	851	396	412
Transportation	2,964	4,312	1,056	369	452
Student support	1,333	1,862	548	582	593
Instruction support	50	37	381	448	528

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Students who met state standards (AIMS)

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

Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	98%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	26%	24%	25%
Students per teacher	7.1	12.4	18.3
Average teacher salary	N/A	\$45,242	\$45,264
Amount from Proposition 301	N/A	\$2,827	\$3,784
Average years of teacher experience	N/A	13.6	10.9
Percentage of teachers in first 3 years	N/A	12%	19%

Financial stress assessment

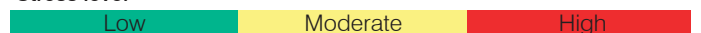
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

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

Stress level



Apache Junction Unified School District

Pinal County

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

Legislative district(s): 8 and 16

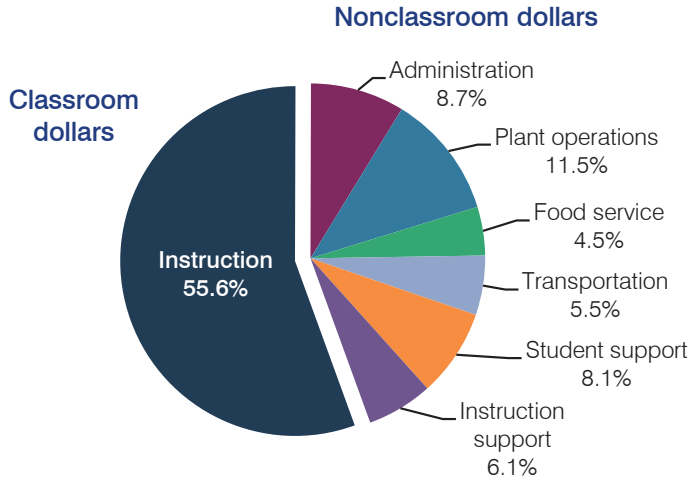
District size, location: Medium-Large, Suburb

Students attending: 4,477

Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 6 percent. Spending in the classroom increased overall from 54.5 to 55.6 percent. Spending on plant operations decreased and spending on transportation decreased slightly, while spending on instruction support increased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$616	\$744	\$746
	Students per administrator	66	68	67
Plant operations	Cost per square foot	\$5.64	\$5.74	\$6.03
	Square footage per student	144	163	153
Food service	Cost per meal equivalent	\$2.60	\$2.84	\$2.58
Transportation	Cost per mile	\$3.08	\$4.05	\$3.55
	Cost per rider	\$761	\$1,000	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,166	\$7,081	\$7,062	\$7,496	\$10,658
Classroom dollars	3,913	3,936	3,779	4,031	6,520
Nonclassroom dollars:	3,253	3,145	3,283	3,465	4,138
Administration	639	616	744	746	1,138
Plant operations	823	815	929	924	1,015
Food service	335	322	329	396	412
Transportation	435	388	430	369	452
Student support	587	574	543	582	593
Instruction support	434	430	308	448	528

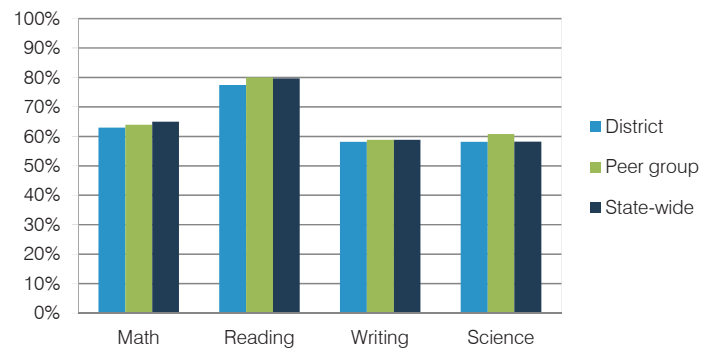
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	94%
Graduation rate (2012)	78%	80%	77%
Poverty rate (2012)	25%	25%	25%
Students per teacher	18.7	17.9	18.3
Average teacher salary	\$46,745	\$44,916	\$45,264
Amount from Proposition 301	\$4,648	\$3,845	\$3,784
Average years of teacher experience	9.5	12.0	10.9
Percentage of teachers in first 3 years	27%	18%	19%

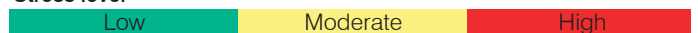
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	1.6% Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



Arlington Elementary School District

Maricopa County

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

Legislative district(s): 4 and 13

District size, location:

Small, Rural

Students attending:

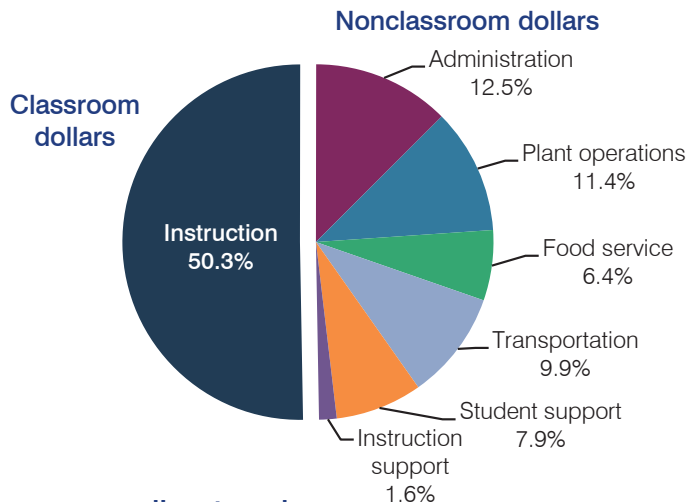
246

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 1 percent. Spending in the classroom decreased from 57.2 to 50.3 percent. Overall, spending on transportation and student support increased substantially and spending on instruction support increased. Spending on food service decreased slightly while spending on administration and plant operations varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,264	\$1,130	\$746
	Students per administrator	90	55	67
Plant operations	Cost per square foot	\$7.76	\$6.14	\$6.03
	Square footage per student	149	157	153
Food service	Cost per meal equivalent	\$2.80	\$2.74	\$2.58
Transportation	Cost per mile	\$2.09	\$1.97	\$3.55
	Cost per rider	\$1,070	\$1,010	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$9,633	\$10,127	\$8,518	\$7,496	\$10,658
Classroom dollars	4,777	5,093	4,624	4,031	6,520
Nonclassroom dollars:	4,856	5,034	3,894	3,465	4,138
Administration	1,091	1,264	1,130	746	1,138
Plant operations	1,238	1,154	976	924	1,015
Food service	636	651	511	396	412
Transportation	954	999	537	369	452
Student support	800	799	499	582	593
Instruction support	137	167	241	448	528

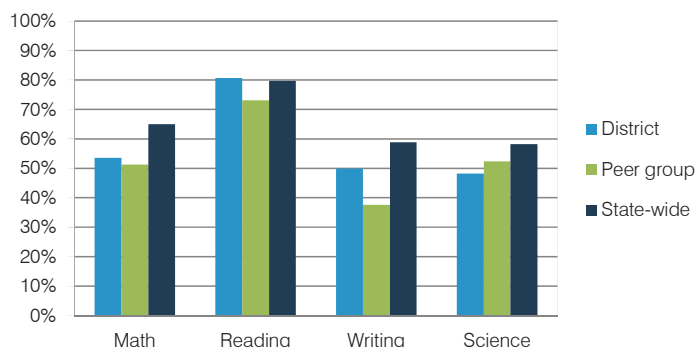
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	38%	38%	25%
Students per teacher	18.2	15.1	18.3
Average teacher salary	\$52,671	\$44,190	\$45,264
Amount from Proposition 301	\$3,267	\$3,324	\$3,784
Average years of teacher experience	8.9	11.1	10.9
Percentage of teachers in first 3 years	7%	20%	19%

Financial stress assessment

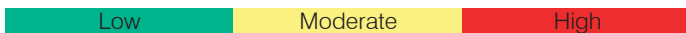
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.3%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



Ash Creek Elementary School District

Cochise County

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

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

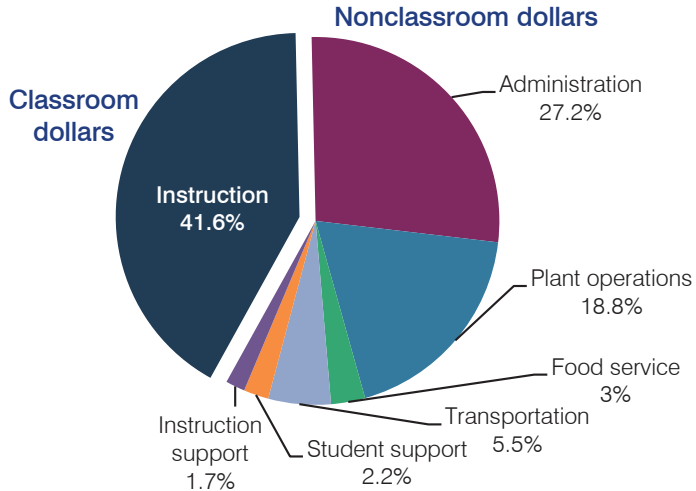
16

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment decreased by 47 percent, which contributed to the 43 percent increase in total spending per pupil. Spending in the classroom varied year to year, ranging from a high of 41.6 percent to a low of 33 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$9,446	\$2,572	\$746
	Students per administrator	11	30	67
Plant operations	Cost per square foot	\$4.87	\$6.59	\$6.03
	Square footage per student	1,344	343	153
Food service	Cost per meal equivalent	\$8.59	\$4.93	\$2.58
Transportation	Cost per mile	\$1.56	\$1.64	\$3.55
	Cost per rider	\$1,907	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$25,054	\$34,743	\$15,203	\$7,496	\$10,658
Classroom dollars	10,279	14,470	7,647	4,031	6,520
Nonclassroom dollars:	14,775	20,273	7,556	3,465	4,138
Administration	7,693	9,446	2,572	746	1,138
Plant operations	3,864	6,540	2,148	924	1,015
Food service	1,093	1,056	851	396	412
Transportation	986	1,913	1,056	369	452
Student support	829	737	548	582	593
Instruction support	310	581	381	448	528

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Students who met state standards (AIMS)

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

Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	64%	52%	25%
Students per teacher	5.3	12.4	18.3
Average teacher salary	\$45,150	\$46,086	\$45,264
Amount from Proposition 301	\$2,800	\$2,755	\$3,784
Average years of teacher experience	13.5	11.5	10.9
Percentage of teachers in first 3 years	0%	16%	19%

Financial stress assessment

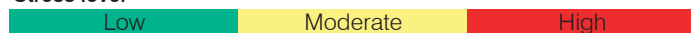
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

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

Stress level



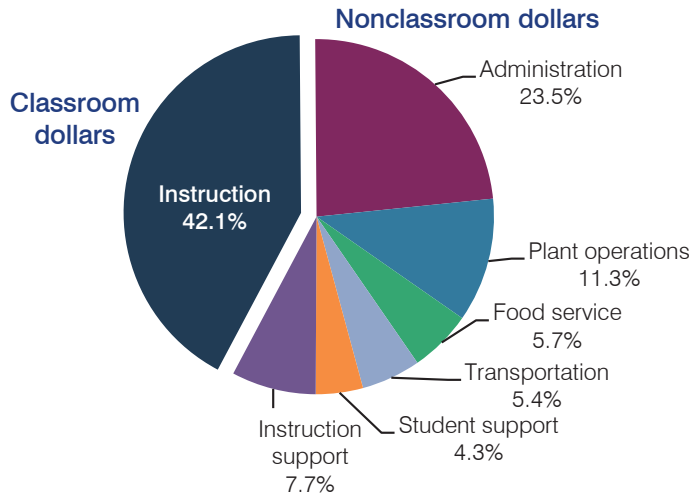
Ash Fork Joint Unified School District

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

District size, location: Small, Rural
 Students attending: 215
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment decreased by 28 percent, which contributed to the 34 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 52.8 to 42.1 percent. Spending on administration and instruction support increased substantially. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,434	\$1,571	\$746
	Students per administrator	24	43	67
Plant operations	Cost per square foot	\$6.66	\$4.94	\$6.03
	Square footage per student	248	318	153
Food service	Cost per meal equivalent	\$4.57	\$3.28	\$2.58
Transportation	Cost per mile	NR	\$2.52	\$3.55
	Cost per rider	\$1,553	\$797	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$11,927	\$14,593	\$10,188	\$7,496	\$10,658
Classroom dollars	5,649	6,145	4,979	4,031	6,520
Nonclassroom dollars:	6,278	8,448	5,209	3,465	4,138
Administration	2,382	3,434	1,571	746	1,138
Plant operations	1,480	1,654	1,558	924	1,015
Food service	732	835	463	396	412
Transportation	655	789	509	369	452
Student support	572	622	647	582	593
Instruction support	457	1,114	461	448	528

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

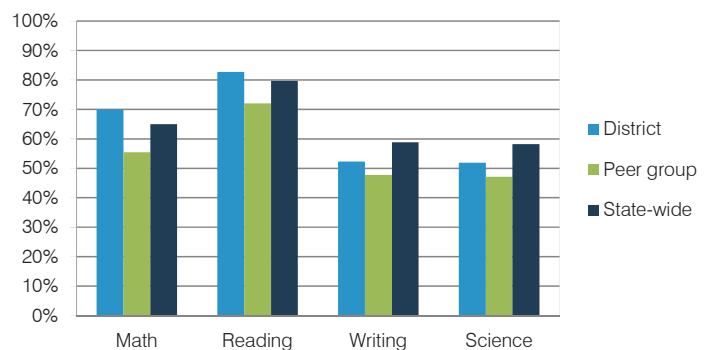
ADE-reported district and school letter grades

District grade: **A**

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

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

Students who met state standards (AIMS)



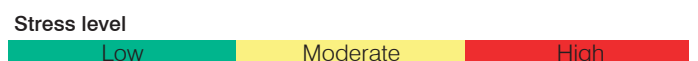
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	94%
Graduation rate (2012)	76%	80%	77%
Poverty rate (2012)	35%	33%	25%
Students per teacher	12.6	15.3	18.3
Average teacher salary	\$38,930	\$43,207	\$45,264
Amount from Proposition 301	\$2,320	\$3,525	\$3,784
Average years of teacher experience	6.9	11.9	10.9
Percentage of teachers in first 3 years	50%	20%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013	Assessment
Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant



Avondale Elementary School District

Maricopa County

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

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

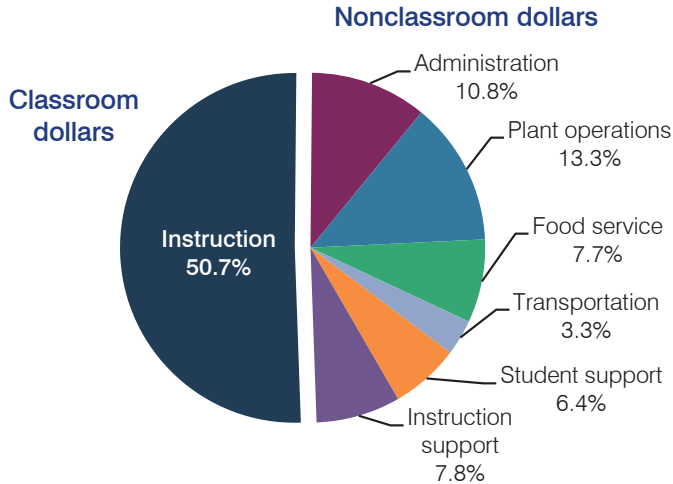
District size, location: Medium-Large, Suburb

Students attending: 5,314

Number of schools: 8

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 5 percent. Spending in the classroom decreased from 59.7 to 50.7 percent. Overall, spending on plant operations increased substantially, while spending on administration and food service increased. Spending on transportation and instruction support increased slightly, while spending on student support remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$716	\$791	\$746
	Students per administrator	69	69	67
Plant operations	Cost per square foot	\$6.27	\$6.28	\$6.03
	Square footage per student	141	138	153
Food service	Cost per meal equivalent	\$2.72	\$2.54	\$2.58
Transportation	Cost per mile	\$4.46	\$5.18	\$3.55
	Cost per rider	\$829	\$824	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,617	\$6,644	\$7,193	\$7,496	\$10,658
Classroom dollars	3,452	3,370	3,672	4,031	6,520
Nonclassroom dollars:	3,165	3,274	3,521	3,465	4,138
Administration	717	716	791	746	1,138
Plant operations	817	883	842	924	1,015
Food service	490	511	541	396	412
Transportation	210	223	273	369	452
Student support	432	423	541	582	593
Instruction support	499	518	533	448	528

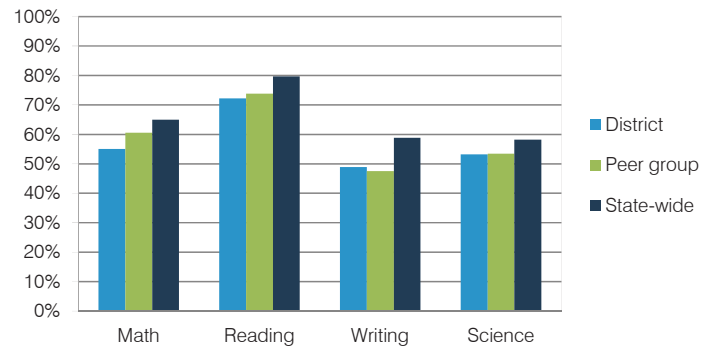
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	5	63%
C	2	25%
D	1	12%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	25%	25%	25%
Students per teacher	19.3	19.1	18.3
Average teacher salary	\$40,369	\$40,312	\$45,264
Amount from Proposition 301	\$1,385	\$3,530	\$3,784
Average years of teacher experience	7.1	7.4	10.9
Percentage of teachers in first 3 years	25%	31%	19%

Financial stress assessment

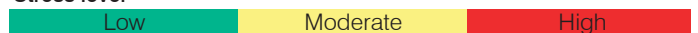
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

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

Stress level



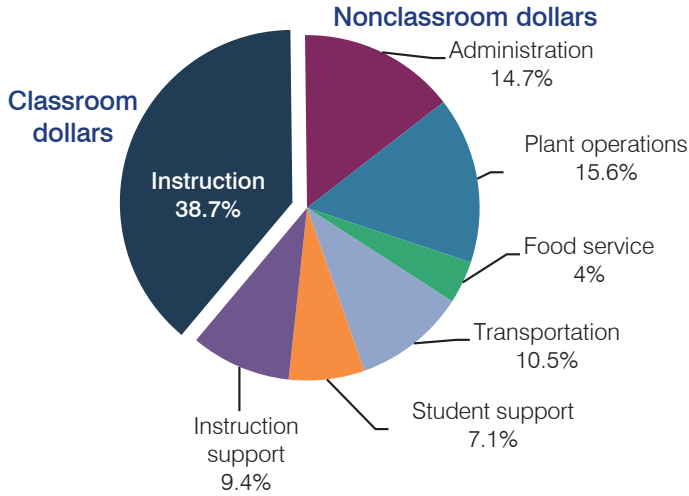
Baboquivari Unified School District

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

District size, location: Medium, Rural
 Students attending: 987
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 20 percent. Spending in the classroom decreased overall from 51.1 to 38.7 percent. Overall, spending on administration, plant operations, transportation, and instruction support increased substantially and spending on student support decreased substantially. Spending on food service remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,115	\$1,077	\$746
	Students per administrator	34	56	67
Plant operations	Cost per square foot	\$7.01	\$4.83	\$6.03
	Square footage per student	319	260	153
Food service	Cost per meal equivalent	\$3.18	\$3.14	\$2.58
Transportation	Cost per mile	\$2.46	\$1.97	\$3.55
	Cost per rider	\$1,772	\$1,010	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$15,019	\$14,400	\$8,465	\$7,496	\$10,658
Classroom dollars	6,024	5,576	4,259	4,031	6,520
Nonclassroom dollars:	8,995	8,824	4,206	3,465	4,138
Administration	1,891	2,115	1,077	746	1,138
Plant operations	2,374	2,238	1,237	924	1,015
Food service	564	582	419	396	412
Transportation	1,390	1,509	535	369	452
Student support	1,296	1,026	630	582	593
Instruction support	1,480	1,354	308	448	528

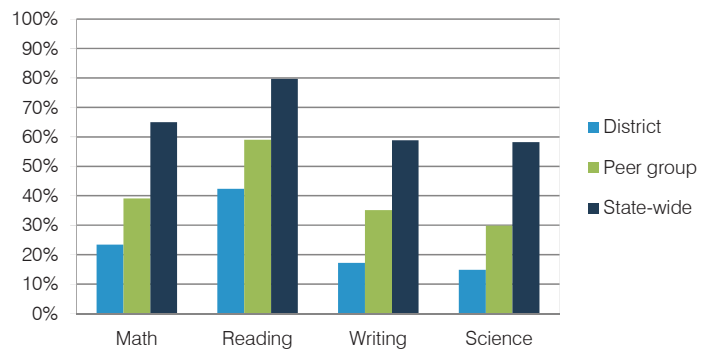
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Students who met state standards (AIMS)



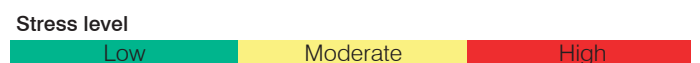
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	90%	92%	94%
Graduation rate (2012)	NR	69%	77%
Poverty rate (2012)	43%	42%	25%
Students per teacher	13.7	15.1	18.3
Average teacher salary	\$45,098	\$42,614	\$45,264
Amount from Proposition 301	\$3,940	\$3,663	\$3,784
Average years of teacher experience	8.4	12.2	10.9
Percentage of teachers in first 3 years	23%	15%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Increase
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	Impact Aid Fund reserve
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Noncompliant



Bagdad Unified School District

Yavapai County

Efficiency peer groups 6 and T-8, Achievement peer group 4

Legislative district(s): 1

District size, location:

Small, Rural

Students attending:

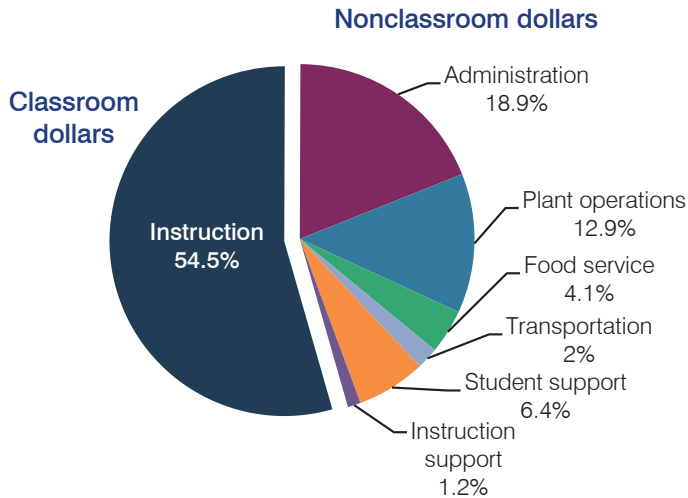
427

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 8 percent. Spending in the classroom varied year to year, decreasing overall from 55.7 to 54.5 percent. Spending on administration and student support increased substantially, while spending on plant operations and instruction support decreased substantially. Spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,795	\$1,571	\$746
	Students per administrator	39	43	67
Plant operations	Cost per square foot	\$5.40	\$4.94	\$6.03
	Square footage per student	227	318	153
Food service	Cost per meal equivalent	\$4.66	\$3.28	\$2.58
Transportation	Cost per mile	\$2.05	\$2.52	\$3.55
	Cost per rider	\$440	\$797	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$9,403	\$9,478	\$10,188	\$7,496	\$10,658
Classroom dollars	4,971	5,163	4,979	4,031	6,520
Nonclassroom dollars:	4,432	4,315	5,209	3,465	4,138
Administration	1,940	1,795	1,571	746	1,138
Plant operations	1,020	1,228	1,558	924	1,015
Food service	368	386	463	396	412
Transportation	181	188	509	369	452
Student support	738	603	647	582	593
Instruction support	185	115	461	448	528

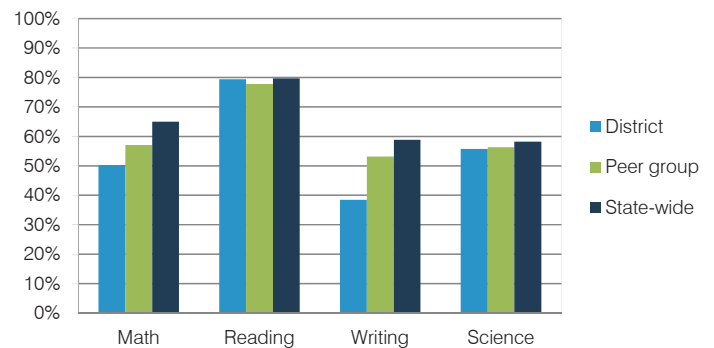
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	96%	82%	77%
Poverty rate (2012)	13%	15%	25%
Students per teacher	13.8	16.5	18.3
Average teacher salary	\$40,009	\$40,197	\$45,264
Amount from Proposition 301	\$2,612	\$4,027	\$3,784
Average years of teacher experience	9.3	11.1	10.9
Percentage of teachers in first 3 years	11%	15%	19%

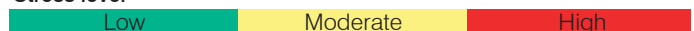
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Increase
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.2%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



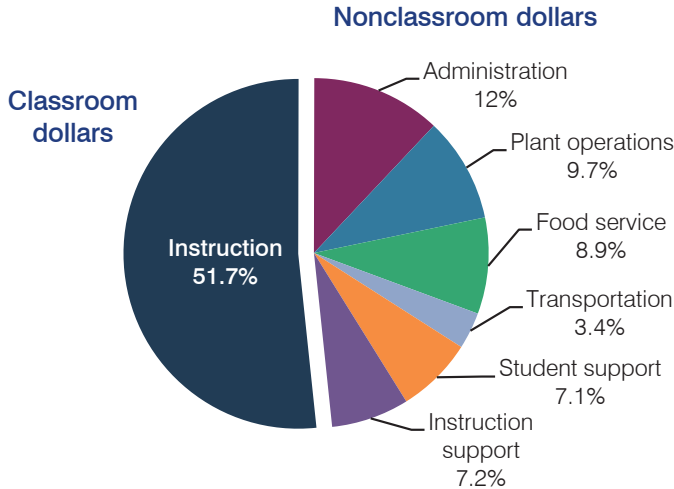
Balsz Elementary School District

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

District size, location: Medium-Large, City
 Students attending: 2,490
 Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 7 percent. Spending in the classroom decreased from 58.7 to 51.7 percent. Overall, spending on administration and instruction support increased substantially and spending on food service increased. Spending on student support increased slightly and spending on plant operations decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$951	\$791	\$746
	Students per administrator	62	69	67
Plant operations	Cost per square foot	\$4.49	\$6.28	\$6.03
	Square footage per student	172	138	153
Food service	Cost per meal equivalent	\$2.45	\$2.54	\$2.58
Transportation	Cost per mile	\$3.94	\$5.18	\$3.55
	Cost per rider	\$881	\$824	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,665	\$7,957	\$7,193	\$7,496	\$10,658
Classroom dollars	3,771	4,116	3,672	4,031	6,520
Nonclassroom dollars:	3,894	3,841	3,521	3,465	4,138
Administration	884	951	791	746	1,138
Plant operations	834	773	842	924	1,015
Food service	720	709	541	396	412
Transportation	339	268	273	369	452
Student support	560	567	541	582	593
Instruction support	557	573	533	448	528

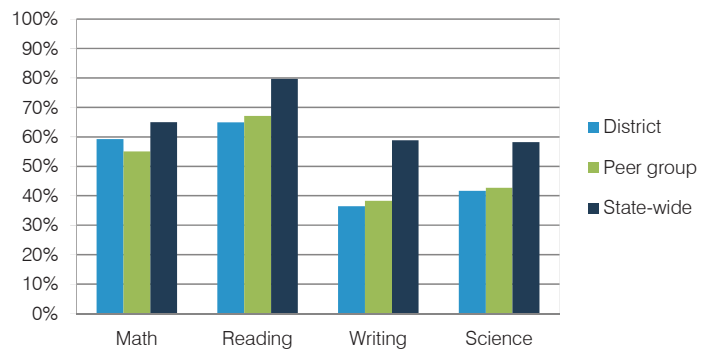
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



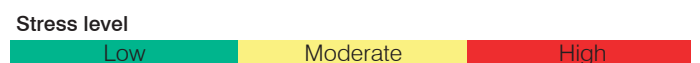
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	55%	50%	25%
Students per teacher	16.6	18.8	18.3
Average teacher salary	\$42,391	\$46,010	\$45,264
Amount from Proposition 301	\$2,077	\$2,972	\$3,784
Average years of teacher experience	8.5	8.7	10.9
Percentage of teachers in first 3 years	32%	32%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	2.7%, Increasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant



Beaver Creek Elementary School District

Yavapai County

Efficiency peer groups 10 and T-7, Achievement peer group 18

Legislative district(s): 1 and 6

District size, location:

Small, Rural

Students attending:

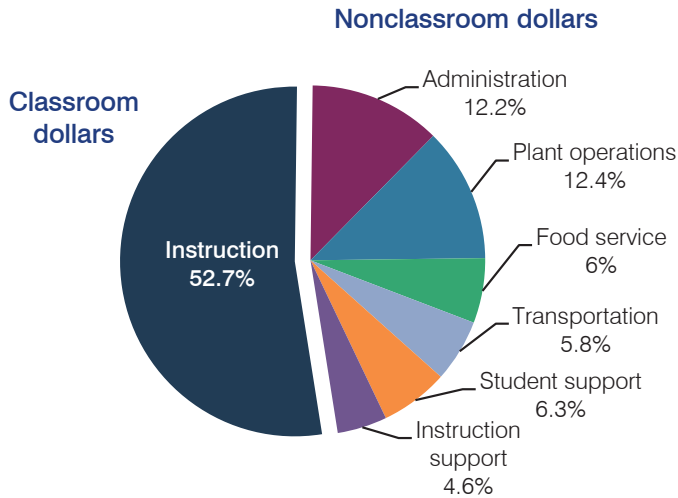
342

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 9 percent. Spending in the classroom decreased from 62 to 52.7 percent. Overall, spending on student support and instruction support increased substantially and spending on administration and plant operations increased. Spending on transportation and food service varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$889	\$1,130	\$746
	Students per administrator	50	55	67
Plant operations	Cost per square foot	\$6.01	\$6.14	\$6.03
	Square footage per student	151	157	153
Food service	Cost per meal equivalent	\$2.47	\$2.74	\$2.58
Transportation	Cost per mile	\$2.73	\$3.06	\$3.55
	Cost per rider	\$595	\$677	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$7,423	\$7,312	\$8,518	\$7,496	\$10,658
Classroom dollars	3,805	3,856	4,624	4,031	6,520
Nonclassroom dollars:	3,618	3,456	3,894	3,465	4,138
Administration	983	889	1,130	746	1,138
Plant operations	1,061	905	976	924	1,015
Food service	435	440	511	396	412
Transportation	483	431	537	369	452
Student support	362	457	499	582	593
Instruction support	294	334	241	448	528

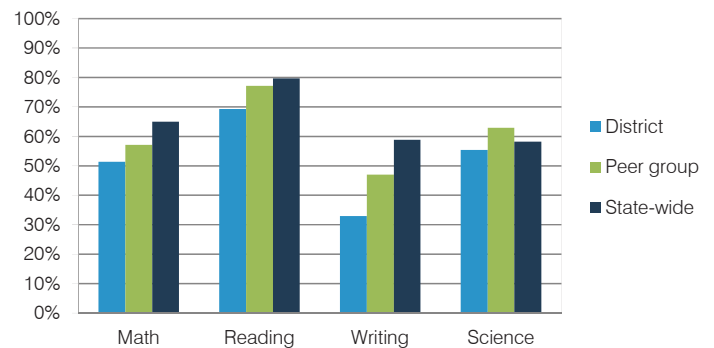
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	22%	24%	25%
Students per teacher	15.2	12.4	18.3
Average teacher salary	\$37,544	\$45,242	\$45,264
Amount from Proposition 301	\$4,850	\$2,827	\$3,784
Average years of teacher experience	11.1	13.6	10.9
Percentage of teachers in first 3 years	25%	12%	19%

Financial stress assessment

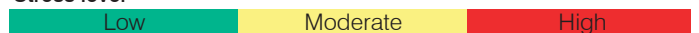
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.8%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



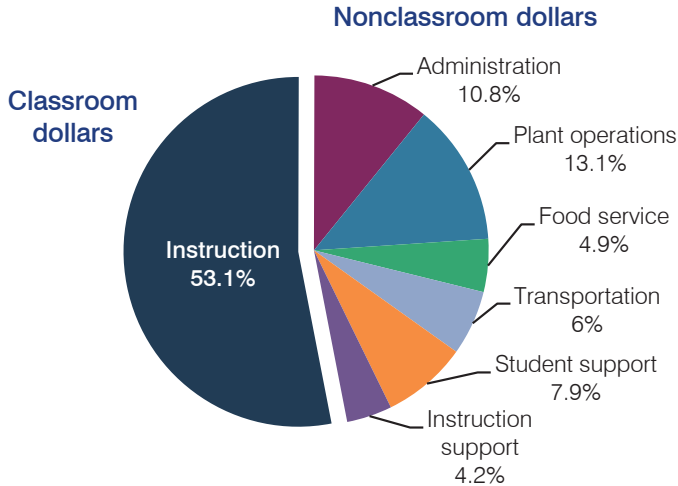
Benson Unified School District

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

District size, location: Medium, Town
 Students attending: 1,078
 Number of schools: 4

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 from 56.9 to 53.1 percent. Overall, spending on administration decreased substantially and spending on student support and instruction support increased substantially. Spending on most other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$906	\$1,077	\$746
	Students per administrator	51	56	67
Plant operations	Cost per square foot	\$6.11	\$4.83	\$6.03
	Square footage per student	180	260	153
Food service	Cost per meal equivalent	\$2.76	\$3.14	\$2.58
Transportation	Cost per mile	\$2.81	\$2.52	\$3.55
	Cost per rider	\$808	\$797	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,711	\$8,380	\$8,465	\$7,496	\$10,658
Classroom dollars	4,175	4,450	4,259	4,031	6,520
Nonclassroom dollars:	3,536	3,930	4,206	3,465	4,138
Administration	898	906	1,077	746	1,138
Plant operations	858	1,100	1,237	924	1,015
Food service	382	410	419	396	412
Transportation	464	502	535	369	452
Student support	628	660	630	582	593
Instruction support	306	352	308	448	528

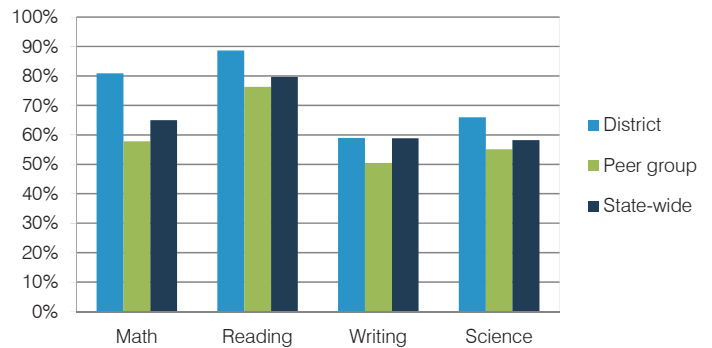
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Students who met state standards (AIMS)



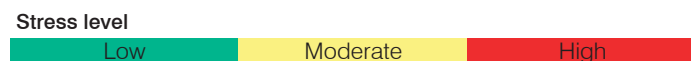
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2012)	86%	83%	77%
Poverty rate (2012)	21%	24%	25%
Students per teacher	16.4	16.6	18.3
Average teacher salary	\$40,519	\$41,866	\$45,264
Amount from Proposition 301	\$4,192	\$4,192	\$3,784
Average years of teacher experience	12.7	11.7	10.9
Percentage of teachers in first 3 years	12%	16%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	1.3%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Bicentennial Union High School District

La Paz County

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

Legislative district(s): 5

District size, location:

Very Small, Rural

Students attending:

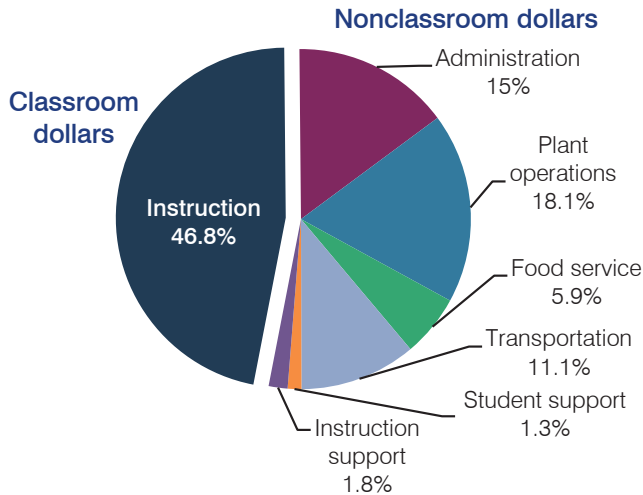
130

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 13 percent. Spending in the classroom varied year to year, increasing overall from 36.4 to 46.8 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,010	\$2,572	\$746
	Students per administrator	37	30	67
Plant operations	Cost per square foot	\$5.67	\$6.59	\$6.03
	Square footage per student	428	343	153
Food service	Cost per meal equivalent	\$3.71	\$4.93	\$2.58
Transportation	Cost per mile	\$1.48	\$1.64	\$3.55
	Cost per rider	\$1,888	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$12,216	\$13,411	\$15,203	\$7,496	\$10,658
Classroom dollars	5,184	6,282	7,647	4,031	6,520
Nonclassroom dollars:	7,032	7,129	7,556	3,465	4,138
Administration	2,140	2,010	2,572	746	1,138
Plant operations	2,324	2,427	2,148	924	1,015
Food service	738	795	851	396	412
Transportation	1,362	1,483	1,056	369	452
Student support	164	171	548	582	593
Instruction support	304	243	381	448	528

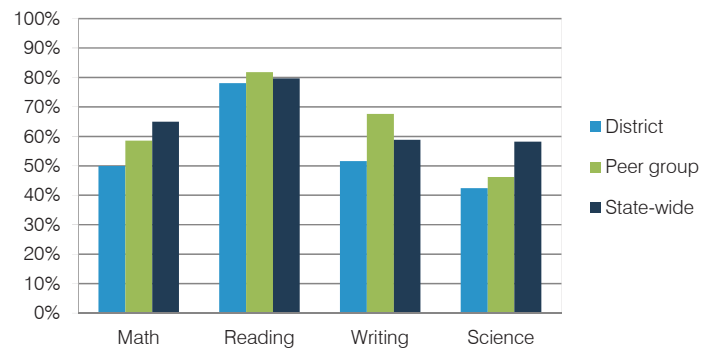
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	91%	94%
Graduation rate (2012)	72%	79%	77%
Poverty rate (2012)	42%	36%	25%
Students per teacher	10.0	13.2	18.3
Average teacher salary	\$38,516	\$39,347	\$45,264
Amount from Proposition 301	\$2,866	\$3,141	\$3,784
Average years of teacher experience	6.2	8.6	10.9
Percentage of teachers in first 3 years	42%	25%	19%

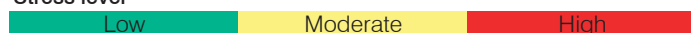
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.0%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

Stress level



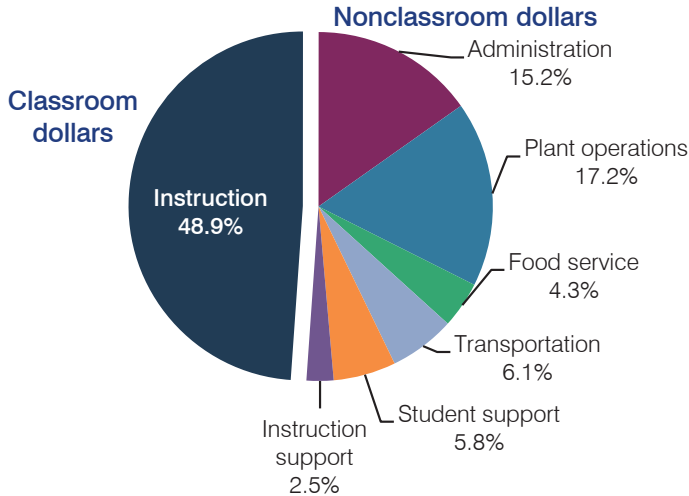
Bisbee Unified School District

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

District size, location: Medium, Town
 Students attending: 849
 Number of schools: 3

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 49.3 to 48.9 percent. Overall, spending on plant operations increased substantially and spending on food service and instruction support decreased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,277	\$1,077	\$746
	Students per administrator	53	56	67
Plant operations	Cost per square foot	\$5.86	\$4.83	\$6.03
	Square footage per student	247	260	153
Food service	Cost per meal equivalent	\$3.48	\$3.14	\$2.58
Transportation	Cost per mile	\$3.77	\$2.42	\$3.55
	Cost per rider	\$1,332	\$1,013	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,921	\$8,390	\$8,465	\$7,496	\$10,658
Classroom dollars	3,840	4,104	4,259	4,031	6,520
Nonclassroom dollars:	4,081	4,286	4,206	3,465	4,138
Administration	1,298	1,277	1,077	746	1,138
Plant operations	1,383	1,445	1,237	924	1,015
Food service	343	365	419	396	412
Transportation	520	510	535	369	452
Student support	350	482	630	582	593
Instruction support	187	207	308	448	528

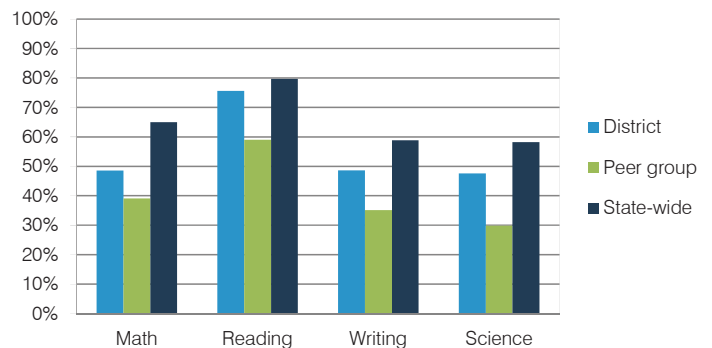
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	92%	94%
Graduation rate (2012)	73%	69%	77%
Poverty rate (2012)	45%	42%	25%
Students per teacher	15.6	15.1	18.3
Average teacher salary	\$37,751	\$42,614	\$45,264
Amount from Proposition 301	\$4,012	\$3,663	\$3,784
Average years of teacher experience	12.0	12.2	10.9
Percentage of teachers in first 3 years	17%	15%	19%

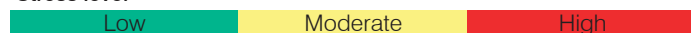
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

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

Stress level



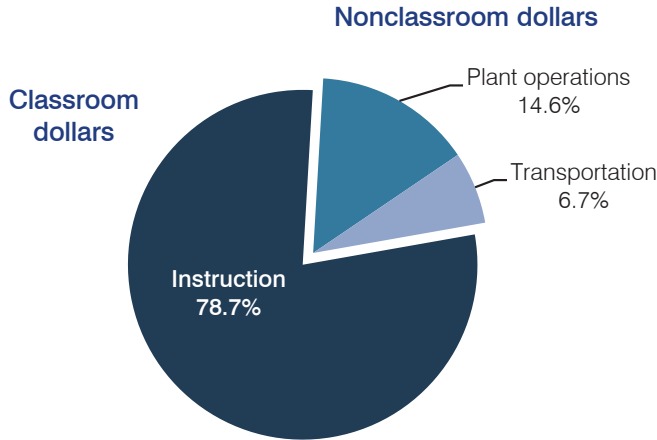
Blue Elementary School District

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

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

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Although its enrollment has remained steady, total spending per pupil decreased by 71 percent. Spending in the classroom varied year to year, increasing overall from 73.7 to 78.7 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on transportation decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$0	\$2,572	\$746
	Students per administrator	N/A	30	67
Plant operations	Cost per square foot	\$9.03	\$6.59	\$6.03
	Square footage per student	210	343	153
Food service	Cost per meal equivalent	N/A	\$4.93	\$2.58
Transportation	Cost per mile	N/A	N/A	\$3.55
	Cost per rider	N/A	N/A	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$19,677	\$13,066	\$15,203	\$7,496	\$10,658
Classroom dollars	15,562	10,289	7,647	4,031	6,520
Nonclassroom dollars:	4,115	2,777	7,556	3,465	4,138
Administration	1	0	2,572	746	1,138
Plant operations	3,052	1,898	2,148	924	1,015
Food service	0	0	851	396	412
Transportation	1,062	879	1,056	369	452
Student support	0	0	548	582	593
Instruction support	0	0	381	448	528

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)

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

Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	100%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	0%	11%	25%
Students per teacher	7.6	11.0	18.3
Average teacher salary	N/A	\$45,308	\$45,264
Amount from Proposition 301	N/A	\$2,639	\$3,784
Average years of teacher experience	N/A	11.7	10.9
Percentage of teachers in first 3 years	N/A	7%	19%

Financial stress assessment

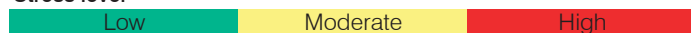
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

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

Stress level



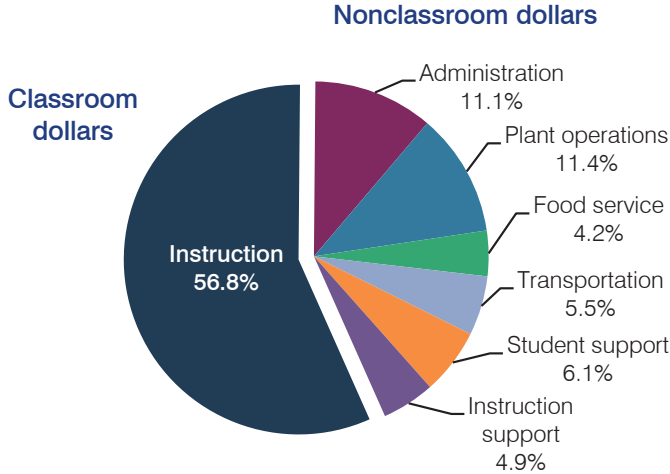
Blue Ridge Unified School District

Navajo County
 Efficiency peer groups 4 and T-8, Achievement peer group 5
 Legislative district(s): 7

District size, location: Medium-Large, Town
 Students attending: 2,209
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 7 percent. Spending in the classroom varied year to year, decreasing overall from 59.3 to 56.8 percent. Spending on instruction support increased substantially. Overall, spending on student support increased slightly. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$768	\$764	\$746
	Students per administrator	92	67	67
Plant operations	Cost per square foot	\$3.42	\$5.34	\$6.03
	Square footage per student	232	176	153
Food service	Cost per meal equivalent	\$2.42	\$2.67	\$2.58
Transportation	Cost per mile	\$2.76	\$2.52	\$3.55
	Cost per rider	\$917	\$797	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,786	\$6,950	\$7,187	\$7,496	\$10,658
Classroom dollars	3,733	3,951	3,779	4,031	6,520
Nonclassroom dollars:	3,053	2,999	3,408	3,465	4,138
Administration	808	768	764	746	1,138
Plant operations	893	792	921	924	1,015
Food service	262	291	364	396	412
Transportation	384	384	394	369	452
Student support	441	427	561	582	593
Instruction support	265	337	404	448	528

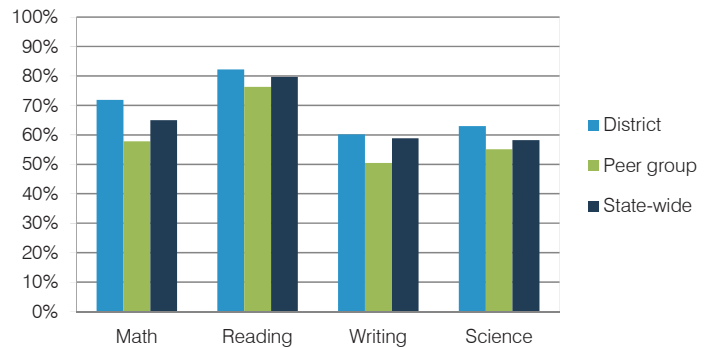
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	94%
Graduation rate (2012)	77%	83%	77%
Poverty rate (2012)	25%	24%	25%
Students per teacher	18.4	16.6	18.3
Average teacher salary	\$44,187	\$41,866	\$45,264
Amount from Proposition 301	\$4,077	\$4,192	\$3,784
Average years of teacher experience	16.3	11.7	10.9
Percentage of teachers in first 3 years	2%	16%	19%

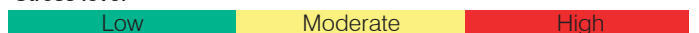
Financial stress assessment

Overall financial stress level: **High**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	1.3%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



Bonita Elementary School District

Graham County

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

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

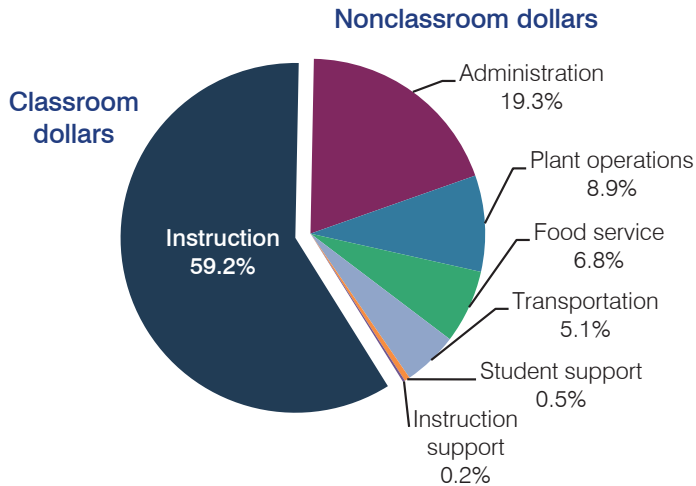
95

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 14 percent. Overall, spending in the classroom decreased from 60 to 59.2 percent. Spending on most nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on administration and food service increased substantially, while spending on instruction support decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,199	\$2,572	\$746
	Students per administrator	32	30	67
Plant operations	Cost per square foot	\$5.14	\$6.59	\$6.03
	Square footage per student	288	343	153
Food service	Cost per meal equivalent	\$12.04	\$4.93	\$2.58
Transportation	Cost per mile	\$1.69	\$1.64	\$3.55
	Cost per rider	\$770	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$15,727	\$16,590	\$15,203	\$7,496	\$10,658
Classroom dollars	9,139	9,827	7,647	4,031	6,520
Nonclassroom dollars:	6,588	6,763	7,556	3,465	4,138
Administration	2,841	3,199	2,572	746	1,138
Plant operations	1,439	1,477	2,148	924	1,015
Food service	957	1,126	851	396	412
Transportation	860	838	1,056	369	452
Student support	98	86	548	582	593
Instruction support	393	37	381	448	528

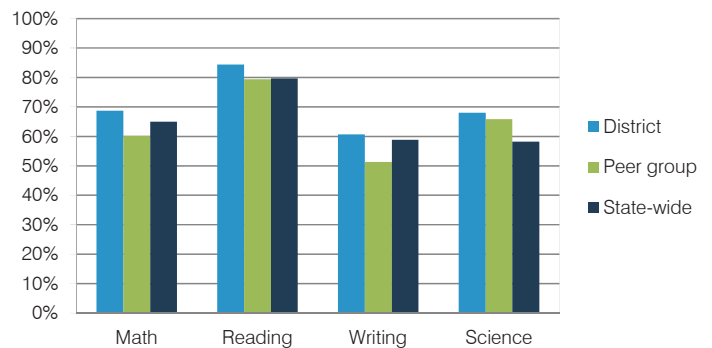
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	17%	19%	25%
Students per teacher	7.9	11.0	18.3
Average teacher salary	\$46,311	\$42,053	\$45,264
Amount from Proposition 301	\$2,464	\$2,981	\$3,784
Average years of teacher experience	22.3	12.6	10.9
Percentage of teachers in first 3 years	9%	11%	19%

Financial stress assessment

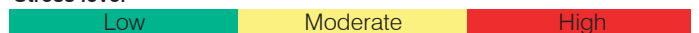
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

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

Stress level



Bouse Elementary School District

La Paz County

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

Legislative district(s): 5

District size, location:

Very small, Rural

Students attending:

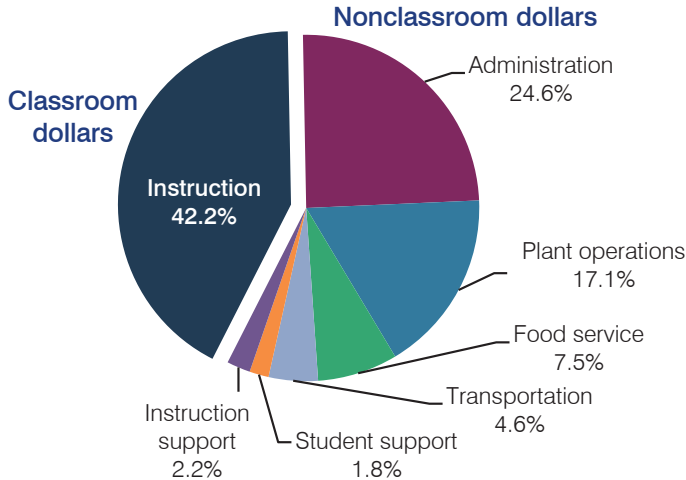
38

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil returned to 2008 levels, but spending in the classroom decreased from 54.7 to 42.2 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 substantially and spending on instruction support increased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$4,333	\$2,572	\$746
	Students per administrator	15	30	67
Plant operations	Cost per square foot	\$8.50	\$6.59	\$6.03
	Square footage per student	355	343	153
Food service	Cost per meal equivalent	\$5.55	\$4.93	\$2.58
Transportation	Cost per mile	\$2.18	\$1.64	\$3.55
	Cost per rider	\$875	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$20,691	\$17,628	\$15,203	\$7,496	\$10,658
Classroom dollars	9,706	7,438	7,647	4,031	6,520
Nonclassroom dollars:	10,985	10,190	7,556	3,465	4,138
Administration	5,159	4,333	2,572	746	1,138
Plant operations	3,024	3,021	2,148	924	1,015
Food service	1,256	1,317	851	396	412
Transportation	790	816	1,056	369	452
Student support	289	317	548	582	593
Instruction support	467	386	381	448	528

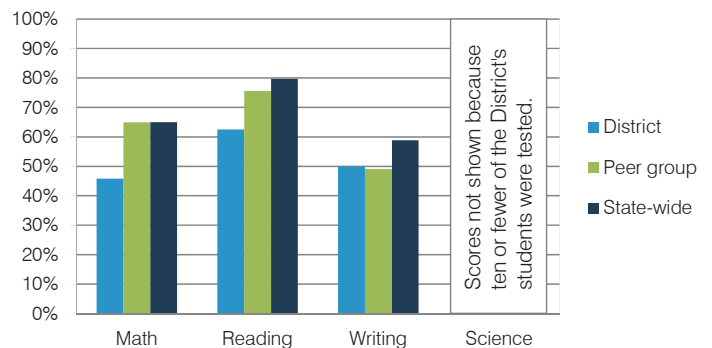
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	29%	30%	25%
Students per teacher	9.4	13.9	18.3
Average teacher salary	\$39,759	\$41,809	\$45,264
Amount from Proposition 301	\$1,838	\$3,665	\$3,784
Average years of teacher experience	10.0	12.3	10.9
Percentage of teachers in first 3 years	0%	12%	19%

Financial stress assessment

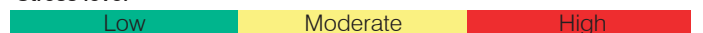
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

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

Stress level



Bowie Unified School District

Cochise County

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

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

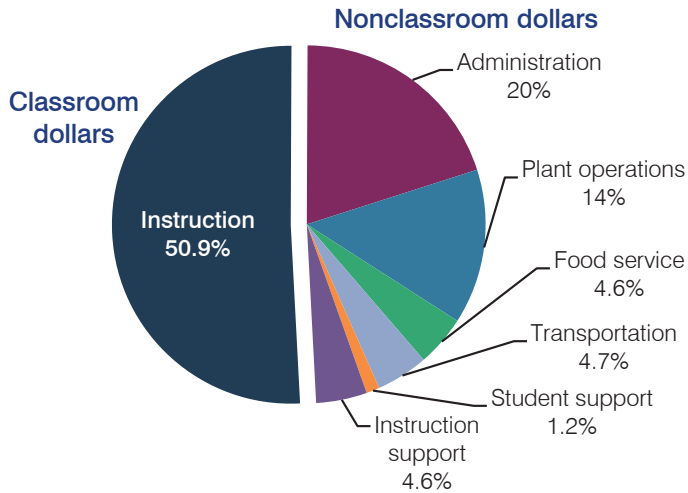
62

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment decreased by 23 percent, which contributed to the 34 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 53.7 to 50.9 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$5,124	\$2,572	\$746
	Students per administrator	19	30	67
Plant operations	Cost per square foot	\$4.89	\$6.59	\$6.03
	Square footage per student	736	343	153
Food service	Cost per meal equivalent	\$6.53	\$4.93	\$2.58
Transportation	Cost per mile	\$1.38	\$1.64	\$3.55
	Cost per rider	\$1,981	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$21,604	\$25,631	\$15,203	\$7,496	\$10,658
Classroom dollars	11,858	13,047	7,647	4,031	6,520
Nonclassroom dollars:	9,746	12,584	7,556	3,465	4,138
Administration	4,135	5,124	2,572	746	1,138
Plant operations	3,317	3,597	2,148	924	1,015
Food service	945	1,186	851	396	412
Transportation	902	1,211	1,056	369	452
Student support	282	297	548	582	593
Instruction support	165	1,169	381	448	528

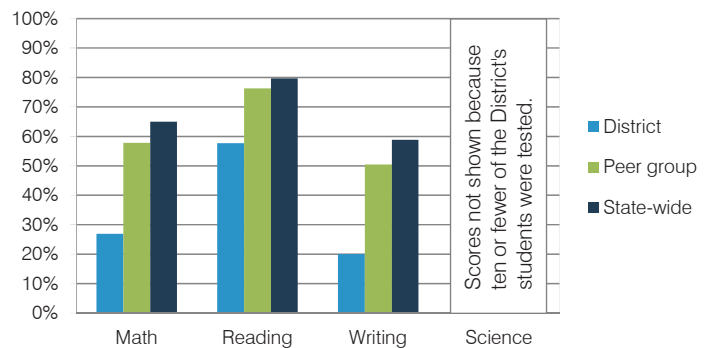
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2012)	80%	83%	77%
Poverty rate (2012)	20%	24%	25%
Students per teacher	6.2	16.6	18.3
Average teacher salary	\$38,083	\$41,866	\$45,264
Amount from Proposition 301	\$2,226	\$4,192	\$3,784
Average years of teacher experience	10.6	11.7	10.9
Percentage of teachers in first 3 years	27%	16%	19%

Financial stress assessment

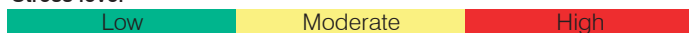
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

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

Stress level



Buckeye Elementary School District

Maricopa County

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

Legislative district(s): 4 and 13

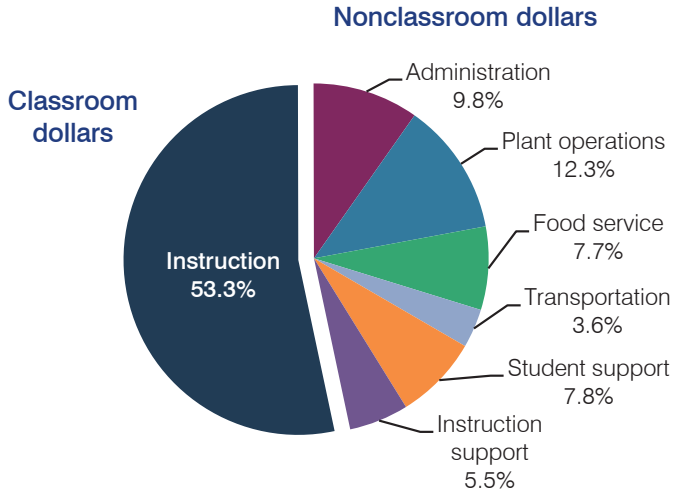
District size, location: Medium-Large, Suburb

Students attending: 4,306

Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 2 percent. Spending in the classroom varied year to year, decreasing overall from 60.8 to 53.3 percent. Spending on plant operations and student support increased substantially and spending on transportation and food service increased. Spending on administration decreased and spending on instruction support varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$607	\$791	\$746
	Students per administrator	103	69	67
Plant operations	Cost per square foot	\$6.28	\$6.28	\$6.03
	Square footage per student	121	138	153
Food service	Cost per meal equivalent	\$3.14	\$2.54	\$2.58
Transportation	Cost per mile	\$3.87	\$5.18	\$3.55
	Cost per rider	\$625	\$824	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,054	\$6,176	\$7,193	\$7,496	\$10,658
Classroom dollars	3,148	3,293	3,672	4,031	6,520
Nonclassroom dollars:	2,906	2,883	3,521	3,465	4,138
Administration	640	607	791	746	1,138
Plant operations	846	757	842	924	1,015
Food service	455	472	541	396	412
Transportation	214	223	273	369	452
Student support	415	481	541	582	593
Instruction support	336	343	533	448	528

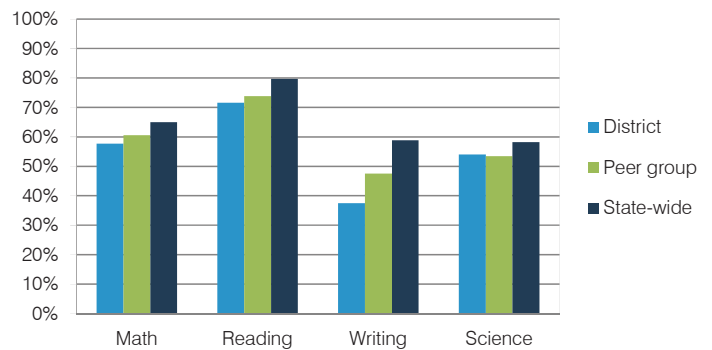
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	24%	25%	25%
Students per teacher	18.1	19.1	18.3
Average teacher salary	\$34,820	\$40,312	\$45,264
Amount from Proposition 301	\$4,624	\$3,530	\$3,784
Average years of teacher experience	6.4	7.4	10.9
Percentage of teachers in first 3 years	34%	31%	19%

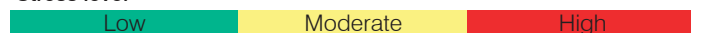
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

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

Stress level



Buckeye Union High School District

Maricopa County

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

Legislative district(s): 4 and 13

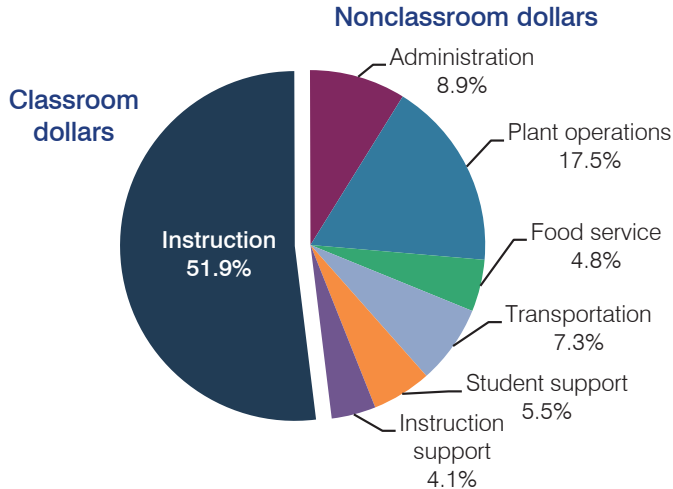
District size, location: Medium-Large, Suburb

Students attending: 3,731

Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil returned to 2008 levels, but spending in the classroom decreased from 55.5 to 51.9 percent. Spending on plant operations increased substantially and spending on food service increased. Spending on instruction support decreased, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$653	\$744	\$746
	Students per administrator	65	68	67
Plant operations	Cost per square foot	\$6.48	\$5.74	\$6.03
	Square footage per student	199	163	153
Food service	Cost per meal equivalent	\$3.13	\$2.84	\$2.58
Transportation	Cost per mile	\$2.58	\$3.54	\$3.55
	Cost per rider	\$996	\$1,359	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,174	\$7,356	\$7,062	\$7,496	\$10,658
Classroom dollars	3,822	3,819	3,779	4,031	6,520
Nonclassroom dollars:	3,352	3,537	3,283	3,465	4,138
Administration	612	653	744	746	1,138
Plant operations	1,156	1,289	929	924	1,015
Food service	367	353	329	396	412
Transportation	511	535	430	369	452
Student support	419	407	543	582	593
Instruction support	287	300	308	448	528

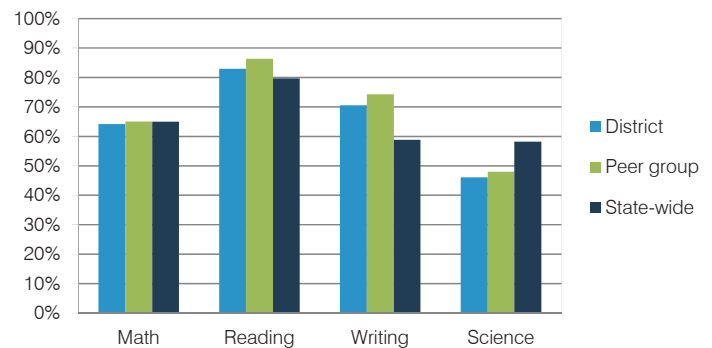
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2012)	86%	85%	77%
Poverty rate (2012)	18%	18%	25%
Students per teacher	22.6	21.4	18.3
Average teacher salary	\$45,067	\$46,473	\$45,264
Amount from Proposition 301	\$5,385	\$4,933	\$3,784
Average years of teacher experience	9.9	9.5	10.9
Percentage of teachers in first 3 years	16%	21%	19%

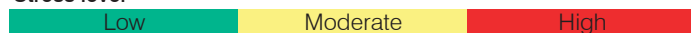
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	1.2%, Decreasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant

Stress level



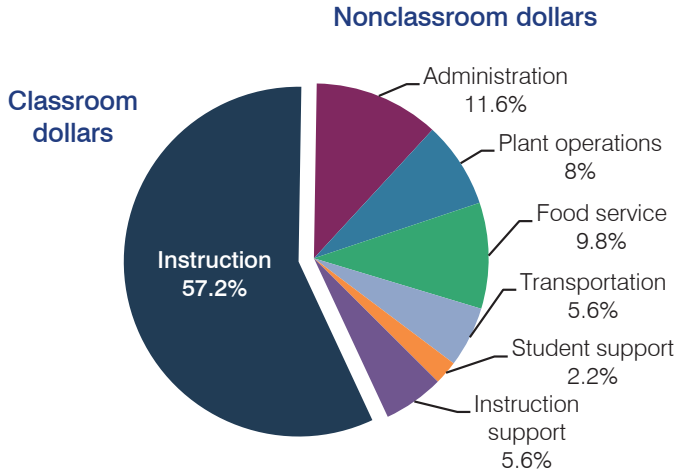
Bullhead City Elementary School District

Mohave County
 Efficiency peer groups 9 and T-6, Achievement peer group 21
 Legislative district(s): 5

District size, location: Medium-Large, Town
 Students attending: 3,038
 Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 10 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 61.9 to 57.2 percent. Overall, spending on administration and food service increased substantially, while spending on student support decreased. Spending on most other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$802	\$883	\$746
	Students per administrator	80	65	67
Plant operations	Cost per square foot	\$4.43	\$6.31	\$6.03
	Square footage per student	124	135	153
Food service	Cost per meal equivalent	\$2.82	\$2.63	\$2.58
Transportation	Cost per mile	\$4.04	\$3.58	\$3.55
	Cost per rider	\$347	\$462	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,047	\$6,892	\$7,185	\$7,496	\$10,658
Classroom dollars	4,200	3,941	3,621	4,031	6,520
Nonclassroom dollars:	2,847	2,951	3,564	3,465	4,138
Administration	848	802	883	746	1,138
Plant operations	547	550	836	924	1,015
Food service	557	675	535	396	412
Transportation	356	387	431	369	452
Student support	149	154	435	582	593
Instruction support	390	383	444	448	528

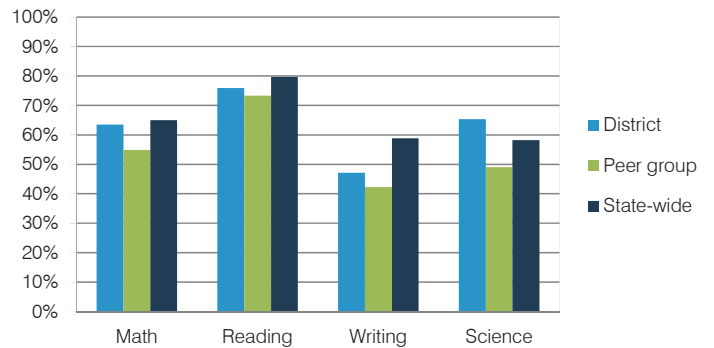
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	17%
B	4	66%
C	1	17%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	47%	52%	25%
Students per teacher	20.1	12.4	18.3
Average teacher salary	\$50,442	\$46,086	\$45,264
Amount from Proposition 301	\$3,200	\$2,755	\$3,784
Average years of teacher experience	7.8	11.5	10.9
Percentage of teachers in first 3 years	30%	16%	19%

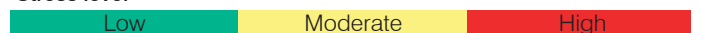
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.6%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

Stress level



Camp Verde Unified School District

Yavapai County

Efficiency peer groups 5 and T-9, Achievement peer group 7

Legislative district(s): 1 and 6

District size, location:

Medium, Rural

Students attending:

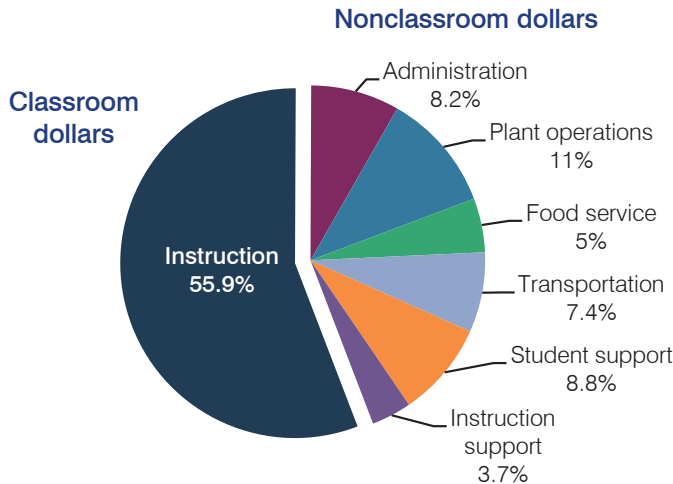
1,412

Number of schools:

3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 13 percent. Spending in the classroom was very inconsistent year to year, increasing overall from 55.2 to 55.9 percent. Overall, spending on transportation increased substantially and spending on food service and student support increased slightly. Spending on other nonclassroom areas was very inconsistent year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$555	\$1,077	\$746
	Students per administrator	64	56	67
Plant operations	Cost per square foot	\$4.68	\$4.83	\$6.03
	Square footage per student	161	260	153
Food service	Cost per meal equivalent	\$2.54	\$3.14	\$2.58
Transportation	Cost per mile	\$2.29	\$2.42	\$3.55
	Cost per rider	\$924	\$1,013	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,967	\$6,812	\$8,465	\$7,496	\$10,658
Classroom dollars	3,724	3,809	4,259	4,031	6,520
Nonclassroom dollars:	3,243	3,003	4,206	3,465	4,138
Administration	707	555	1,077	746	1,138
Plant operations	868	752	1,237	924	1,015
Food service	365	341	419	396	412
Transportation	414	506	535	369	452
Student support	620	599	630	582	593
Instruction support	269	250	308	448	528

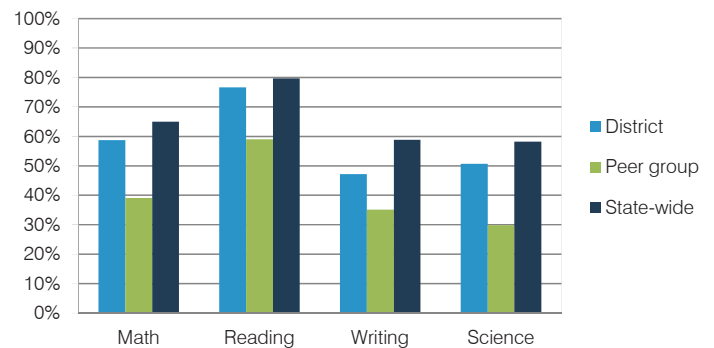
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	92%	94%
Graduation rate (2012)	90%	69%	77%
Poverty rate (2012)	44%	42%	25%
Students per teacher	16.8	15.1	18.3
Average teacher salary	\$38,865	\$42,614	\$45,264
Amount from Proposition 301	\$4,969	\$3,663	\$3,784
Average years of teacher experience	11.3	12.2	10.9
Percentage of teachers in first 3 years	5%	15%	19%

Financial stress assessment

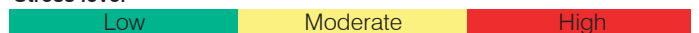
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

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

Stress level



Canon Elementary School District

Yavapai County

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

Legislative district(s): 1

District size, location:

Very small, Rural

Students attending:

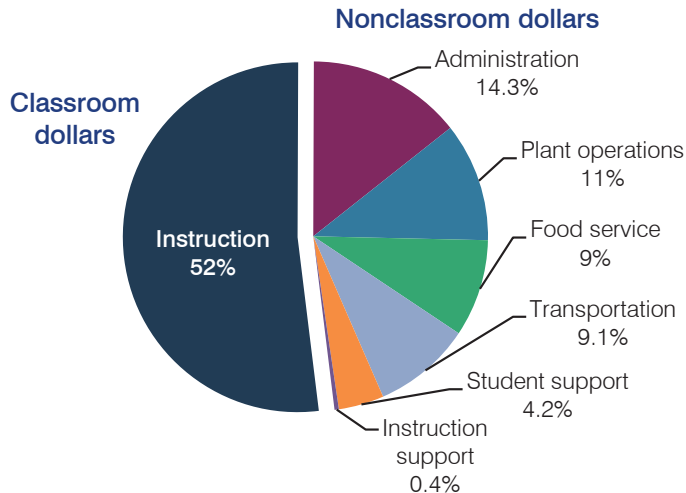
143

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 14 percent. Spending in the classroom varied year to year, increasing overall from 47.4 to 52 percent. Spending on nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration decreased substantially and spending on transportation and student support increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,543	\$2,572	\$746
	Students per administrator	30	30	67
Plant operations	Cost per square foot	\$4.45	\$6.59	\$6.03
	Square footage per student	267	343	153
Food service	Cost per meal equivalent	\$4.36	\$4.93	\$2.58
Transportation	Cost per mile	\$1.94	\$1.64	\$3.55
	Cost per rider	\$1,294	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$11,438	\$10,830	\$15,203	\$7,496	\$10,658
Classroom dollars	5,383	5,634	7,647	4,031	6,520
Nonclassroom dollars:	6,055	5,196	7,556	3,465	4,138
Administration	2,409	1,543	2,572	746	1,138
Plant operations	1,368	1,189	2,148	924	1,015
Food service	1,063	976	851	396	412
Transportation	922	986	1,056	369	452
Student support	182	457	548	582	593
Instruction support	111	45	381	448	528

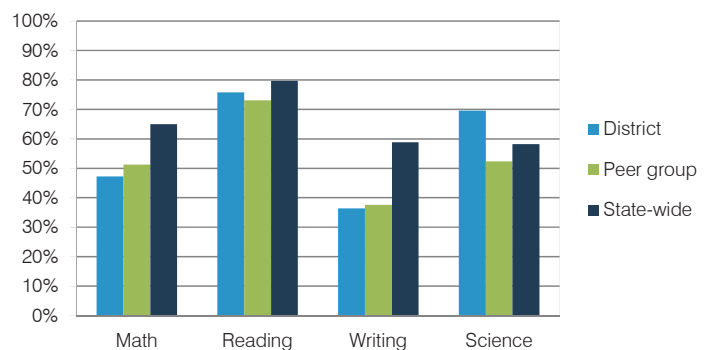
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



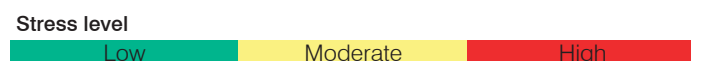
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	37%	38%	25%
Students per teacher	17.9	15.1	18.3
Average teacher salary	\$60,607	\$44,190	\$45,264
Amount from Proposition 301	\$2,924	\$3,324	\$3,784
Average years of teacher experience	5.2	11.1	10.9
Percentage of teachers in first 3 years	47%	20%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.3%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Noncompliant



Cartwright Elementary School District

Maricopa County

Efficiency peer groups 7 and T-1, Achievement peer group 15

Legislative district(s): 19 and 29

District size, location:

Students attending:

Number of schools:

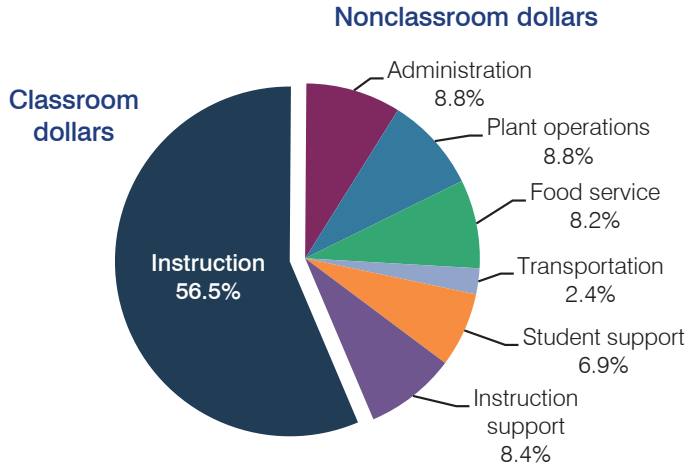
Large, City

17,696

20

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 5 percent. Spending in the classroom decreased from 61.6 to 56.5 percent. Spending on food service increased substantially and spending on administration increased. Overall, spending on plant operations and transportation increased slightly, while spending on student support and instruction support remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$624	\$664	\$746
	Students per administrator	86	76	67
Plant operations	Cost per square foot	\$5.53	\$6.19	\$6.03
	Square footage per student	113	130	153
Food service	Cost per meal equivalent	\$2.42	\$2.52	\$2.58
Transportation	Cost per mile	\$5.21	\$6.28	\$3.55
	Cost per rider	\$818	\$582	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,045	\$7,124	\$7,109	\$7,496	\$10,658
Classroom dollars	4,005	4,028	3,883	4,031	6,520
Nonclassroom dollars:	3,040	3,096	3,226	3,465	4,138
Administration	633	624	664	746	1,138
Plant operations	658	624	766	924	1,015
Food service	473	588	501	396	412
Transportation	173	168	298	369	452
Student support	509	494	520	582	593
Instruction support	594	598	477	448	528

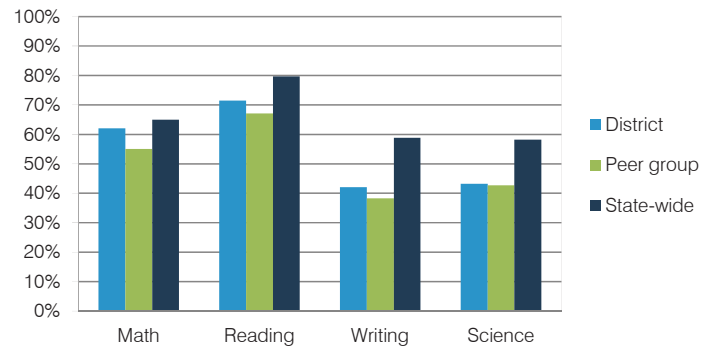
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	3	15%
B	13	65%
C	4	20%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	42%	50%	25%
Students per teacher	21.4	18.8	18.3
Average teacher salary	\$57,602	\$46,010	\$45,264
Amount from Proposition 301	\$5,487	\$2,972	\$3,784
Average years of teacher experience	7.6	8.7	10.9
Percentage of teachers in first 3 years	30%	32%	19%

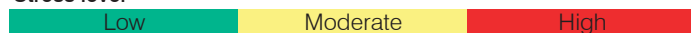
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013

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

Stress level



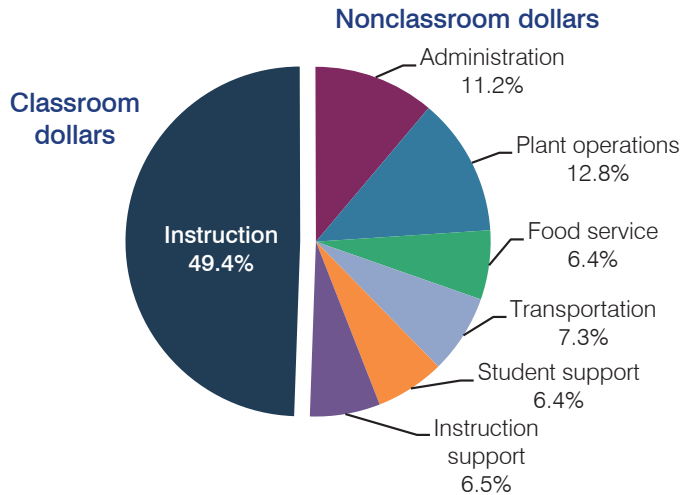
Casa Grande Elementary School District

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

District size, location: Medium-Large, City
 Students attending: 6,891
 Number of schools: 12

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 5 percent. Spending in the classroom decreased overall from 52.8 to 49.4 percent. Overall, spending on administration and plant operations increased, while spending on most other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$785	\$791	\$746
	Students per administrator	69	69	67
Plant operations	Cost per square foot	\$6.90	\$6.28	\$6.03
	Square footage per student	130	138	153
Food service	Cost per meal equivalent	\$2.92	\$2.54	\$2.58
Transportation	Cost per mile	\$3.35	\$3.41	\$3.55
	Cost per rider	\$1,013	\$1,047	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,880	\$6,987	\$7,193	\$7,496	\$10,658
Classroom dollars	3,427	3,449	3,672	4,031	6,520
Nonclassroom dollars:	3,453	3,538	3,521	3,465	4,138
Administration	740	785	791	746	1,138
Plant operations	821	897	842	924	1,015
Food service	415	445	541	396	412
Transportation	496	513	273	369	452
Student support	467	444	541	582	593
Instruction support	514	454	533	448	528

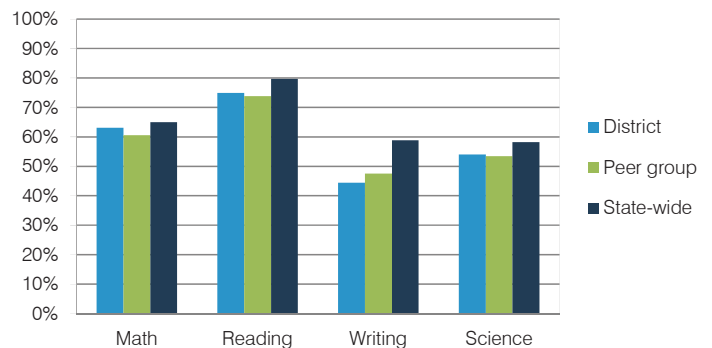
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	8%
B	8	67%
C	3	25%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	26%	25%	25%
Students per teacher	18.6	19.1	18.3
Average teacher salary	\$41,667	\$40,312	\$45,264
Amount from Proposition 301	\$4,163	\$3,530	\$3,784
Average years of teacher experience	8.7	7.4	10.9
Percentage of teachers in first 3 years	26%	31%	19%

Financial stress assessment

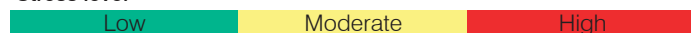
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	3.8%, Steady
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant

Stress level



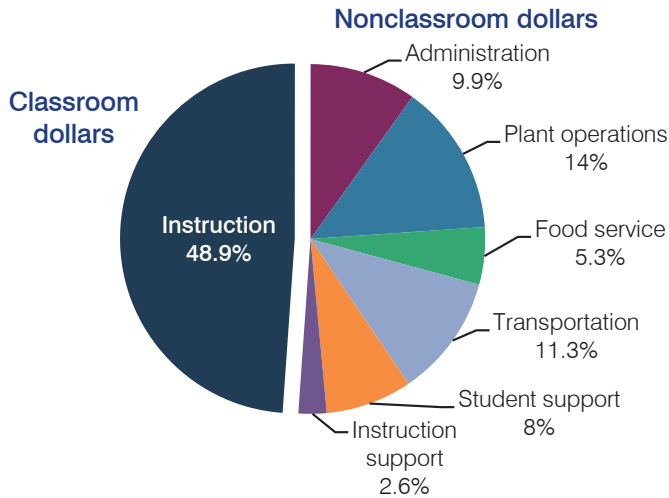
Casa Grande Union High School District

Pinal County
 Efficiency peer groups 3 and T-5, Achievement peer group 9
 Legislative district(s): 4, 8, and 11

District size, location: Medium-Large, City
 Students attending: 3,481
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil returned to 2008 levels, but spending in the classroom decreased from 52.8 to 48.9 percent. Overall, spending on plant operations, transportation and food service increased, while spending on administration decreased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$784	\$744	\$746
	Students per administrator	61	68	67
Plant operations	Cost per square foot	\$6.38	\$5.74	\$6.03
	Square footage per student	173	163	153
Food service	Cost per meal equivalent	\$3.12	\$2.84	\$2.58
Transportation	Cost per mile	\$3.52	\$3.54	\$3.55
	Cost per rider	\$1,374	\$1,359	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,987	\$7,904	\$7,062	\$7,496	\$10,658
Classroom dollars	3,767	3,861	3,779	4,031	6,520
Nonclassroom dollars:	4,220	4,043	3,283	3,465	4,138
Administration	837	784	744	746	1,138
Plant operations	1,180	1,107	929	924	1,015
Food service	420	419	329	396	412
Transportation	892	891	430	369	452
Student support	647	638	543	582	593
Instruction support	244	204	308	448	528

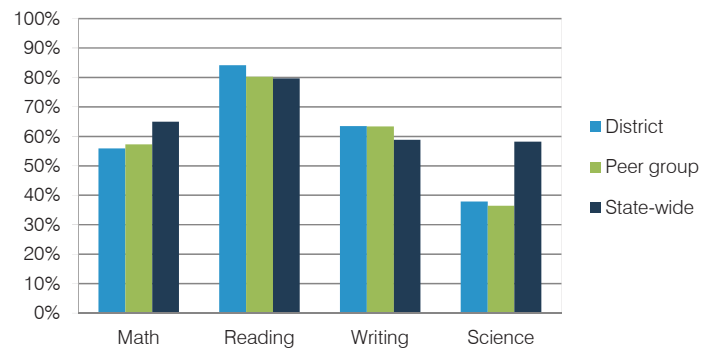
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



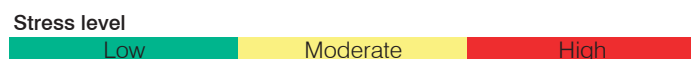
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	76%	79%	77%
Poverty rate (2012)	27%	31%	25%
Students per teacher	21.2	20.7	18.3
Average teacher salary	\$47,076	\$50,204	\$45,264
Amount from Proposition 301	\$6,775	\$5,719	\$3,784
Average years of teacher experience	10.4	11.3	10.9
Percentage of teachers in first 3 years	19%	16%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.8%, Increasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Marginally compliant



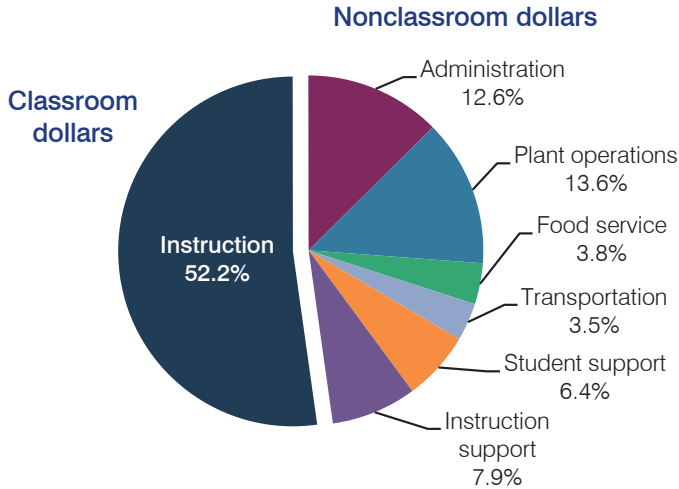
Catalina Foothills Unified School District

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

District size, location: Medium-Large, Suburb
 Students attending: 4,845
 Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 17 percent. Spending in the classroom decreased from 55 to 52.2 percent. Spending on plant operations increased substantially and spending on administration increased. Overall, spending on student support decreased, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$833	\$744	\$746
	Students per administrator	63	68	67
Plant operations	Cost per square foot	\$5.37	\$5.74	\$6.03
	Square footage per student	167	163	153
Food service	Cost per meal equivalent	\$2.95	\$2.84	\$2.58
Transportation	Cost per mile	\$3.00	\$4.05	\$3.55
	Cost per rider	\$824	\$1,000	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,633	\$6,604	\$7,062	\$7,496	\$10,658
Classroom dollars	3,490	3,449	3,779	4,031	6,520
Nonclassroom dollars:	3,143	3,155	3,283	3,465	4,138
Administration	842	833	744	746	1,138
Plant operations	840	897	929	924	1,015
Food service	257	251	329	396	412
Transportation	222	229	430	369	452
Student support	455	424	543	582	593
Instruction support	527	521	308	448	528

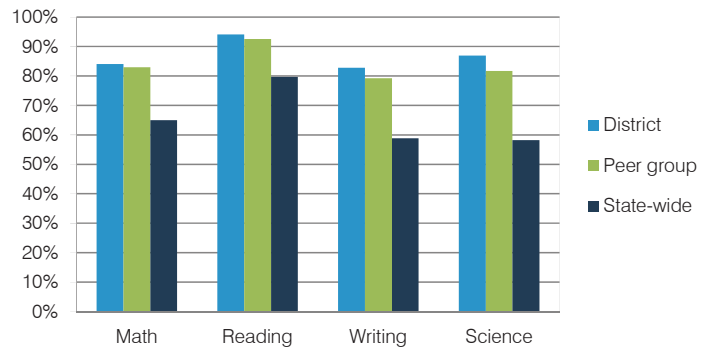
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	95%	91%	77%
Poverty rate (2012)	9%	9%	25%
Students per teacher	18.1	18.2	18.3
Average teacher salary	\$42,536	\$42,657	\$45,264
Amount from Proposition 301	\$4,102	\$3,841	\$3,784
Average years of teacher experience	11.2	11.0	10.9
Percentage of teachers in first 3 years	21%	17%	19%

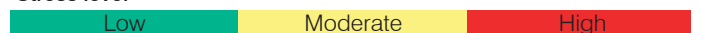
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.4%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



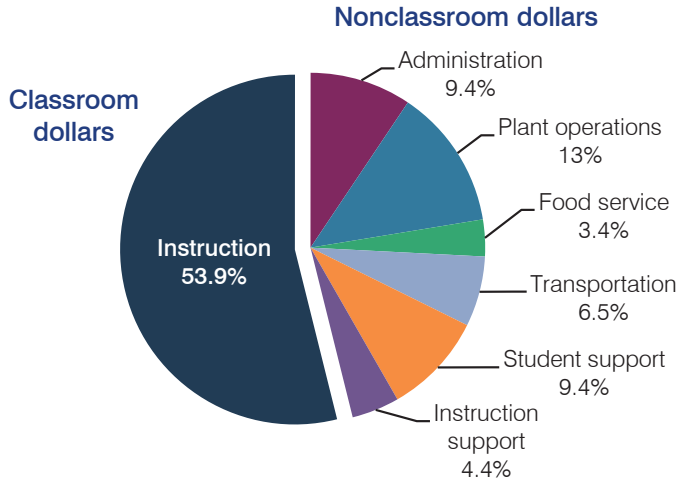
Cave Creek Unified School District

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

District size, location: Medium-Large, City
 Students attending: 5,361
 Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 10 percent. Spending in the classroom decreased overall from 56.7 to 53.9 percent. Overall, spending on plant operations increased and spending on transportation increased slightly. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$648	\$744	\$746
	Students per administrator	63	68	67
Plant operations	Cost per square foot	\$5.93	\$5.74	\$6.03
	Square footage per student	152	163	153
Food service	Cost per meal equivalent	\$2.52	\$2.84	\$2.58
Transportation	Cost per mile	\$3.20	\$3.41	\$3.55
	Cost per rider	\$1,153	\$1,047	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,028	\$6,901	\$7,062	\$7,496	\$10,658
Classroom dollars	3,742	3,721	3,779	4,031	6,520
Nonclassroom dollars:	3,286	3,180	3,283	3,465	4,138
Administration	701	648	744	746	1,138
Plant operations	897	901	929	924	1,015
Food service	272	231	329	396	412
Transportation	447	449	430	369	452
Student support	670	649	543	582	593
Instruction support	299	302	308	448	528

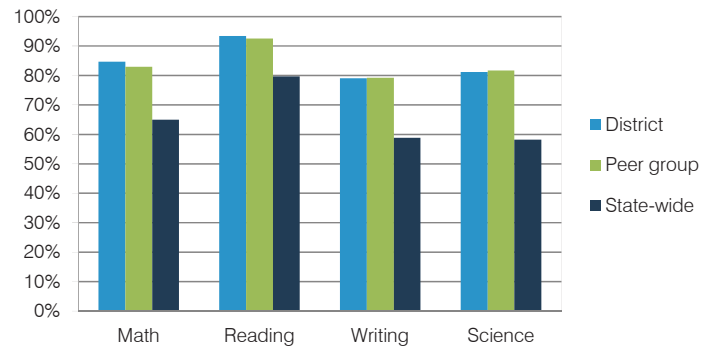
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	93%	91%	77%
Poverty rate (2012)	8%	9%	25%
Students per teacher	20.6	18.2	18.3
Average teacher salary	\$43,740	\$42,657	\$45,264
Amount from Proposition 301	\$3,733	\$3,841	\$3,784
Average years of teacher experience	13.5	11.0	10.9
Percentage of teachers in first 3 years	14%	17%	19%

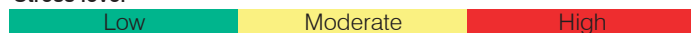
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

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

Stress level



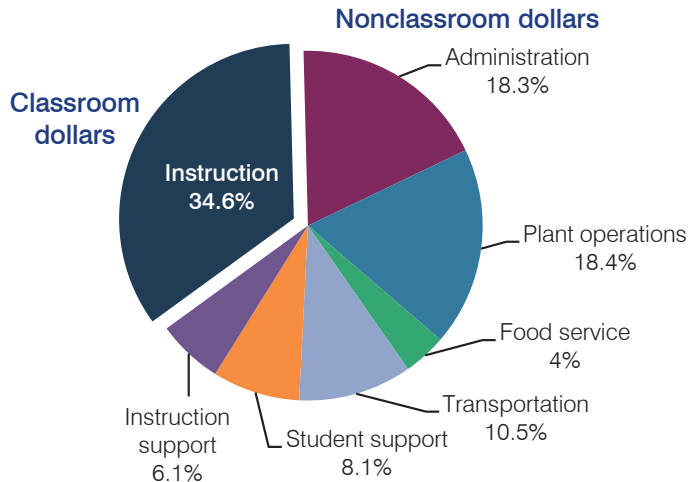
Cedar Unified School District

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

District size, location: Very small, Rural
 Students attending: 172
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment decreased by 54 percent, which contributed to the 21 percent increase in total spending per pupil. Spending in the classroom decreased overall from 44.8 to 34.6 percent. Spending in most nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on administration and plant operations increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,919	\$2,572	\$746
	Students per administrator	15	30	67
Plant operations	Cost per square foot	\$4.50	\$6.59	\$6.03
	Square footage per student	873	343	153
Food service	Cost per meal equivalent	\$3.56	\$4.93	\$2.58
Transportation	Cost per mile	\$2.02	\$1.64	\$3.55
	Cost per rider	\$1,818	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$19,249	\$21,364	\$15,203	\$7,496	\$10,658
Classroom dollars	8,301	7,392	7,647	4,031	6,520
Nonclassroom dollars:	10,948	13,972	7,556	3,465	4,138
Administration	3,736	3,919	2,572	746	1,138
Plant operations	3,255	3,926	2,148	924	1,015
Food service	712	854	851	396	412
Transportation	1,621	2,234	1,056	369	452
Student support	1,067	1,735	548	582	593
Instruction support	557	1,304	381	448	528

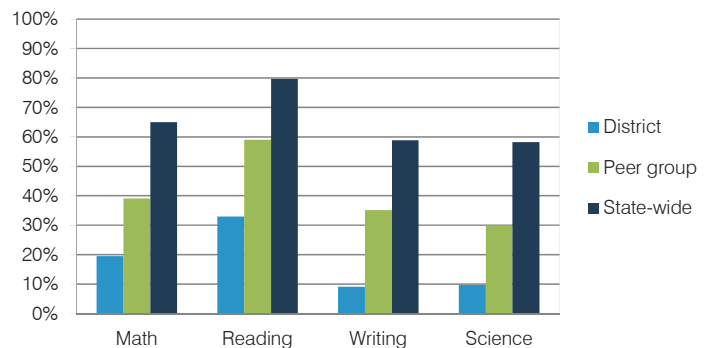
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	85%	92%	94%
Graduation rate (2012)	31%	69%	77%
Poverty rate (2012)	40%	42%	25%
Students per teacher	10.7	15.1	18.3
Average teacher salary	\$35,120	\$42,614	\$45,264
Amount from Proposition 301	\$1,602	\$3,663	\$3,784
Average years of teacher experience	16.4	12.2	10.9
Percentage of teachers in first 3 years	0%	15%	19%

Financial stress assessment

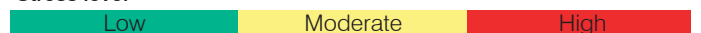
Overall financial stress level: **Moderate**

Measure: 2011 through 2013

Assessment

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

Stress level



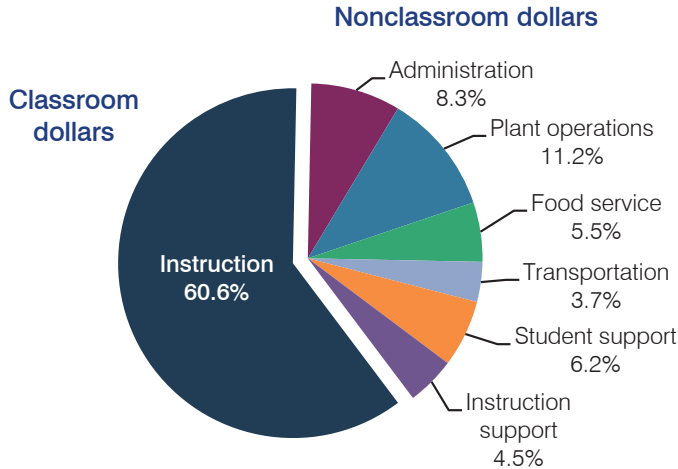
Chandler Unified School District

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

District size, location: Very large, Suburb
 Students attending: 38,752
 Number of schools: 41

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 5 percent. Spending in the classroom decreased from 62.3 to 60.6 percent. Overall, spending on plant operations and food service increased slightly, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$551	\$640	\$746
	Students per administrator	105	80	67
Plant operations	Cost per square foot	\$6.56	\$5.91	\$6.03
	Square footage per student	113	145	153
Food service	Cost per meal equivalent	\$3.24	\$2.62	\$2.58
Transportation	Cost per mile	\$3.96	\$4.05	\$3.55
	Cost per rider	\$1,003	\$1,000	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,581	\$6,644	\$7,185	\$7,496	\$10,658
Classroom dollars	4,008	4,023	4,074	4,031	6,520
Nonclassroom dollars:	2,573	2,621	3,111	3,465	4,138
Administration	563	551	640	746	1,138
Plant operations	727	744	855	924	1,015
Food service	348	365	325	396	412
Transportation	230	244	346	369	452
Student support	400	412	571	582	593
Instruction support	305	305	374	448	528

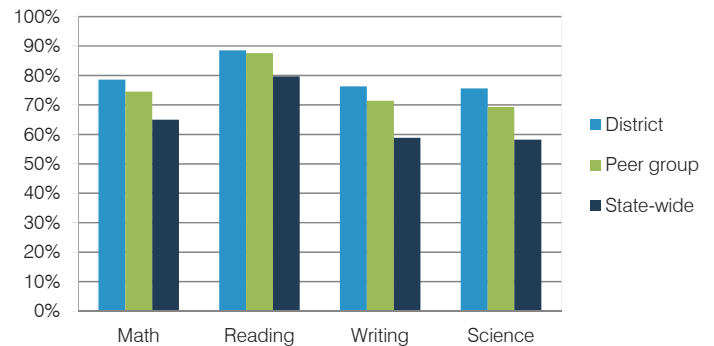
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	27	66%
B	8	20%
C	5	12%
D	0	0%
F	0	0%
Not rated	1	2%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	97%	95%	94%
Graduation rate (2012)	92%	88%	77%
Poverty rate (2012)	13%	14%	25%
Students per teacher	18.8	18.3	18.3
Average teacher salary	\$49,539	\$44,386	\$45,264
Amount from Proposition 301	\$3,898	\$4,054	\$3,784
Average years of teacher experience	10.4	11.0	10.9
Percentage of teachers in first 3 years	12%	16%	19%

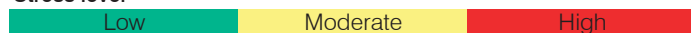
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	1.8%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



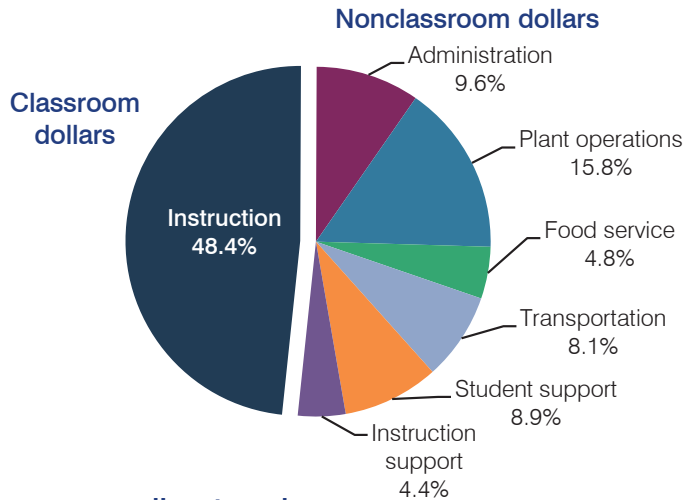
Chinle Unified School District

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

District size, location: Medium-Large, Rural
 Students attending: 3,458
 Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil returned to 2008 levels. Spending in the classroom varied year to year, decreasing slightly overall from 48.6 to 48.4 percent. Overall, spending on instruction support increased substantially, while spending on student support decreased substantially. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,235	\$764	\$746
	Students per administrator	48	67	67
Plant operations	Cost per square foot	\$6.04	\$5.34	\$6.03
	Square footage per student	335	176	153
Food service	Cost per meal equivalent	\$2.60	\$2.67	\$2.58
Transportation	Cost per mile	\$2.96	\$2.42	\$3.55
	Cost per rider	\$1,296	\$1,013	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$12,273	\$12,820	\$7,187	\$7,496	\$10,658
Classroom dollars	6,014	6,204	3,779	4,031	6,520
Nonclassroom dollars:	6,259	6,616	3,408	3,465	4,138
Administration	1,151	1,235	764	746	1,138
Plant operations	1,890	2,026	921	924	1,015
Food service	574	609	364	396	412
Transportation	1,026	1,043	394	369	452
Student support	1,168	1,143	561	582	593
Instruction support	450	560	404	448	528

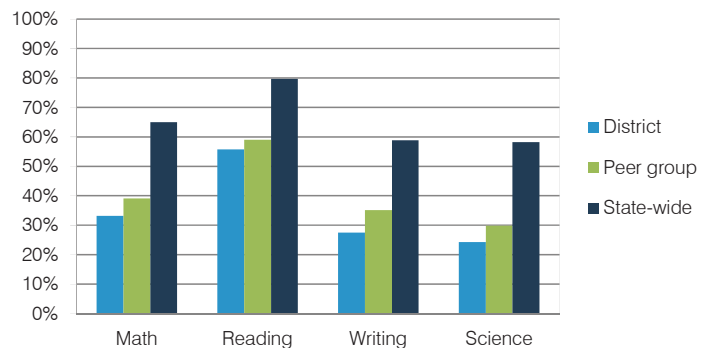
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	92%	94%
Graduation rate (2012)	74%	69%	77%
Poverty rate (2012)	38%	42%	25%
Students per teacher	15.1	15.1	18.3
Average teacher salary	\$55,976	\$42,614	\$45,264
Amount from Proposition 301	\$1,388	\$3,663	\$3,784
Average years of teacher experience	12.9	12.2	10.9
Percentage of teachers in first 3 years	9%	15%	19%

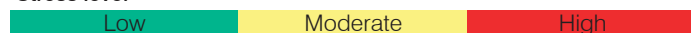
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013

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

Stress level



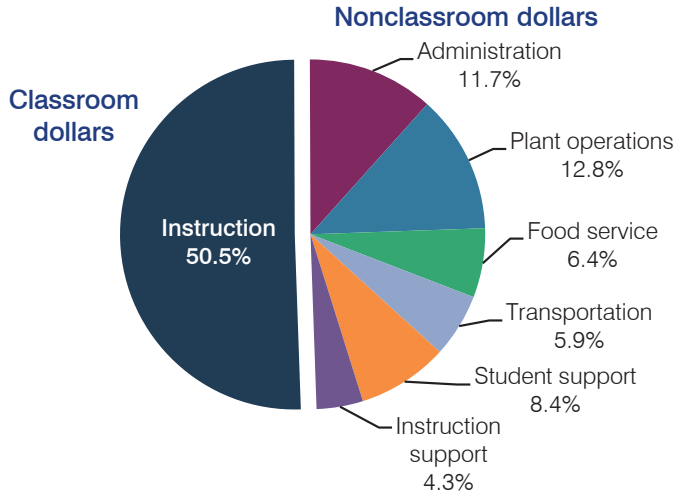
Chino Valley Unified School District

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

District size, location: Medium-Large, Town
 Students attending: 2,201
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil returned to 2008 levels, but spending in the classroom decreased from 57.8 to 50.5 percent. Spending on plant operations and student support increased substantially and spending on instruction support increased. Spending on most other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$819	\$764	\$746
	Students per administrator	64	67	67
Plant operations	Cost per square foot	\$5.99	\$5.34	\$6.03
	Square footage per student	150	176	153
Food service	Cost per meal equivalent	\$2.37	\$2.67	\$2.58
Transportation	Cost per mile	\$2.98	\$2.52	\$3.55
	Cost per rider	\$711	\$797	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,687	\$7,000	\$7,187	\$7,496	\$10,658
Classroom dollars	3,314	3,534	3,779	4,031	6,520
Nonclassroom dollars:	3,373	3,466	3,408	3,465	4,138
Administration	866	819	764	746	1,138
Plant operations	795	899	921	924	1,015
Food service	432	448	364	396	412
Transportation	458	414	394	369	452
Student support	585	588	561	582	593
Instruction support	237	298	404	448	528

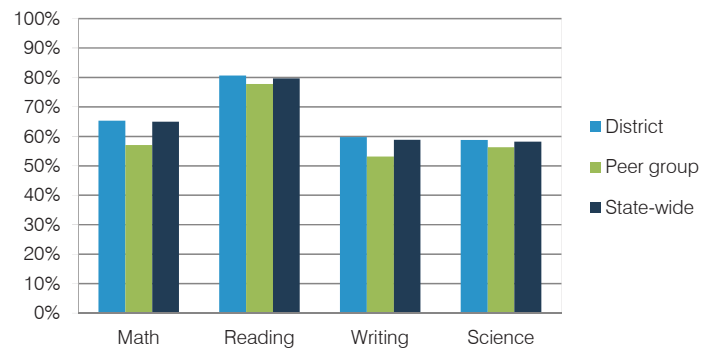
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



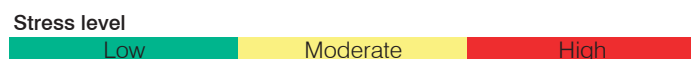
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2012)	72%	82%	77%
Poverty rate (2012)	18%	15%	25%
Students per teacher	20.4	16.5	18.3
Average teacher salary	\$40,094	\$40,197	\$45,264
Amount from Proposition 301	\$5,962	\$4,027	\$3,784
Average years of teacher experience	10.8	11.1	10.9
Percentage of teachers in first 3 years	6%	15%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.0%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Clarkdale-Jerome Elementary School District

Yavapai County

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

Legislative district(s): 1 and 6

District size, location:

Small, Town

Students attending:

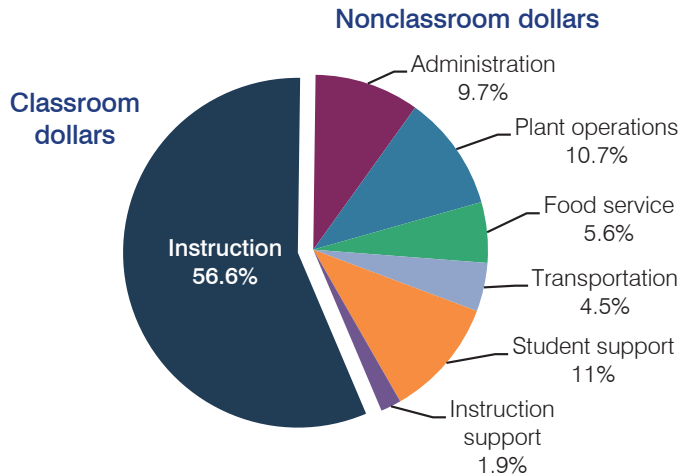
430

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 3 percent. Spending in the classroom decreased from 61 to 56.6 percent. Overall, spending on administration increased substantially and spending on food service and student support increased slightly. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$732	\$1,130	\$746
	Students per administrator	115	55	67
Plant operations	Cost per square foot	\$7.23	\$6.14	\$6.03
	Square footage per student	112	157	153
Food service	Cost per meal equivalent	\$2.78	\$2.74	\$2.58
Transportation	Cost per mile	\$4.71	\$3.58	\$3.55
	Cost per rider	\$479	\$462	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,885	\$7,572	\$8,518	\$7,496	\$10,658
Classroom dollars	3,960	4,284	4,624	4,031	6,520
Nonclassroom dollars:	2,925	3,288	3,894	3,465	4,138
Administration	604	732	1,130	746	1,138
Plant operations	779	810	976	924	1,015
Food service	381	427	511	396	412
Transportation	301	340	537	369	452
Student support	732	831	499	582	593
Instruction support	128	148	241	448	528

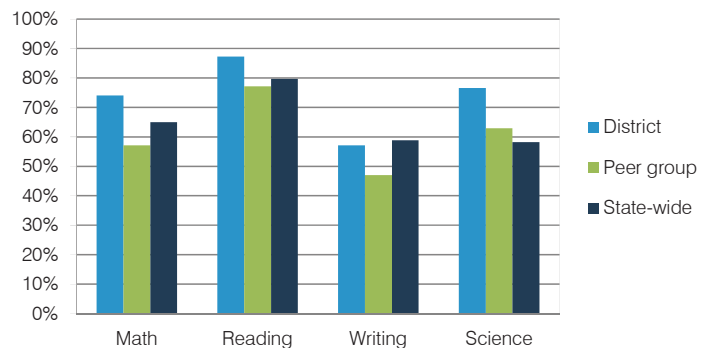
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	22%	24%	25%
Students per teacher	19.1	12.4	18.3
Average teacher salary	\$47,264	\$45,242	\$45,264
Amount from Proposition 301	\$4,732	\$2,827	\$3,784
Average years of teacher experience	15.7	13.6	10.9
Percentage of teachers in first 3 years	9%	12%	19%

Financial stress assessment

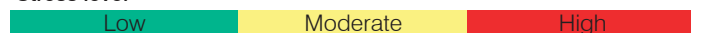
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

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

Stress level



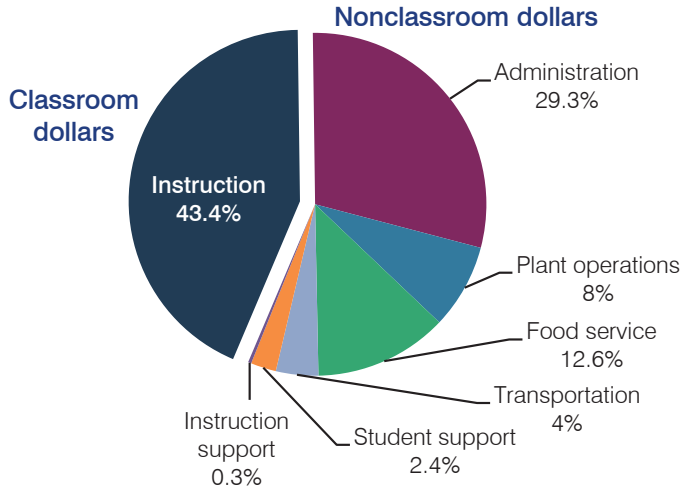
Clifton Unified School District

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

District size, location: Very small, Rural
 Students attending: 54
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment decreased by 58 percent, which contributed to the 22 percent increase in total spending per pupil. Spending in the classroom varied year to year, increasing overall from 41.7 to 43.4 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,636	\$2,572	\$746
	Students per administrator	14	30	67
Plant operations	Cost per square foot	\$0.58	\$6.59	\$6.03
	Square footage per student	1,705	343	153
Food service	Cost per meal equivalent	\$8.10	\$4.93	\$2.58
Transportation	Cost per mile	\$1.34	\$1.64	\$3.55
	Cost per rider	\$1,270	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$13,207	\$12,392	\$15,203	\$7,496	\$10,658
Classroom dollars	6,358	5,373	7,647	4,031	6,520
Nonclassroom dollars:	6,849	7,019	7,556	3,465	4,138
Administration	2,921	3,636	2,572	746	1,138
Plant operations	2,315	994	2,148	924	1,015
Food service	498	1,556	851	396	412
Transportation	327	497	1,056	369	452
Student support	602	298	548	582	593
Instruction support	186	38	381	448	528

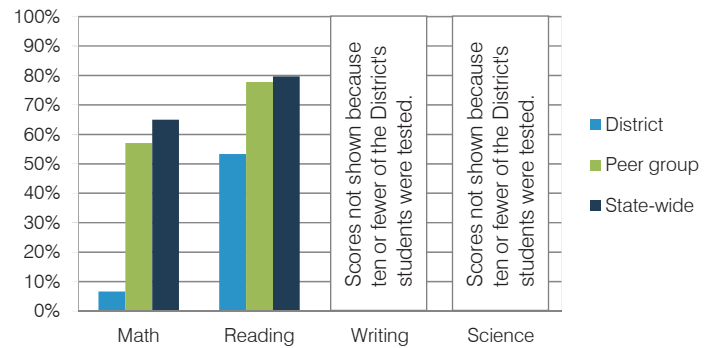
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Students who met state standards (AIMS)



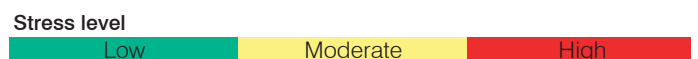
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	NR	94%	94%
Graduation rate (2012)	N/A	82%	77%
Poverty rate (2012)	8%	15%	25%
Students per teacher	9.7	16.5	18.3
Average teacher salary	\$28,624	\$40,197	\$45,264
Amount from Proposition 301	\$5,595	\$4,027	\$3,784
Average years of teacher experience	11.1	11.1	10.9
Percentage of teachers in first 3 years	19%	15%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	Operating and capital
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.7%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Noncompliant



Cochise Elementary School District

Cochise County

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

Legislative district(s): 14

District size, location: Very small, Rural

Students attending: 90

Number of schools: 1

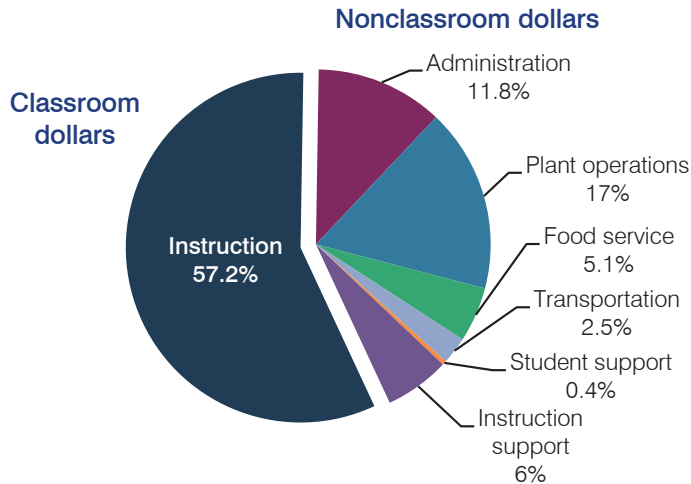
Very small, Rural

90

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 6 percent. Spending in the classroom varied year to year, decreasing overall from 58.8 to 57.2 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on food service increased and spending on plant operations decreased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,711	\$2,572	\$746
	Students per administrator	58	30	67
Plant operations	Cost per square foot	\$8.66	\$6.59	\$6.03
	Square footage per student	285	343	153
Food service	Cost per meal equivalent	\$4.86	\$4.93	\$2.58
Transportation	Cost per mile	\$1.15	\$1.64	\$3.55
	Cost per rider	\$353	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$16,565	\$14,508	\$15,203	\$7,496	\$10,658
Classroom dollars	9,045	8,301	7,647	4,031	6,520
Nonclassroom dollars:	7,520	6,207	7,556	3,465	4,138
Administration	1,930	1,711	2,572	746	1,138
Plant operations	3,079	2,469	2,148	924	1,015
Food service	776	733	851	396	412
Transportation	310	365	1,056	369	452
Student support	71	61	548	582	593
Instruction support	1,354	868	381	448	528

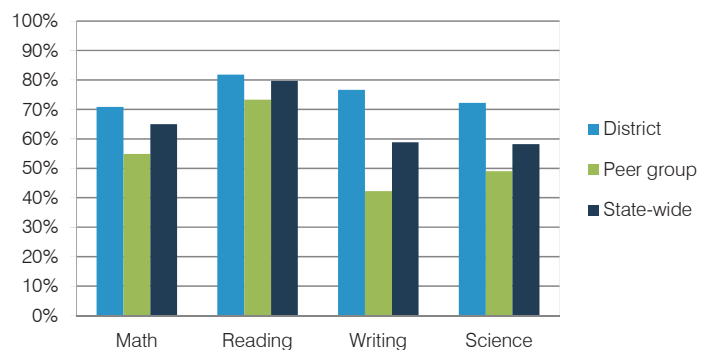
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	48%	52%	25%
Students per teacher	11.2	12.4	18.3
Average teacher salary	\$55,278	\$46,086	\$45,264
Amount from Proposition 301	\$3,171	\$2,755	\$3,784
Average years of teacher experience	18.9	11.5	10.9
Percentage of teachers in first 3 years	0%	16%	19%

Financial stress assessment

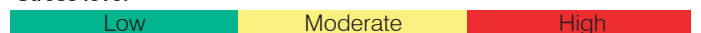
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

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

Stress level



Colorado City Unified School District

Mohave County

Efficiency peer groups 6 and T-6, Achievement peer group 7

Legislative district(s): 5

District size, location:

Small, Rural

Students attending:

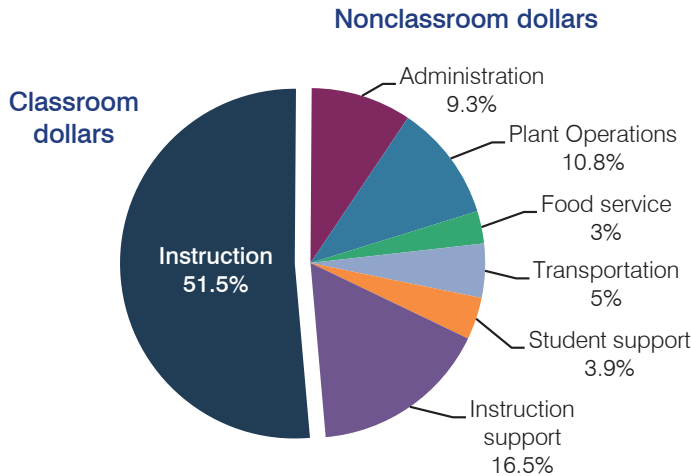
477

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 2 percent. Spending in the classroom increased from 45.1 to 51.5 percent. Overall, spending on administration and instruction support decreased substantially and spending on student support decreased slightly, while spending on plant operations increased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$882	\$1,571	\$746
	Students per administrator	41	43	67
Plant operations	Cost per square foot	\$6.55	\$4.94	\$6.03
	Square footage per student	157	318	153
Food service	Cost per meal equivalent	\$3.27	\$3.28	\$2.58
Transportation	Cost per mile	\$3.50	\$3.58	\$3.55
	Cost per rider	\$589	\$462	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$10,075	\$9,482	\$10,188	\$7,496	\$10,658
Classroom dollars	4,947	4,879	4,979	4,031	6,520
Nonclassroom dollars:	5,128	4,603	5,209	3,465	4,138
Administration	869	882	1,571	746	1,138
Plant operations	1,139	1,027	1,558	924	1,015
Food service	303	285	463	396	412
Transportation	581	472	509	369	452
Student support	608	374	647	582	593
Instruction support	1,628	1,563	461	448	528

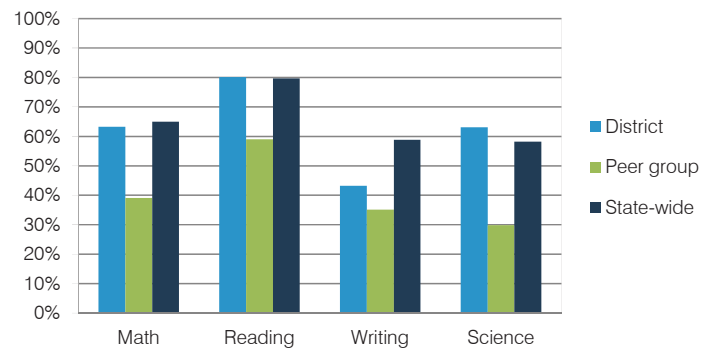
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	92%	94%
Graduation rate (2012)	73%	69%	77%
Poverty rate (2012)	39%	42%	25%
Students per teacher	18.0	15.1	18.3
Average teacher salary	\$35,219	\$42,614	\$45,264
Amount from Proposition 301	\$2,547	\$3,663	\$3,784
Average years of teacher experience	12.0	12.2	10.9
Percentage of teachers in first 3 years	26%	15%	19%

Financial stress assessment

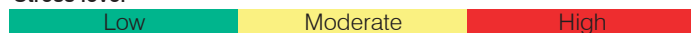
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.7%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



Colorado River Union High School District

Mohave County

Efficiency peer groups 4 and T-10, Achievement peer group 11

Legislative district(s): 5

District size, location: Medium-Large, Town

Students attending: 2,079

Number of schools: 2

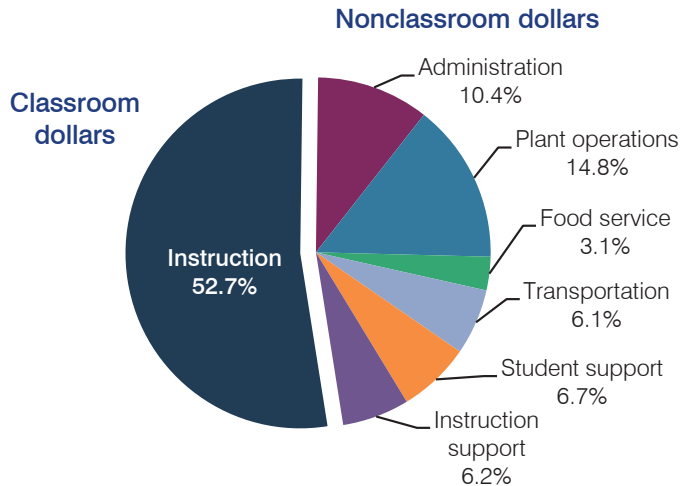
Medium-Large, Town

2,079

2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 1 percent. Spending in the classroom decreased overall from 60.7 to 52.7 percent. Overall, spending on administration and instruction support increased substantially and spending on transportation and student support increased. Spending on food service decreased slightly and spending on plant operations varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$752	\$764	\$746
	Students per administrator	71	67	67
Plant operations	Cost per square foot	\$5.33	\$5.34	\$6.03
	Square footage per student	201	176	153
Food service	Cost per meal equivalent	\$2.11	\$2.67	\$2.58
Transportation	Cost per mile	\$2.81	\$1.97	\$3.55
	Cost per rider	\$1,440	\$1,010	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,004	\$7,244	\$7,187	\$7,496	\$10,658
Classroom dollars	3,665	3,818	3,779	4,031	6,520
Nonclassroom dollars:	3,339	3,426	3,408	3,465	4,138
Administration	683	752	764	746	1,138
Plant operations	1,161	1,074	921	924	1,015
Food service	254	225	364	396	412
Transportation	402	443	394	369	452
Student support	435	482	561	582	593
Instruction support	404	450	404	448	528

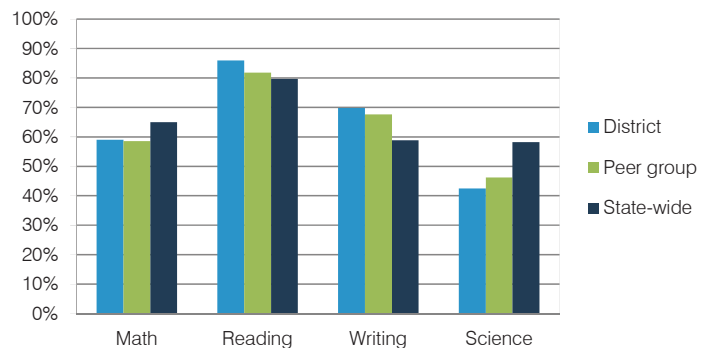
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	91%	94%
Graduation rate (2012)	74%	79%	77%
Poverty rate (2012)	31%	36%	25%
Students per teacher	20.2	13.2	18.3
Average teacher salary	\$45,064	\$39,347	\$45,264
Amount from Proposition 301	\$2,450	\$3,141	\$3,784
Average years of teacher experience	11.3	8.6	10.9
Percentage of teachers in first 3 years	18%	25%	19%

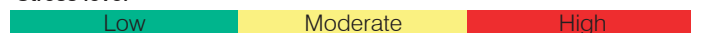
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013

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

Stress level



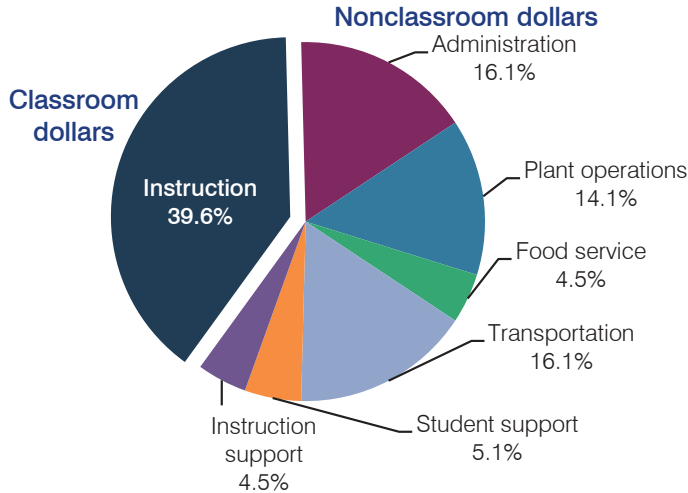
Concho Elementary School District

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

District size, location: Very small, Rural
 Students attending: 145
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment decreased 24 percent, which contributed to the 36 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing slightly overall from 40.5 to 39.6 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,814	\$2,572	\$746
	Students per administrator	32	30	67
Plant operations	Cost per square foot	\$8.73	\$6.59	\$6.03
	Square footage per student	283	343	153
Food service	Cost per meal equivalent	\$3.41	\$4.93	\$2.58
Transportation	Cost per mile	\$1.02	\$1.64	\$3.55
	Cost per rider	\$1,770	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$16,060	\$17,517	\$15,203	\$7,496	\$10,658
Classroom dollars	6,466	6,941	7,647	4,031	6,520
Nonclassroom dollars:	9,594	10,576	7,556	3,465	4,138
Administration	2,701	2,814	2,572	746	1,138
Plant operations	2,227	2,467	2,148	924	1,015
Food service	711	788	851	396	412
Transportation	2,762	2,816	1,056	369	452
Student support	756	893	548	582	593
Instruction support	437	798	381	448	528

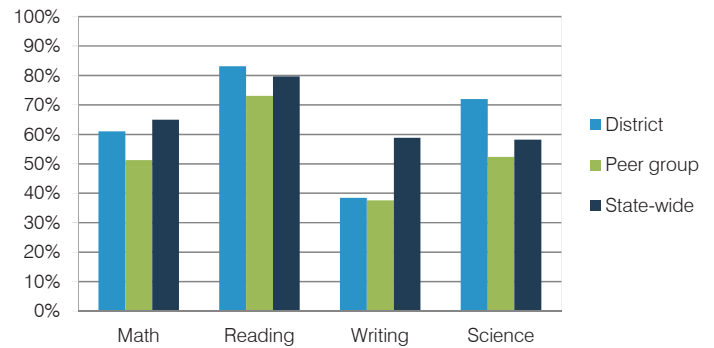
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	39%	38%	25%
Students per teacher	11.2	15.1	18.3
Average teacher salary	\$39,011	\$44,190	\$45,264
Amount from Proposition 301	\$2,813	\$3,324	\$3,784
Average years of teacher experience	16.9	11.1	10.9
Percentage of teachers in first 3 years	8%	20%	19%

Financial stress assessment

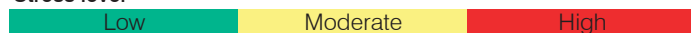
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.6%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



Congress Elementary School District

Yavapai County

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

Legislative district(s): 1

District size, location:

Very small, Rural

Students attending:

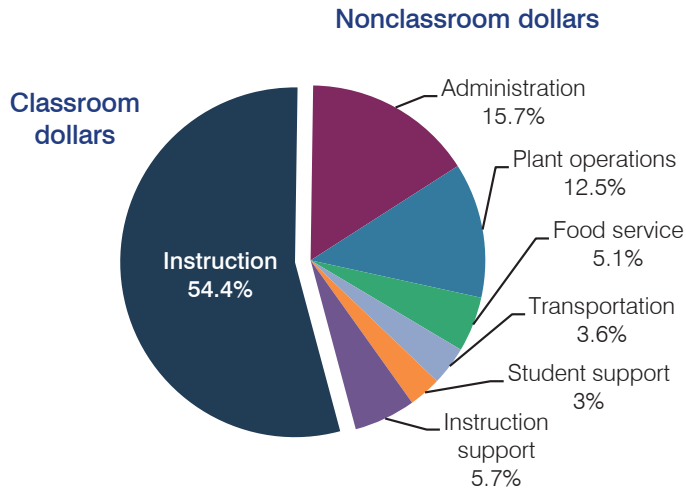
104

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment decreased by 15 percent, which contributed to the 37 percent increase in total spending per pupil. Spending in the classroom varied year to year, increasing overall from 52.6 to 54.4 percent. Spending on some nonclassroom areas varied year to year, as is common for very small districts. Spending on transportation decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,151	\$2,572	\$746
	Students per administrator	30	30	67
Plant operations	Cost per square foot	\$6.86	\$6.59	\$6.03
	Square footage per student	251	343	153
Food service	Cost per meal equivalent	\$3.63	\$4.93	\$2.58
Transportation	Cost per mile	\$1.14	\$1.64	\$3.55
	Cost per rider	\$718	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$12,087	\$13,740	\$15,203	\$7,496	\$10,658
Classroom dollars	5,997	7,468	7,647	4,031	6,520
Nonclassroom dollars:	6,090	6,272	7,556	3,465	4,138
Administration	2,560	2,151	2,572	746	1,138
Plant operations	1,196	1,720	2,148	924	1,015
Food service	632	704	851	396	412
Transportation	429	499	1,056	369	452
Student support	399	412	548	582	593
Instruction support	874	786	381	448	528

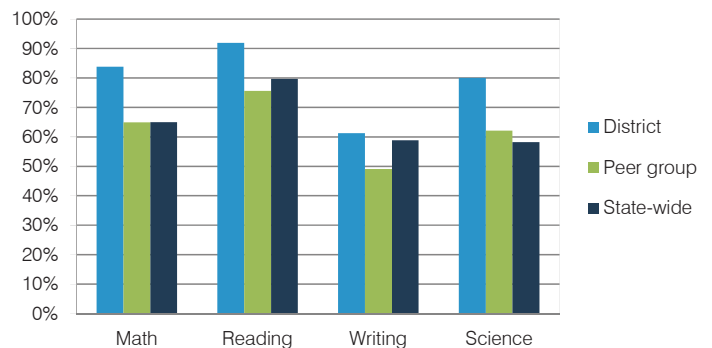
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	97%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	27%	30%	25%
Students per teacher	9.4	13.9	18.3
Average teacher salary	\$47,484	\$41,809	\$45,264
Amount from Proposition 301	\$2,289	\$3,665	\$3,784
Average years of teacher experience	15.4	12.3	10.9
Percentage of teachers in first 3 years	0%	12%	19%

Financial stress assessment

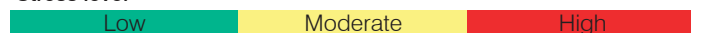
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

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

Stress level



Continental Elementary School District

Pima County

Efficiency peer groups 10 and T-6, Achievement peer group 17

Legislative district(s): 2 and 14

District size, location:

Small, Rural

Students attending:

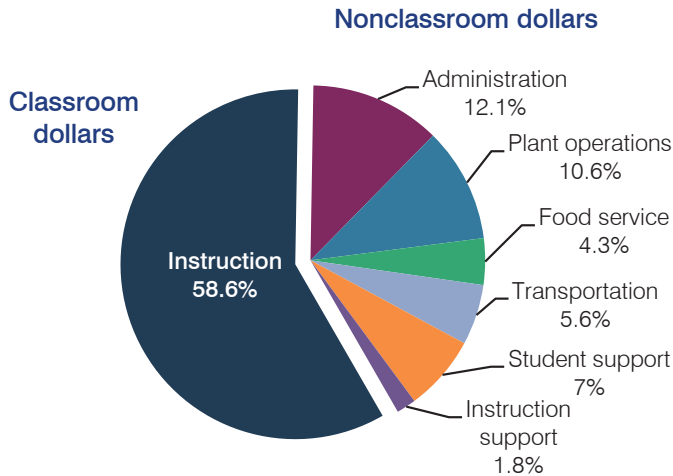
485

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 8 percent. Spending in the classroom varied year to year, decreasing overall from 61.3 to 58.6 percent. Overall, spending on administration decreased substantially and spending on transportation and student support increased substantially. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$926	\$1,130	\$746
	Students per administrator	61	55	67
Plant operations	Cost per square foot	\$5.24	\$6.14	\$6.03
	Square footage per student	155	157	153
Food service	Cost per meal equivalent	\$3.07	\$2.74	\$2.58
Transportation	Cost per mile	\$2.57	\$3.58	\$3.55
	Cost per rider	\$443	\$462	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$7,544	\$7,662	\$8,518	\$7,496	\$10,658
Classroom dollars	4,181	4,488	4,624	4,031	6,520
Nonclassroom dollars:	3,363	3,174	3,894	3,465	4,138
Administration	1,212	926	1,130	746	1,138
Plant operations	791	815	976	924	1,015
Food service	396	327	511	396	412
Transportation	387	433	537	369	452
Student support	371	537	499	582	593
Instruction support	206	136	241	448	528

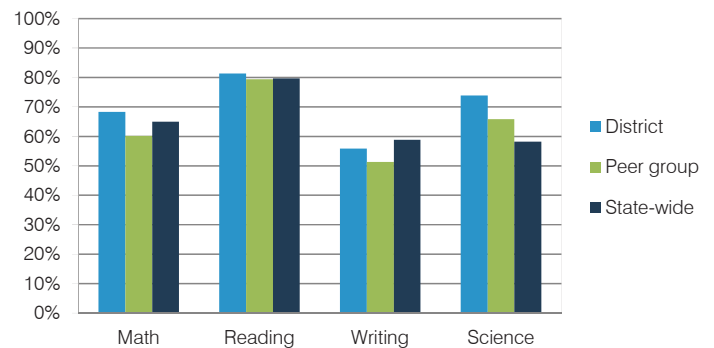
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	19%	19%	25%
Students per teacher	14.9	11.0	18.3
Average teacher salary	\$40,985	\$42,053	\$45,264
Amount from Proposition 301	\$4,098	\$2,981	\$3,784
Average years of teacher experience	10.5	12.6	10.9
Percentage of teachers in first 3 years	14%	11%	19%

Financial stress assessment

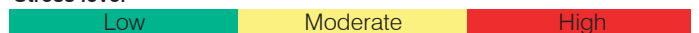
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

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

Stress level



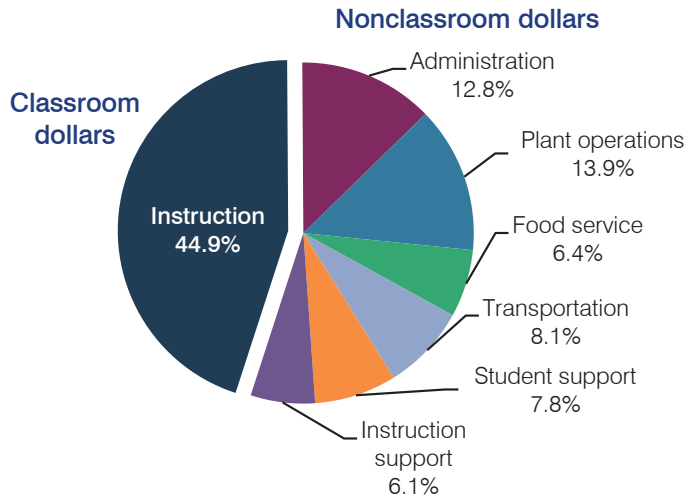
Coolidge Unified School District

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

District size, location: Medium-Large, Town
 Students attending: 3,511
 Number of schools: 7

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 52 to 44.9 percent. Overall, spending on plant operations increased substantially and spending on administration, transportation, food service and instruction support increased. Spending on student support decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$897	\$764	\$746
	Students per administrator	60	67	67
Plant operations	Cost per square foot	\$3.92	\$5.34	\$6.03
	Square footage per student	247	176	153
Food service	Cost per meal equivalent	\$2.79	\$2.67	\$2.58
Transportation	Cost per mile	\$2.29	\$2.42	\$3.55
	Cost per rider	\$999	\$1,013	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,456	\$6,995	\$7,187	\$7,496	\$10,658
Classroom dollars	3,546	3,144	3,779	4,031	6,520
Nonclassroom dollars:	3,910	3,851	3,408	3,465	4,138
Administration	926	897	764	746	1,138
Plant operations	1,033	968	921	924	1,015
Food service	429	448	364	396	412
Transportation	572	568	394	369	452
Student support	599	545	561	582	593
Instruction support	351	425	404	448	528

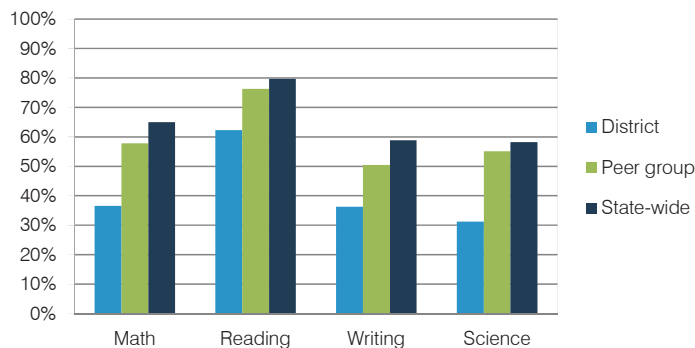
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Students who met state standards (AIMS)



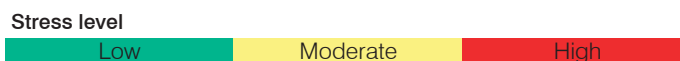
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	94%
Graduation rate (2012)	72%	83%	77%
Poverty rate (2012)	25%	24%	25%
Students per teacher	20.0	16.6	18.3
Average teacher salary	\$38,106	\$41,866	\$45,264
Amount from Proposition 301	\$4,741	\$4,192	\$3,784
Average years of teacher experience	9.0	11.7	10.9
Percentage of teachers in first 3 years	20%	16%	19%

Financial stress assessment

Overall financial stress level: **High**

Measure: 2011 through 2013	Assessment
Number of students attending district	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant



Cottonwood-Oak Creek Elementary School District

Yavapai County

Efficiency peer groups 9 and T-7, Achievement peer group 18

Legislative district(s): 1 and 6

District size, location:

Medium, Town

Students attending:

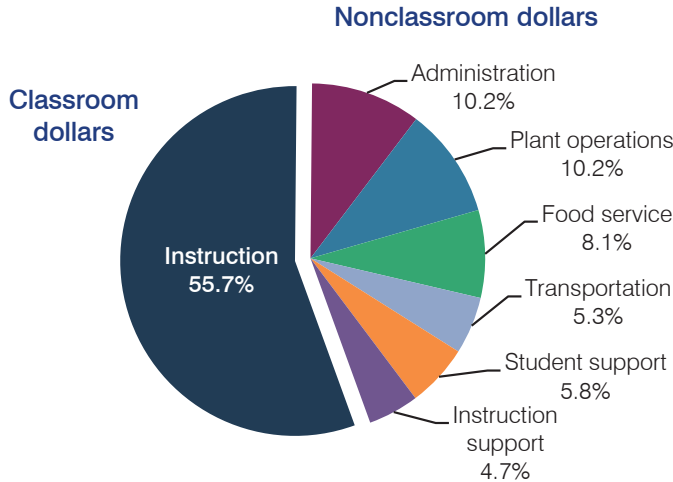
1,982

Number of schools:

5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil returned to 2008 levels. Spending in the classroom was very inconsistent year to year, ranging from a high of 57 percent to a low of 47.8 percent. Overall, spending on administration decreased substantially and spending on instruction support increased substantially. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$725	\$883	\$746
	Students per administrator	50	65	67
Plant operations	Cost per square foot	\$4.73	\$6.31	\$6.03
	Square footage per student	154	135	153
Food service	Cost per meal equivalent	\$2.64	\$2.63	\$2.58
Transportation	Cost per mile	\$2.89	\$3.06	\$3.55
	Cost per rider	\$786	\$677	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,345	\$7,135	\$7,185	\$7,496	\$10,658
Classroom dollars	3,718	3,975	3,621	4,031	6,520
Nonclassroom dollars:	3,627	3,160	3,564	3,465	4,138
Administration	1,020	725	883	746	1,138
Plant operations	884	729	836	924	1,015
Food service	540	579	535	396	412
Transportation	349	377	431	369	452
Student support	441	415	435	582	593
Instruction support	393	335	444	448	528

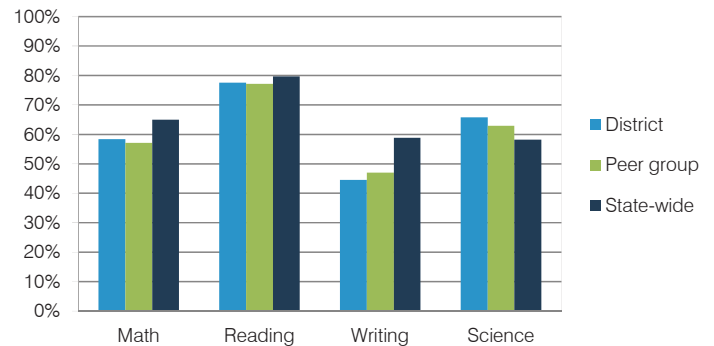
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	3	60%
C	2	40%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	24%	24%	25%
Students per teacher	17.6	12.4	18.3
Average teacher salary	\$40,767	\$45,242	\$45,264
Amount from Proposition 301	\$3,870	\$2,827	\$3,784
Average years of teacher experience	12.5	13.6	10.9
Percentage of teachers in first 3 years	13%	12%	19%

Financial stress assessment

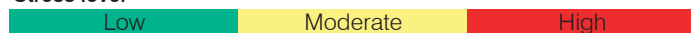
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

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

Stress level



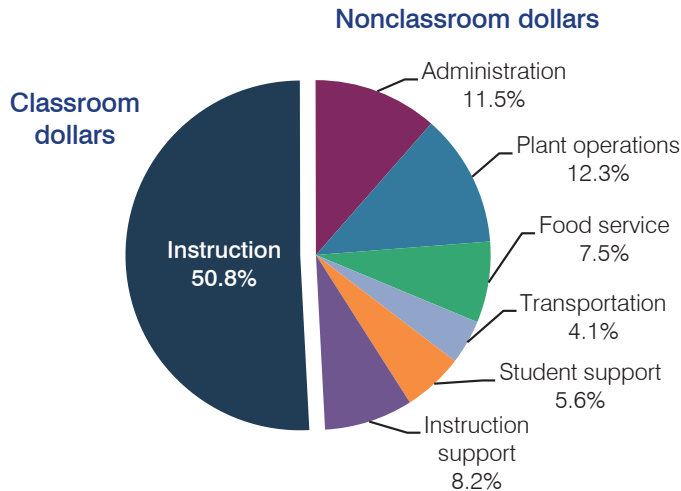
Crane Elementary School District

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

District size, location: Medium-Large, City
 Students attending: 5,963
 Number of schools: 10

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 14 percent. Spending in the classroom decreased overall from 56 to 50.8 percent. Spending on instruction support increased substantially. Overall, spending on plant operations and food service increased, while spending on administration decreased slightly. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$705	\$791	\$746
	Students per administrator	75	69	67
Plant operations	Cost per square foot	\$7.19	\$6.28	\$6.03
	Square footage per student	105	138	153
Food service	Cost per meal equivalent	\$2.26	\$2.54	\$2.58
Transportation	Cost per mile	\$5.79	\$6.28	\$3.55
	Cost per rider	\$470	\$582	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,188	\$6,124	\$7,193	\$7,496	\$10,658
Classroom dollars	3,161	3,111	3,672	4,031	6,520
Nonclassroom dollars:	3,027	3,013	3,521	3,465	4,138
Administration	744	705	791	746	1,138
Plant operations	751	755	842	924	1,015
Food service	453	460	541	396	412
Transportation	244	252	273	369	452
Student support	354	340	541	582	593
Instruction support	481	501	533	448	528

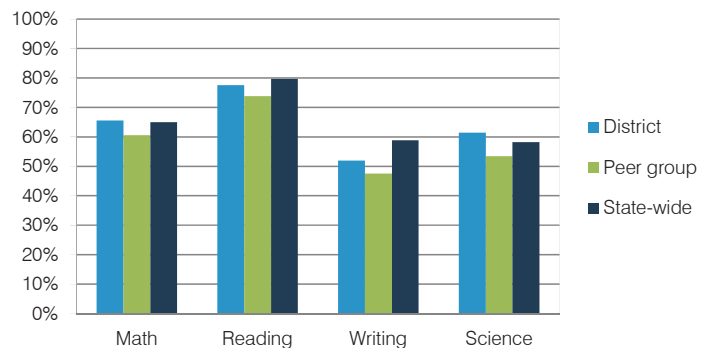
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	28%	25%	25%
Students per teacher	19.2	19.1	18.3
Average teacher salary	\$38,334	\$40,312	\$45,264
Amount from Proposition 301	\$3,425	\$3,530	\$3,784
Average years of teacher experience	8.9	7.4	10.9
Percentage of teachers in first 3 years	23%	31%	19%

Financial stress assessment

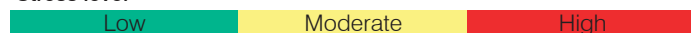
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

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

Stress level



Creighton Elementary School District

Maricopa County

Efficiency peer groups 8 and T-2, Achievement peer group 15

Legislative district(s): 24, 27 and 28

District size, location:

Medium-Large, City

Students attending:

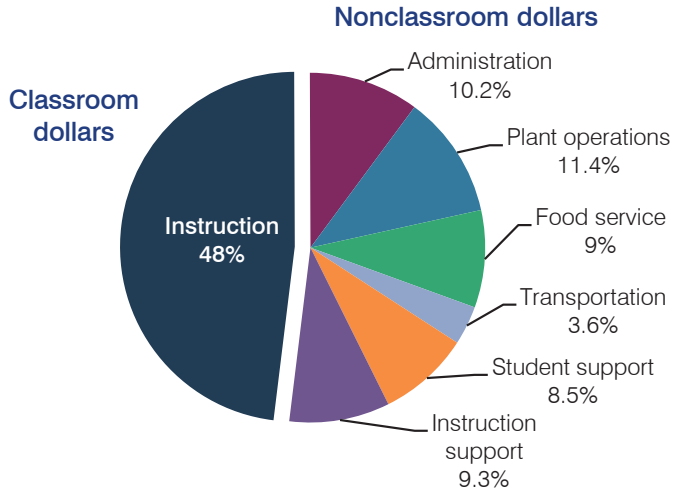
6,214

Number of schools:

9

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 52.1 to 48 percent. Spending on food service increased substantially. Overall, spending on plant operations increased slightly and spending in most other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$786	\$791	\$746
	Students per administrator	62	69	67
Plant operations	Cost per square foot	\$5.51	\$6.28	\$6.03
	Square footage per student	160	138	153
Food service	Cost per meal equivalent	\$2.69	\$2.54	\$2.58
Transportation	Cost per mile	\$6.96	\$5.18	\$3.55
	Cost per rider	\$1,544	\$824	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,234	\$7,722	\$7,193	\$7,496	\$10,658
Classroom dollars	4,141	3,707	3,672	4,031	6,520
Nonclassroom dollars:	4,093	4,015	3,521	3,465	4,138
Administration	846	786	791	746	1,138
Plant operations	877	883	842	924	1,015
Food service	710	693	541	396	412
Transportation	264	274	273	369	452
Student support	683	658	541	582	593
Instruction support	713	721	533	448	528

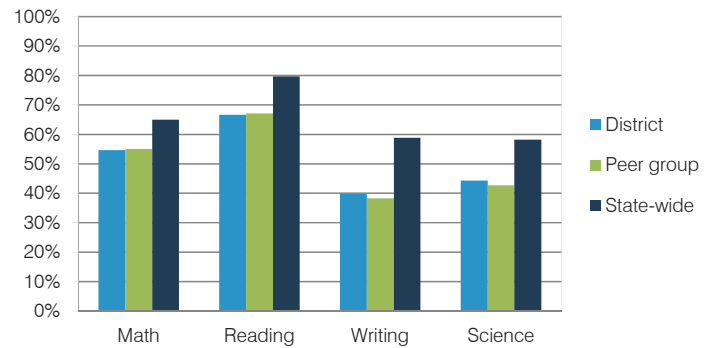
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	2	22%
C	6	67%
D	1	11%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	50%	50%	25%
Students per teacher	18.0	18.8	18.3
Average teacher salary	\$42,841	\$46,010	\$45,264
Amount from Proposition 301	\$3,061	\$2,972	\$3,784
Average years of teacher experience	6.5	8.7	10.9
Percentage of teachers in first 3 years	54%	32%	19%

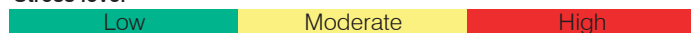
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	1.3%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



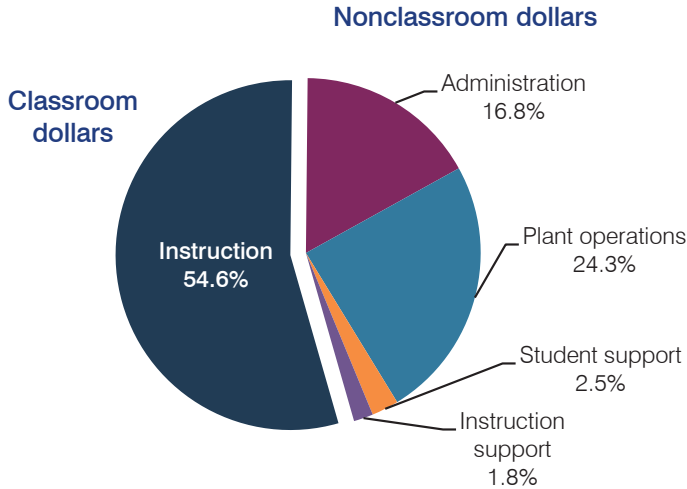
Crown King Elementary School District

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

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

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil more than doubled, which is partially explained by the 62 percent decline in student enrollment. Spending in the classroom varied year to year, decreasing overall from 68 to 54.6 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$6,230	\$2,572	\$746
	Students per administrator	2	30	67
Plant operations	Cost per square foot	\$10.80	\$6.59	\$6.03
	Square footage per student	833	343	153
Food service	Cost per meal equivalent	N/A	\$4.93	\$2.58
Transportation	Cost per mile	N/A	N/A	\$3.55
	Cost per rider	N/A	N/A	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$69,367	\$37,032	\$15,203	\$7,496	\$10,658
Classroom dollars	44,705	20,217	7,647	4,031	6,520
Nonclassroom dollars:	24,662	16,815	7,556	3,465	4,138
Administration	9,031	6,230	2,572	746	1,138
Plant operations	13,885	9,003	2,148	924	1,015
Food service	0	0	851	396	412
Transportation	119	0	1,056	369	452
Student support	897	935	548	582	593
Instruction support	730	647	381	448	528

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **N/A**

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

Students who met state standards (AIMS)

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

Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	20%	19%	25%
Students per teacher	2.3	11.0	18.3
Average teacher salary	N/A	\$42,053	\$45,264
Amount from Proposition 301	N/A	\$2,981	\$3,784
Average years of teacher experience	N/A	12.6	10.9
Percentage of teachers in first 3 years	N/A	11%	19%

Financial stress assessment

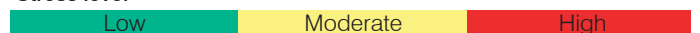
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

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

Stress level



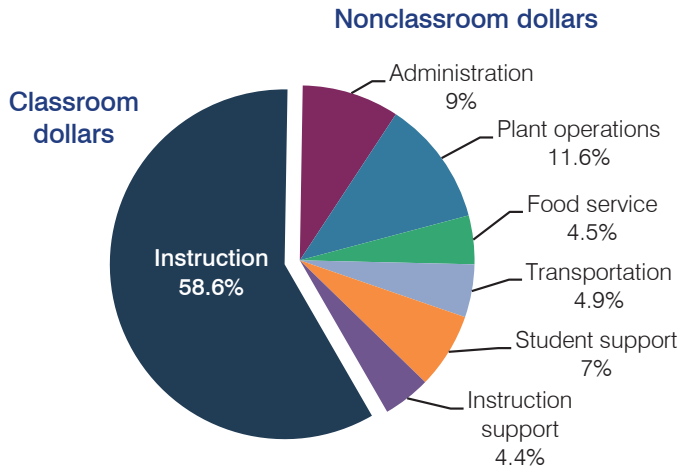
Deer Valley Unified School District

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

District size, location: Very large, City
 Students attending: 32,923
 Number of schools: 37

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 2 percent. Spending in the classroom decreased from 61.5 to 58.6 percent. Overall, spending on administration, plant operations, and transportation increased slightly, while spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$593	\$640	\$746
	Students per administrator	86	80	67
Plant operations	Cost per square foot	\$5.65	\$5.91	\$6.03
	Square footage per student	135	145	153
Food service	Cost per meal equivalent	\$2.38	\$2.62	\$2.58
Transportation	Cost per mile	\$4.20	\$3.41	\$3.55
	Cost per rider	\$1,243	\$1,047	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,511	\$6,597	\$7,185	\$7,496	\$10,658
Classroom dollars	3,838	3,868	4,074	4,031	6,520
Nonclassroom dollars:	2,673	2,729	3,111	3,465	4,138
Administration	571	593	640	746	1,138
Plant operations	796	763	855	924	1,015
Food service	297	299	325	396	412
Transportation	318	322	346	369	452
Student support	439	463	571	582	593
Instruction support	252	289	374	448	528

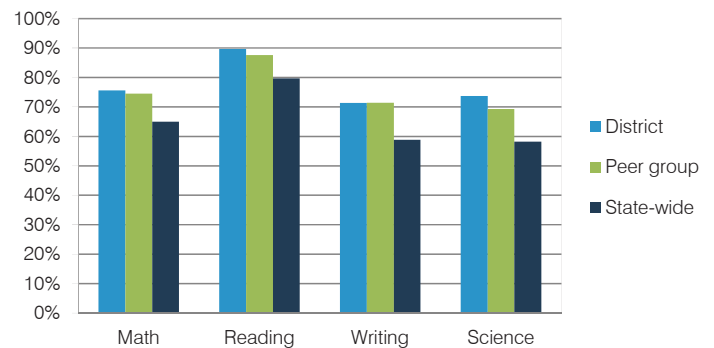
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	19	51%
B	18	49%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



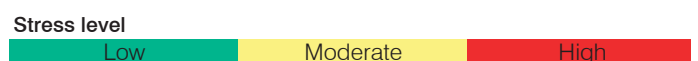
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	91%	88%	77%
Poverty rate (2012)	12%	14%	25%
Students per teacher	18.9	18.3	18.3
Average teacher salary	\$46,442	\$44,386	\$45,264
Amount from Proposition 301	\$3,547	\$4,054	\$3,784
Average years of teacher experience	12.0	11.0	10.9
Percentage of teachers in first 3 years	11%	16%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	1.9% Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



Double Adobe Elementary School District

Cochise County

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

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

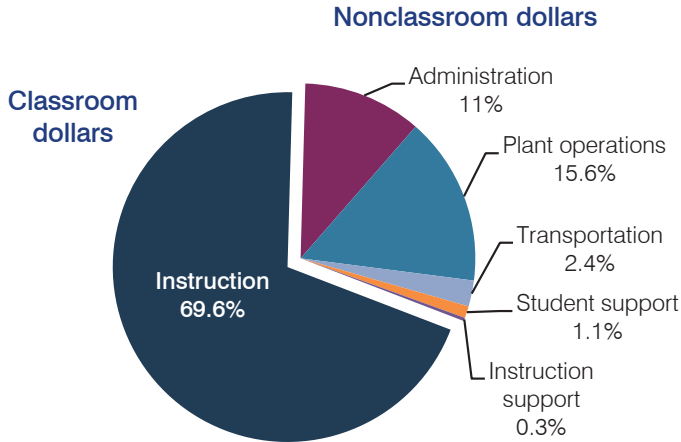
38

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 6 percent. Spending in the classroom varied year to year, increasing overall from 61.6 to 69.6 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration and student support decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,185	\$2,572	\$746
	Students per administrator	22	30	67
Plant operations	Cost per square foot	\$7.29	\$6.59	\$6.03
	Square footage per student	230	343	153
Food service	Cost per meal equivalent	N/A	\$4.93	\$2.58
Transportation	Cost per mile	NR	\$1.64	\$3.55
	Cost per rider	NR	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$10,283	\$10,735	\$15,203	\$7,496	\$10,658
Classroom dollars	6,329	7,471	7,647	4,031	6,520
Nonclassroom dollars:	3,954	3,264	7,556	3,465	4,138
Administration	1,516	1,185	2,572	746	1,138
Plant operations	1,433	1,677	2,148	924	1,015
Food service	0	0	851	396	412
Transportation	238	252	1,056	369	452
Student support	708	121	548	582	593
Instruction support	59	29	381	448	528

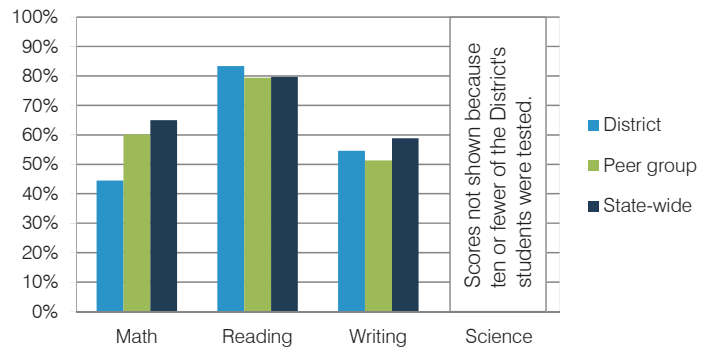
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	20%	19%	25%
Students per teacher	8.5	11.0	18.3
Average teacher salary	\$42,766	\$42,053	\$45,264
Amount from Proposition 301	\$2,334	\$2,981	\$3,784
Average years of teacher experience	17.1	12.6	10.9
Percentage of teachers in first 3 years	25%	11%	19%

Financial stress assessment

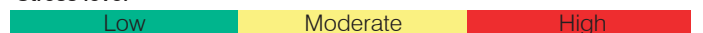
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

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

Stress level



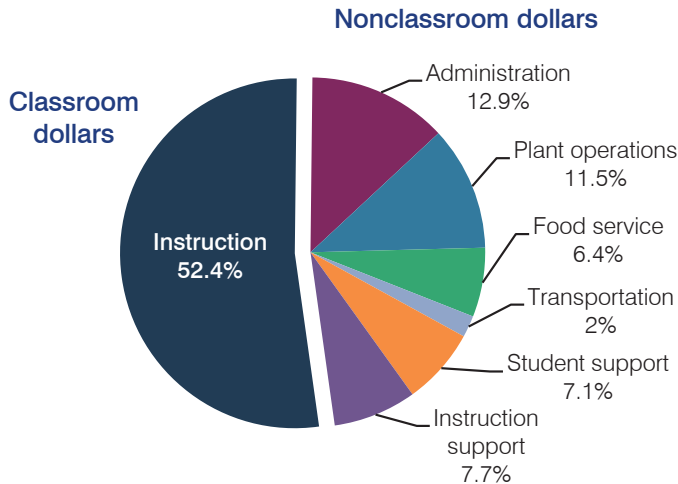
Douglas Unified School District

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

District size, location: Medium-Large, Town
 Students attending: 3,713
 Number of schools: 8

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 3 percent. Spending in the classroom decreased from 58.2 to 52.4 percent. Overall, spending on instruction support increased substantially and spending on food service increased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$969	\$764	\$746
	Students per administrator	45	67	67
Plant operations	Cost per square foot	\$5.60	\$5.34	\$6.03
	Square footage per student	154	176	153
Food service	Cost per meal equivalent	\$2.63	\$2.67	\$2.58
Transportation	Cost per mile	\$4.30	\$2.52	\$3.55
	Cost per rider	\$1,459	\$797	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,691	\$7,489	\$7,187	\$7,496	\$10,658
Classroom dollars	3,498	3,924	3,779	4,031	6,520
Nonclassroom dollars:	3,193	3,565	3,408	3,465	4,138
Administration	828	969	764	746	1,138
Plant operations	822	860	921	924	1,015
Food service	430	484	364	396	412
Transportation	125	148	394	369	452
Student support	422	529	561	582	593
Instruction support	566	575	404	448	528

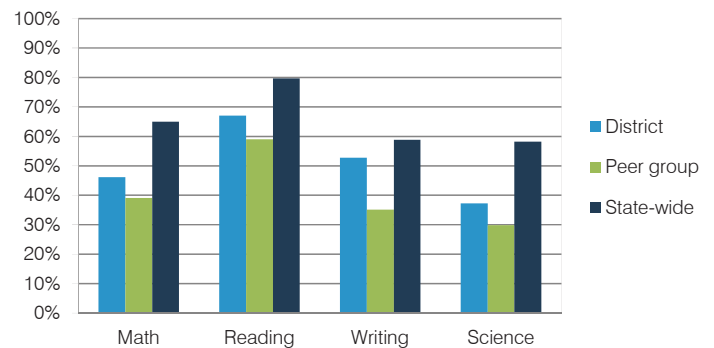
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	13%
C	5	63%
D	2	25%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



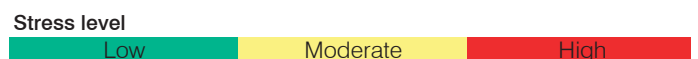
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	92%	94%
Graduation rate (2012)	82%	69%	77%
Poverty rate (2012)	44%	42%	25%
Students per teacher	18.9	15.1	18.3
Average teacher salary	\$38,447	\$42,614	\$45,264
Amount from Proposition 301	\$5,622	\$3,663	\$3,784
Average years of teacher experience	11.2	12.2	10.9
Percentage of teachers in first 3 years	20%	15%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Concentrated 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	More than 3 years
Current financial and internal control status	Compliant



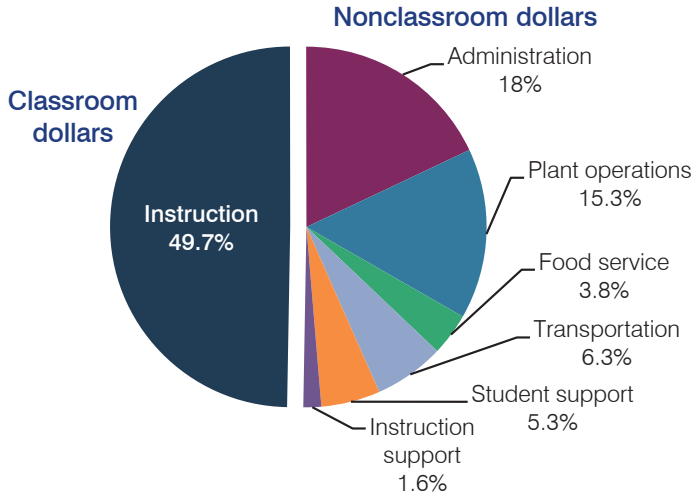
Duncan Unified School District

Greenlee County
 Efficiency peer groups 6 and T-10, Achievement peer group 5
 Legislative district(s): 14

District size, location: Small, Rural
 Students attending: 354
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 8 percent. Spending in the classroom decreased overall from 55.3 to 49.7 percent. Spending on administration increased substantially. Overall, spending on transportation and student support increased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,689	\$1,571	\$746
	Students per administrator	40	43	67
Plant operations	Cost per square foot	\$3.98	\$4.94	\$6.03
	Square footage per student	361	318	153
Food service	Cost per meal equivalent	\$2.96	\$3.28	\$2.58
Transportation	Cost per mile	\$1.40	\$1.97	\$3.55
	Cost per rider	\$714	\$1,010	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$9,013	\$9,381	\$10,188	\$7,496	\$10,658
Classroom dollars	4,512	4,664	4,979	4,031	6,520
Nonclassroom dollars:	4,501	4,717	5,209	3,465	4,138
Administration	1,595	1,689	1,571	746	1,138
Plant operations	1,384	1,435	1,558	924	1,015
Food service	382	361	463	396	412
Transportation	589	588	509	369	452
Student support	364	496	647	582	593
Instruction support	187	148	461	448	528

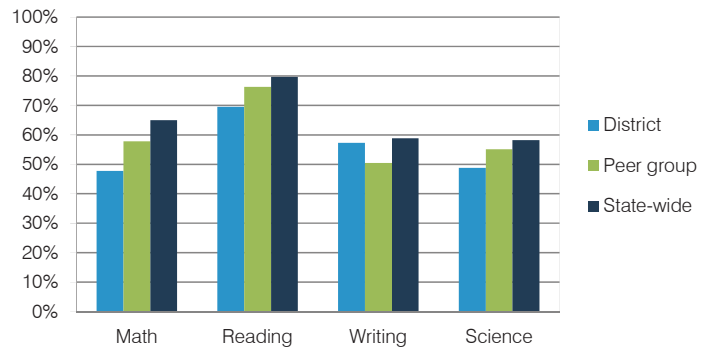
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



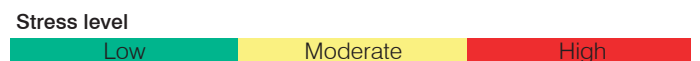
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	89%	83%	77%
Poverty rate (2012)	21%	24%	25%
Students per teacher	14.5	16.6	18.3
Average teacher salary	\$38,619	\$41,866	\$45,264
Amount from Proposition 301	\$3,737	\$4,192	\$3,784
Average years of teacher experience	12.4	11.7	10.9
Percentage of teachers in first 3 years	13%	16%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.7%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



Dysart Unified School District

Maricopa County

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

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

District size, location:

Very large, Suburb

Students attending:

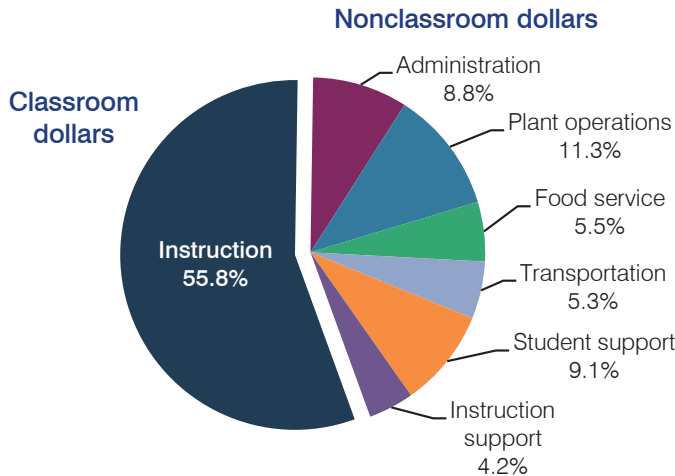
24,732

Number of schools:

24

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 1 percent. Spending in the classroom decreased from 57.3 to 55.8 percent. Overall, spending on plant operations and student support increased, while spending on administration and instruction support decreased. Spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$605	\$640	\$746
	Students per administrator	87	80	67
Plant operations	Cost per square foot	\$5.92	\$5.91	\$6.03
	Square footage per student	131	145	153
Food service	Cost per meal equivalent	\$2.90	\$2.62	\$2.58
Transportation	Cost per mile	\$4.53	\$4.05	\$3.55
	Cost per rider	\$1,167	\$1,000	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,761	\$6,862	\$7,185	\$7,496	\$10,658
Classroom dollars	3,715	3,829	4,074	4,031	6,520
Nonclassroom dollars:	3,046	3,033	3,111	3,465	4,138
Administration	613	605	640	746	1,138
Plant operations	752	778	855	924	1,015
Food service	359	377	325	396	412
Transportation	393	360	346	369	452
Student support	645	626	571	582	593
Instruction support	284	287	374	448	528

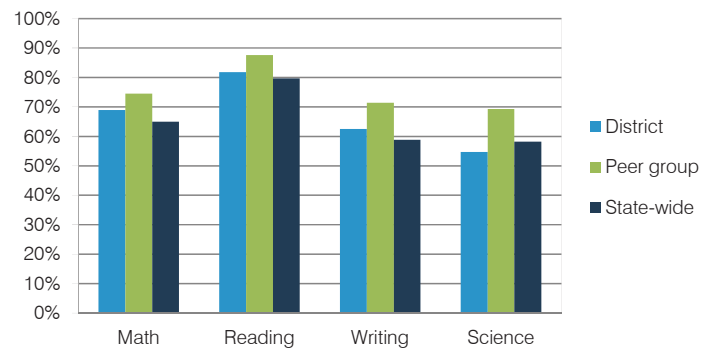
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	5	21%
B	12	50%
C	5	21%
D	2	8%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	84%	88%	77%
Poverty rate (2012)	17%	14%	25%
Students per teacher	19.1	18.3	18.3
Average teacher salary	\$45,976	\$44,386	\$45,264
Amount from Proposition 301	\$4,027	\$4,054	\$3,784
Average years of teacher experience	6.7	11.0	10.9
Percentage of teachers in first 3 years	31%	16%	19%

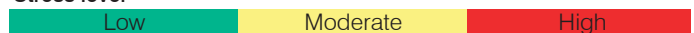
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	2.7%, Increasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant

Stress level



Elfrida Elementary School District

Cochise County

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

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

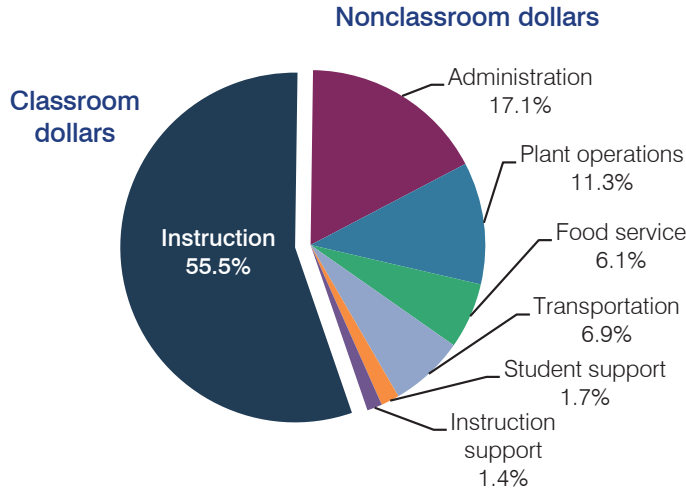
112

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment decreased by 30 percent, which contributed to the 31 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 57.2 to 55.5 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,851	\$2,572	\$746
	Students per administrator	37	30	67
Plant operations	Cost per square foot	\$4.62	\$6.59	\$6.03
	Square footage per student	265	343	153
Food service	Cost per meal equivalent	\$3.23	\$4.93	\$2.58
Transportation	Cost per mile	\$1.77	\$1.64	\$3.55
	Cost per rider	\$752	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$10,017	\$10,821	\$15,203	\$7,496	\$10,658
Classroom dollars	5,671	6,002	7,647	4,031	6,520
Nonclassroom dollars:	4,346	4,819	7,556	3,465	4,138
Administration	1,677	1,851	2,572	746	1,138
Plant operations	919	1,224	2,148	924	1,015
Food service	608	662	851	396	412
Transportation	678	751	1,056	369	452
Student support	15	186	548	582	593
Instruction support	449	145	381	448	528

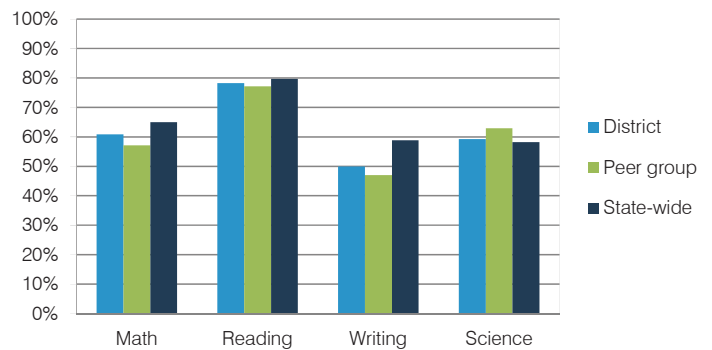
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	97%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	25%	24%	25%
Students per teacher	11.2	12.4	18.3
Average teacher salary	\$37,915	\$45,242	\$45,264
Amount from Proposition 301	\$3,915	\$2,827	\$3,784
Average years of teacher experience	13.3	13.6	10.9
Percentage of teachers in first 3 years	10%	12%	19%

Financial stress assessment

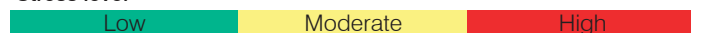
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.6%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



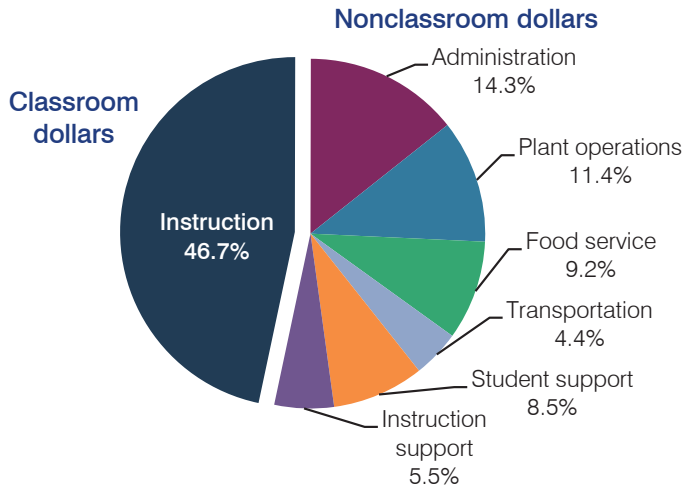
Eloy Elementary School District

Pinal County
 Efficiency peer groups 9 and T-6, Achievement peer group 20
 Legislative district(s): 8 and 11

District size, location: Medium, Rural
 Students attending: 977
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 13 percent. Spending in the classroom decreased from 51.5 to 46.7 percent. Overall, spending on administration and instruction support increased substantially, spending on transportation increased slightly, and spending on student support decreased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,193	\$883	\$746
	Students per administrator	43	65	67
Plant operations	Cost per square foot	\$5.90	\$6.31	\$6.03
	Square footage per student	162	135	153
Food service	Cost per meal equivalent	\$3.13	\$2.63	\$2.58
Transportation	Cost per mile	\$4.78	\$3.58	\$3.55
	Cost per rider	\$595	\$462	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,492	\$8,348	\$7,185	\$7,496	\$10,658
Classroom dollars	3,987	3,899	3,621	4,031	6,520
Nonclassroom dollars:	4,505	4,449	3,564	3,465	4,138
Administration	1,236	1,193	883	746	1,138
Plant operations	989	954	836	924	1,015
Food service	762	769	535	396	412
Transportation	363	366	431	369	452
Student support	769	706	435	582	593
Instruction support	386	461	444	448	528

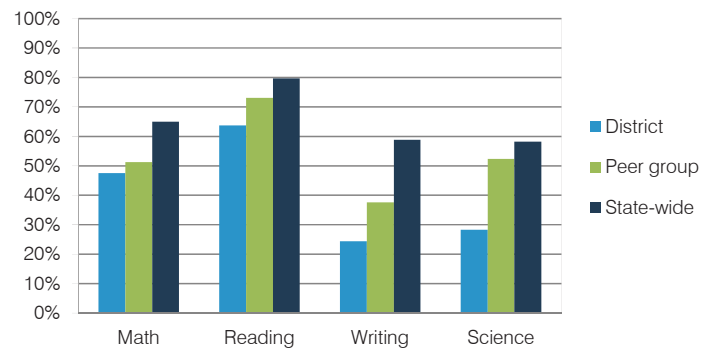
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	40%	38%	25%
Students per teacher	17.4	15.1	18.3
Average teacher salary	\$38,665	\$44,190	\$45,264
Amount from Proposition 301	\$2,991	\$3,324	\$3,784
Average years of teacher experience	14.1	11.1	10.9
Percentage of teachers in first 3 years	14%	20%	19%

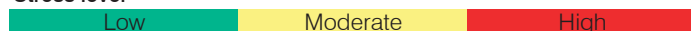
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	3.5%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



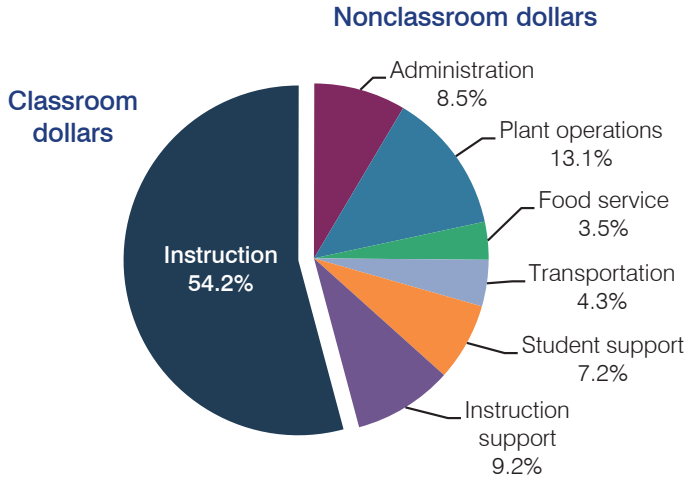
Flagstaff Unified School District

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

District size, location: Large, City
 Students attending: 9,078
 Number of schools: 15

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 56.9 to 54.2 percent. Spending on instruction support increased substantially. Overall, spending on plant operations increased and spending on student support decreased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$702	\$658	\$746
	Students per administrator	70	68	67
Plant operations	Cost per square foot	\$6.18	\$6.23	\$6.03
	Square footage per student	175	145	153
Food service	Cost per meal equivalent	\$2.83	\$2.58	\$2.58
Transportation	Cost per mile	\$2.27	\$3.54	\$3.55
	Cost per rider	\$697	\$1,359	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,570	\$8,275	\$7,059	\$7,496	\$10,658
Classroom dollars	4,695	4,486	3,824	4,031	6,520
Nonclassroom dollars:	3,875	3,789	3,235	3,465	4,138
Administration	733	702	658	746	1,138
Plant operations	1,082	1,084	896	924	1,015
Food service	259	286	332	396	412
Transportation	327	355	351	369	452
Student support	638	599	524	582	593
Instruction support	836	763	474	448	528

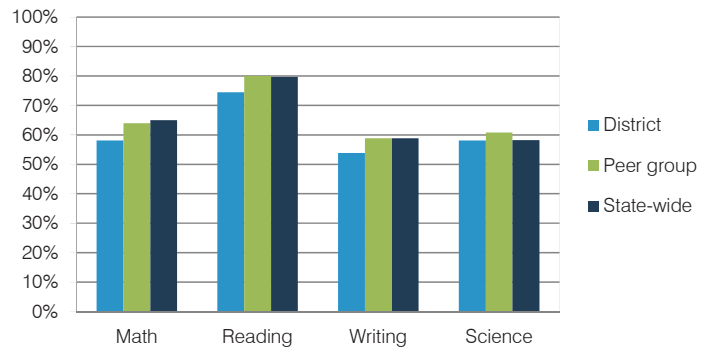
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	5	33%
C	8	53%
D	1	7%
F	0	0%
Not rated	1	7%

Students who met state standards (AIMS)



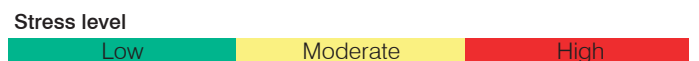
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	94%
Graduation rate (2012)	77%	80%	77%
Poverty rate (2012)	24%	25%	25%
Students per teacher	16.9	17.9	18.3
Average teacher salary	\$41,471	\$44,916	\$45,264
Amount from Proposition 301	\$2,322	\$3,845	\$3,784
Average years of teacher experience	12.6	12.0	10.9
Percentage of teachers in first 3 years	15%	18%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013	Assessment
Number of students attending district	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.8%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



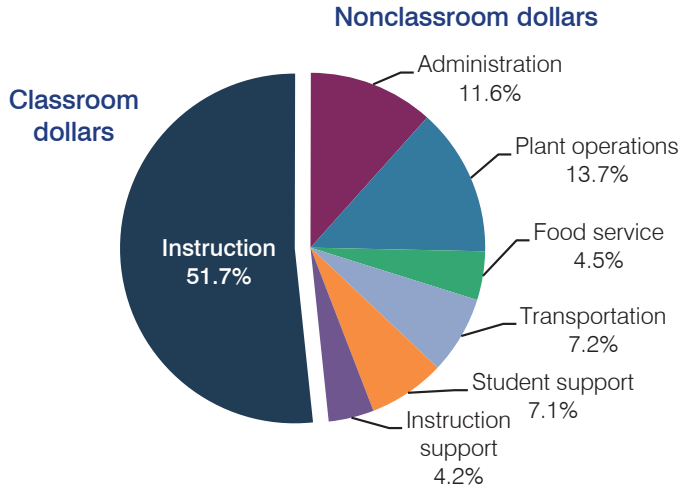
Florence Unified School District

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

District size, location: Medium-Large, Rural
 Students attending: 7,941
 Number of schools: 9

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 56.2 to 51.7 percent. Overall, spending on administration, plant operations, and instruction support increased, while spending on student support increased slightly. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$785	\$764	\$746
	Students per administrator	75	67	67
Plant operations	Cost per square foot	\$5.91	\$5.34	\$6.03
	Square footage per student	156	176	153
Food service	Cost per meal equivalent	\$2.44	\$2.67	\$2.58
Transportation	Cost per mile	\$2.28	\$1.97	\$3.55
	Cost per rider	\$1,123	\$1,010	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,658	\$6,759	\$7,187	\$7,496	\$10,658
Classroom dollars	3,554	3,496	3,779	4,031	6,520
Nonclassroom dollars:	3,104	3,263	3,408	3,465	4,138
Administration	717	785	764	746	1,138
Plant operations	926	925	921	924	1,015
Food service	296	305	364	396	412
Transportation	484	485	394	369	452
Student support	476	483	561	582	593
Instruction support	205	280	404	448	528

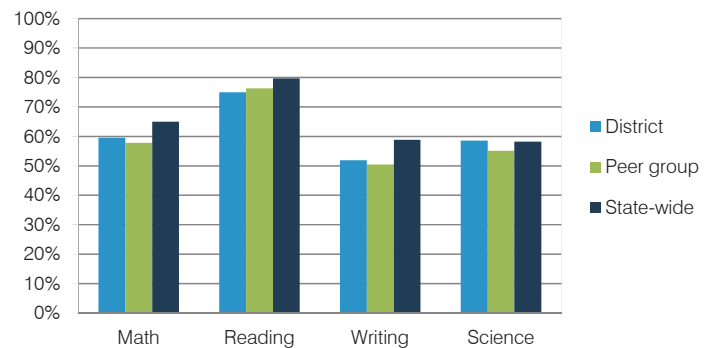
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	11%
B	2	22%
C	6	67%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	79%	83%	77%
Poverty rate (2012)	20%	24%	25%
Students per teacher	17.8	16.6	18.3
Average teacher salary	\$38,753	\$41,866	\$45,264
Amount from Proposition 301	\$4,361	\$4,192	\$3,784
Average years of teacher experience	7.7	11.7	10.9
Percentage of teachers in first 3 years	27%	16%	19%

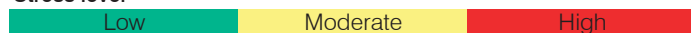
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

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

Stress level



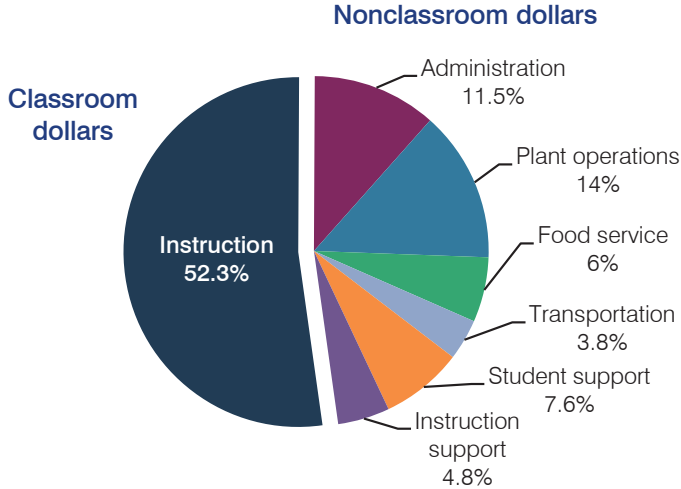
Flowing Wells Unified School District

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

District size, location: Medium-Large, Suburb
 Students attending: 5,385
 Number of schools: 9

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 57.7 to 52.3 percent. Overall, spending on administration increased substantially and spending on plant operations increased. Spending on food service and student support increased slightly, while spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$815	\$744	\$746
	Students per administrator	76	68	67
Plant operations	Cost per square foot	\$6.82	\$5.74	\$6.03
	Square footage per student	146	163	153
Food service	Cost per meal equivalent	\$2.69	\$2.84	\$2.58
Transportation	Cost per mile	\$6.43	\$5.18	\$3.55
	Cost per rider	\$860	\$824	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,887	\$7,094	\$7,062	\$7,496	\$10,658
Classroom dollars	3,572	3,708	3,779	4,031	6,520
Nonclassroom dollars:	3,315	3,386	3,283	3,465	4,138
Administration	751	815	744	746	1,138
Plant operations	1,012	993	929	924	1,015
Food service	410	427	329	396	412
Transportation	243	270	430	369	452
Student support	528	540	543	582	593
Instruction support	371	341	308	448	528

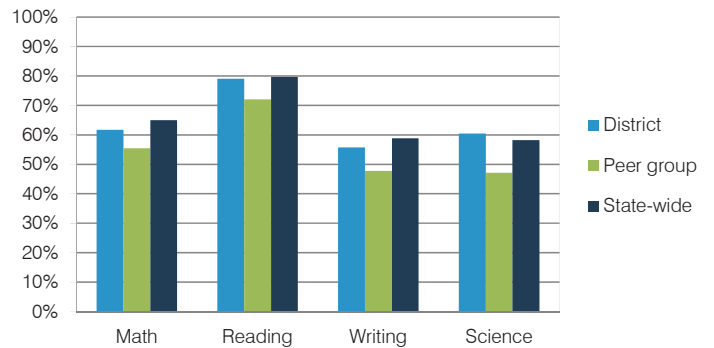
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	93%	94%
Graduation rate (2012)	86%	80%	77%
Poverty rate (2012)	35%	33%	25%
Students per teacher	18.3	15.3	18.3
Average teacher salary	\$40,695	\$43,207	\$45,264
Amount from Proposition 301	\$3,315	\$3,525	\$3,784
Average years of teacher experience	10.8	11.9	10.9
Percentage of teachers in first 3 years	28%	20%	19%

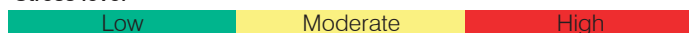
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

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

Stress level



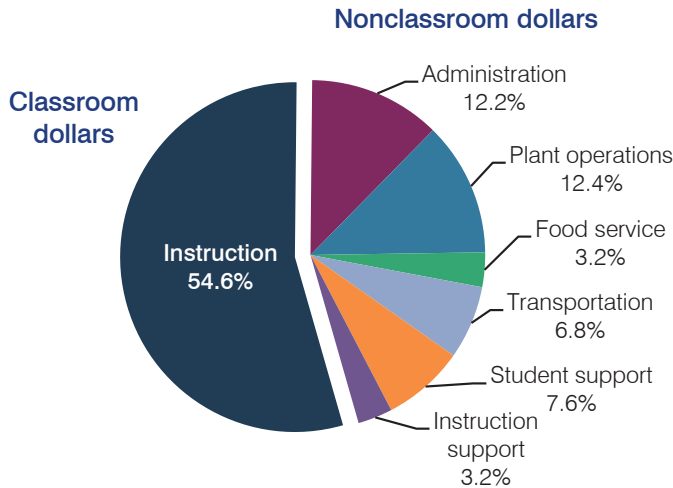
Fountain Hills Unified School District

Maricopa County
 Efficiency peer groups 3 and T-4, Achievement peer group 2
 Legislative district(s): 23

District size, location: Medium, Suburb
 Students attending: 1,848
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 1 percent. Spending in the classroom varied year to year, decreasing overall from 57.1 to 54.6 percent. Spending on transportation increased substantially, while spending on instruction support decreased slightly. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$925	\$744	\$746
	Students per administrator	61	68	67
Plant operations	Cost per square foot	\$4.25	\$5.74	\$6.03
	Square footage per student	221	163	153
Food service	Cost per meal equivalent	\$2.86	\$2.84	\$2.58
Transportation	Cost per mile	\$3.49	\$3.41	\$3.55
	Cost per rider	\$799	\$1,047	\$1,015

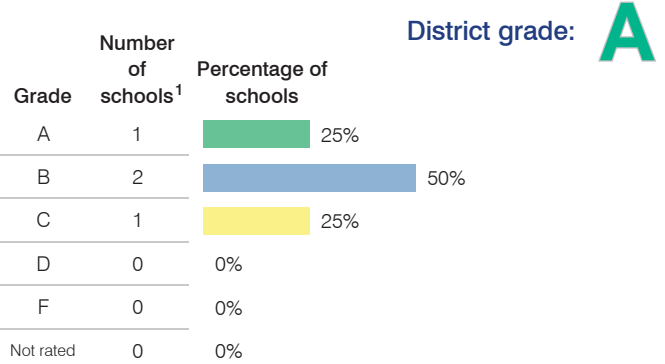
Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,551	\$7,596	\$7,062	\$7,496	\$10,658
Classroom dollars	4,101	4,150	3,779	4,031	6,520
Nonclassroom dollars:	3,450	3,446	3,283	3,465	4,138
Administration	941	925	744	746	1,138
Plant operations	895	939	929	924	1,015
Food service	280	240	329	396	412
Transportation	469	519	430	369	452
Student support	583	578	543	582	593
Instruction support	282	245	308	448	528

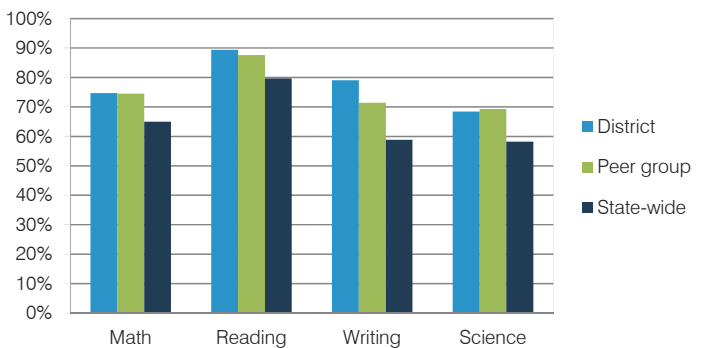
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades



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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	89%	88%	77%
Poverty rate (2012)	12%	14%	25%
Students per teacher	17.3	18.3	18.3
Average teacher salary	\$40,125	\$44,386	\$45,264
Amount from Proposition 301	\$3,640	\$4,054	\$3,784
Average years of teacher experience	11.5	11.0	10.9
Percentage of teachers in first 3 years	13%	16%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013	Assessment
Number of students attending district	Concentrated decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.9%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

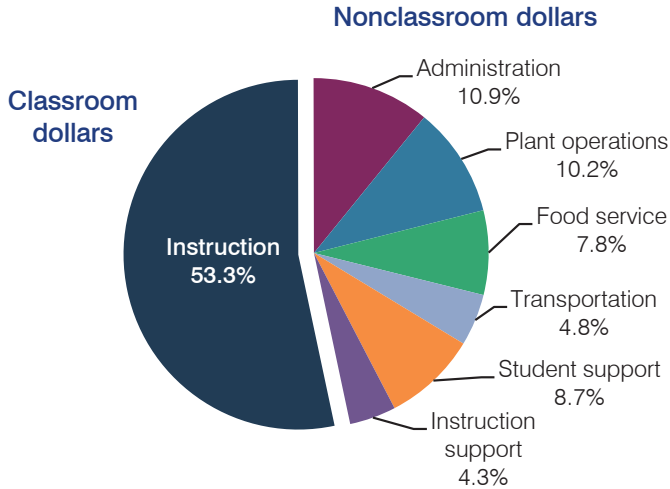
Fowler Elementary School District

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

District size, location: Medium-Large, Suburb
 Students attending: 4,270
 Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 8 percent. Spending in the classroom decreased from 57.5 to 53.3 percent. Overall, spending on plant operations, transportation, and instruction support increased, while spending on food service increased slightly. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$742	\$791	\$746
	Students per administrator	76	69	67
Plant operations	Cost per square foot	\$5.26	\$6.28	\$6.03
	Square footage per student	131	138	153
Food service	Cost per meal equivalent	\$2.50	\$2.54	\$2.58
Transportation	Cost per mile	\$5.64	\$6.28	\$3.55
	Cost per rider	\$458	\$582	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,313	\$6,806	\$7,193	\$7,496	\$10,658
Classroom dollars	3,367	3,625	3,672	4,031	6,520
Nonclassroom dollars:	2,946	3,181	3,521	3,465	4,138
Administration	685	742	791	746	1,138
Plant operations	694	692	842	924	1,015
Food service	475	534	541	396	412
Transportation	292	324	273	369	452
Student support	549	595	541	582	593
Instruction support	251	294	533	448	528

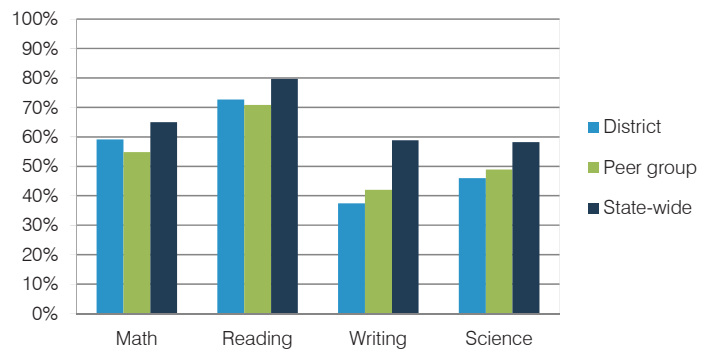
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	37%	37%	25%
Students per teacher	18.6	17.1	18.3
Average teacher salary	\$44,197	\$42,646	\$45,264
Amount from Proposition 301	\$2,327	\$2,598	\$3,784
Average years of teacher experience	10.0	9.5	10.9
Percentage of teachers in first 3 years	18%	24%	19%

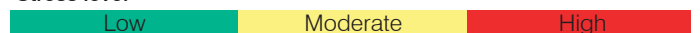
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

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

Stress level



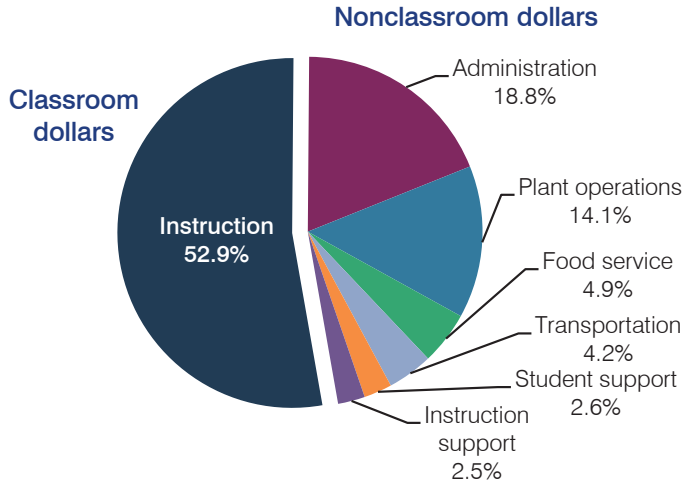
Fredonia-Moccasin Unified School District

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

District size, location: Small, Rural
 Students attending: 241
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 7 percent. Spending in the classroom varied year to year, decreasing overall from 59.9 to 52.9 percent. Overall, spending on administration and plant operations increased substantially and spending on transportation increased slightly. Spending on food service decreased slightly, while other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,954	\$1,571	\$746
	Students per administrator	47	43	67
Plant operations	Cost per square foot	\$3.44	\$4.94	\$6.03
	Square footage per student	425	318	153
Food service	Cost per meal equivalent	\$2.81	\$3.28	\$2.58
Transportation	Cost per mile	\$2.49	\$2.42	\$3.55
	Cost per rider	\$1,449	\$1,013	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$10,779	\$10,387	\$10,188	\$7,496	\$10,658
Classroom dollars	5,429	5,496	4,979	4,031	6,520
Nonclassroom dollars:	5,350	4,891	5,209	3,465	4,138
Administration	1,866	1,954	1,571	746	1,138
Plant operations	1,499	1,461	1,558	924	1,015
Food service	503	510	463	396	412
Transportation	491	433	509	369	452
Student support	499	275	647	582	593
Instruction support	492	258	461	448	528

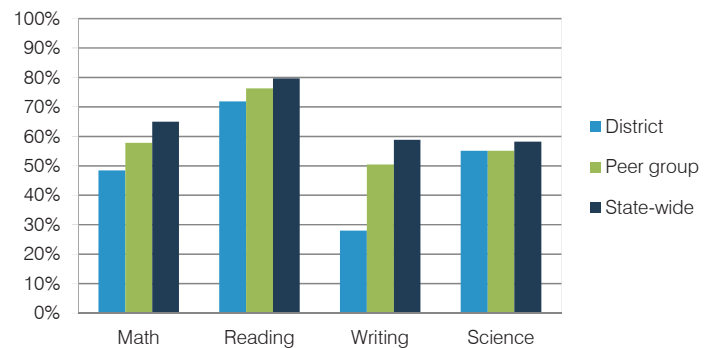
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2012)	95%	83%	77%
Poverty rate (2012)	20%	24%	25%
Students per teacher	14.0	16.6	18.3
Average teacher salary	\$43,713	\$41,866	\$45,264
Amount from Proposition 301	\$2,623	\$4,192	\$3,784
Average years of teacher experience	10.3	11.7	10.9
Percentage of teachers in first 3 years	19%	16%	19%

Financial stress assessment

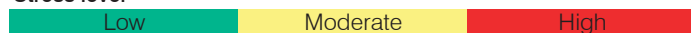
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.2%, Varying
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Compliant

Stress level



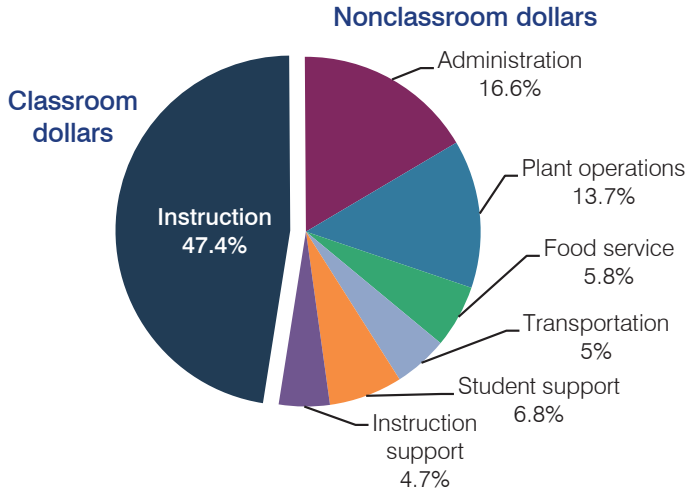
Ft. Thomas Unified School District

Graham County
 Efficiency peer groups 6 and T-8, Achievement peer group 6
 Legislative district(s): 7 and 14

District size, location: Small, Rural
 Students attending: 512
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 8 percent. Spending in the classroom decreased overall from 54.6 to 47.4 percent. Overall, spending on administration, plant operations, and student support increased substantially, while spending on instruction support decreased and spending on transportation decreased slightly. Spending on food service varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,217	\$1,571	\$746
	Students per administrator	35	43	67
Plant operations	Cost per square foot	\$5.11	\$4.94	\$6.03
	Square footage per student	358	318	153
Food service	Cost per meal equivalent	\$3.46	\$3.28	\$2.58
Transportation	Cost per mile	\$2.72	\$2.52	\$3.55
	Cost per rider	\$753	\$797	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$15,114	\$13,350	\$10,188	\$7,496	\$10,658
Classroom dollars	6,830	6,333	4,979	4,031	6,520
Nonclassroom dollars:	8,284	7,017	5,209	3,465	4,138
Administration	2,488	2,217	1,571	746	1,138
Plant operations	2,146	1,832	1,558	924	1,015
Food service	835	771	463	396	412
Transportation	690	671	509	369	452
Student support	691	907	647	582	593
Instruction support	1,434	619	461	448	528

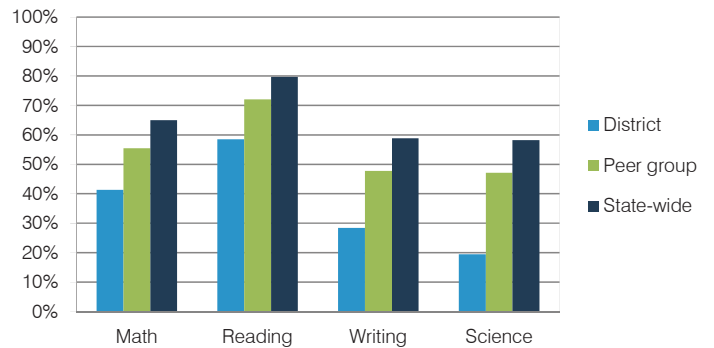
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



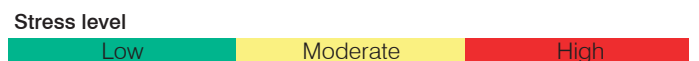
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	94%
Graduation rate (2012)	64%	80%	77%
Poverty rate (2012)	35%	33%	25%
Students per teacher	13.5	15.3	18.3
Average teacher salary	\$46,421	\$43,207	\$45,264
Amount from Proposition 301	\$3,358	\$3,525	\$3,784
Average years of teacher experience	6.5	11.9	10.9
Percentage of teachers in first 3 years	50%	20%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Steady
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	Marginally compliant



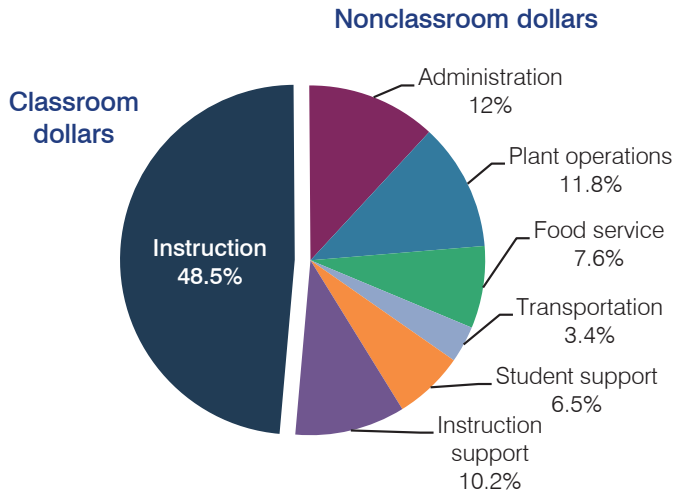
Gadsden Elementary School District

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

District size, location: Medium-Large, Town
 Students attending: 4,999
 Number of schools: 8

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 51.4 to 48.5 percent. Overall, spending on instruction support increased substantially and spending on plant operations increased, while spending on administration decreased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$852	\$883	\$746
	Students per administrator	66	65	67
Plant operations	Cost per square foot	\$8.56	\$6.31	\$6.03
	Square footage per student	98	135	153
Food service	Cost per meal equivalent	\$2.46	\$2.63	\$2.58
Transportation	Cost per mile	\$3.81	\$3.58	\$3.55
	Cost per rider	\$240	\$462	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,993	\$7,119	\$7,185	\$7,496	\$10,658
Classroom dollars	3,371	3,451	3,621	4,031	6,520
Nonclassroom dollars:	3,622	3,668	3,564	3,465	4,138
Administration	851	852	883	746	1,138
Plant operations	804	837	836	924	1,015
Food service	516	543	535	396	412
Transportation	249	245	431	369	452
Student support	432	466	435	582	593
Instruction support	770	725	444	448	528

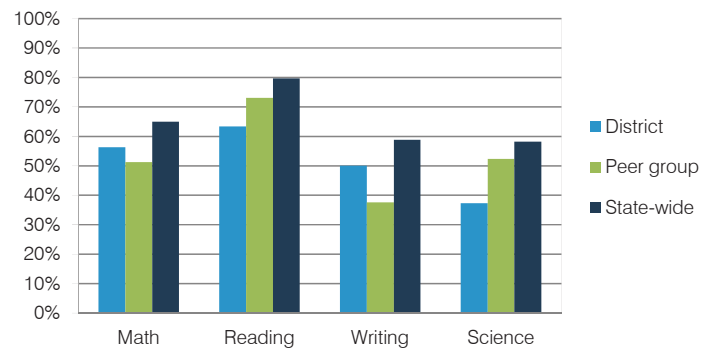
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	39%	38%	25%
Students per teacher	23.1	15.1	18.3
Average teacher salary	\$45,477	\$44,190	\$45,264
Amount from Proposition 301	\$2,580	\$3,324	\$3,784
Average years of teacher experience	7.2	11.1	10.9
Percentage of teachers in first 3 years	36%	20%	19%

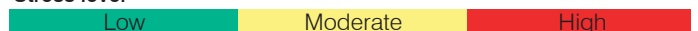
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

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

Stress level



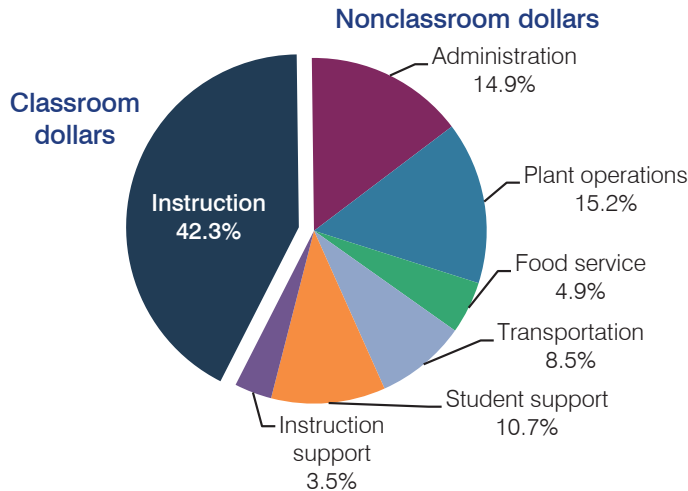
Ganado Unified School District

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

District size, location: Medium, Rural
 Students attending: 1,390
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 10 percent. Spending in the classroom decreased from 46.7 to 42.3 percent. Overall, spending on student support increased substantially and spending on administration, food service, and transportation increased, while spending on plant operations decreased. Spending on instruction support varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,758	\$1,077	\$746
	Students per administrator	45	56	67
Plant operations	Cost per square foot	\$4.32	\$4.83	\$6.03
	Square footage per student	415	260	153
Food service	Cost per meal equivalent	\$2.62	\$3.14	\$2.58
Transportation	Cost per mile	\$2.37	\$2.42	\$3.55
	Cost per rider	\$1,041	\$1,013	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$12,849	\$11,780	\$8,465	\$7,496	\$10,658
Classroom dollars	5,308	4,978	4,259	4,031	6,520
Nonclassroom dollars:	7,541	6,802	4,206	3,465	4,138
Administration	2,144	1,758	1,077	746	1,138
Plant operations	2,280	1,793	1,237	924	1,015
Food service	603	579	419	396	412
Transportation	1,037	999	535	369	452
Student support	1,211	1,266	630	582	593
Instruction support	266	407	308	448	528

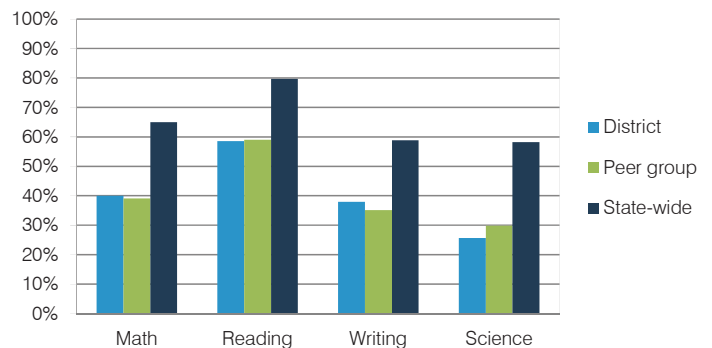
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	92%	94%
Graduation rate (2012)	68%	69%	77%
Poverty rate (2012)	39%	42%	25%
Students per teacher	14.6	15.1	18.3
Average teacher salary	\$39,069	\$42,614	\$45,264
Amount from Proposition 301	\$6,057	\$3,663	\$3,784
Average years of teacher experience	10.5	12.2	10.9
Percentage of teachers in first 3 years	18%	15%	19%

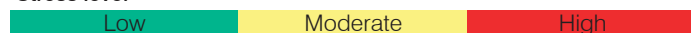
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013

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

Stress level



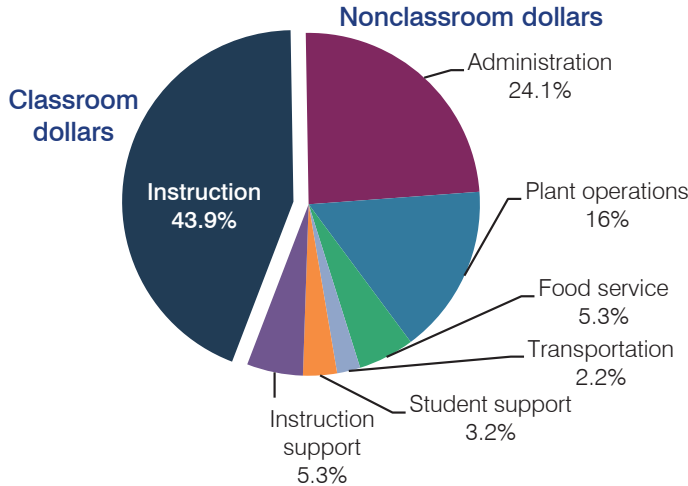
Gila Bend Unified School District

Maricopa County
 Efficiency peer groups 6 and T-7, Achievement peer group 5
 Legislative district(s): 4

District size, location: Small, Rural
 Students attending: 409
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 6 percent. Spending in the classroom varied year to year, decreasing overall from 48.8 to 43.9 percent. Overall, spending on administration increased substantially and spending on student support decreased substantially. Spending on most other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,590	\$1,571	\$746
	Students per administrator	45	43	67
Plant operations	Cost per square foot	\$7.60	\$4.94	\$6.03
	Square footage per student	227	318	153
Food service	Cost per meal equivalent	\$2.36	\$3.28	\$2.58
Transportation	Cost per mile	\$1.82	\$3.06	\$3.55
	Cost per rider	\$369	\$677	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$9,482	\$10,756	\$10,188	\$7,496	\$10,658
Classroom dollars	4,303	4,723	4,979	4,031	6,520
Nonclassroom dollars:	5,179	6,033	5,209	3,465	4,138
Administration	2,058	2,590	1,571	746	1,138
Plant operations	1,451	1,726	1,558	924	1,015
Food service	520	567	463	396	412
Transportation	203	239	509	369	452
Student support	493	344	647	582	593
Instruction support	454	567	461	448	528

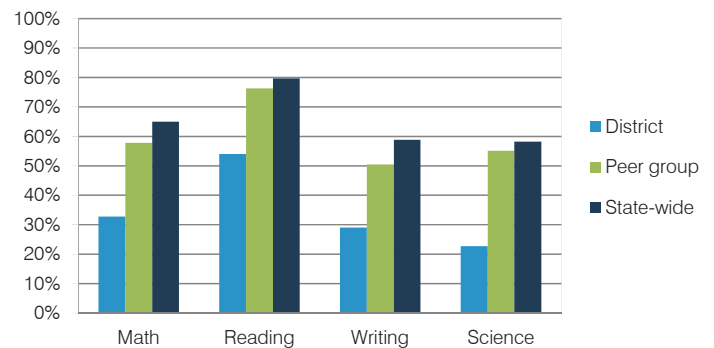
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	64%	83%	77%
Poverty rate (2012)	26%	24%	25%
Students per teacher	15.7	16.6	18.3
Average teacher salary	\$42,164	\$41,866	\$45,264
Amount from Proposition 301	\$3,878	\$4,192	\$3,784
Average years of teacher experience	9.5	11.7	10.9
Percentage of teachers in first 3 years	28%	16%	19%

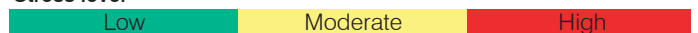
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Compliant

Stress level



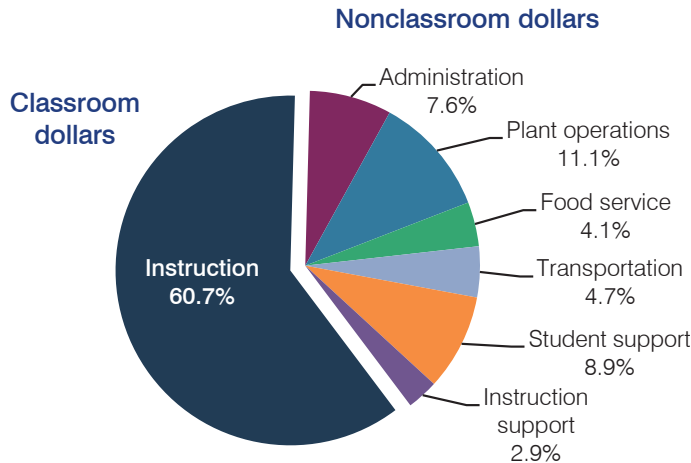
Gilbert Unified School District

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

District size, location: Very large, Suburb
 Students attending: 36,383
 Number of schools: 40

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 2 percent. Spending in the classroom decreased from 63.2 to 60.7 percent. Spending on student support increased and spending on transportation increased slightly, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$514	\$640	\$746
	Students per administrator	78	80	67
Plant operations	Cost per square foot	\$5.71	\$5.91	\$6.03
	Square footage per student	132	145	153
Food service	Cost per meal equivalent	\$2.39	\$2.62	\$2.58
Transportation	Cost per mile	\$3.75	\$3.41	\$3.55
	Cost per rider	\$1,125	\$1,047	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,542	\$6,791	\$7,185	\$7,496	\$10,658
Classroom dollars	3,929	4,121	4,074	4,031	6,520
Nonclassroom dollars:	2,613	2,670	3,111	3,465	4,138
Administration	496	514	640	746	1,138
Plant operations	762	756	855	924	1,015
Food service	264	275	325	396	412
Transportation	310	318	346	369	452
Student support	577	604	571	582	593
Instruction support	204	203	374	448	528

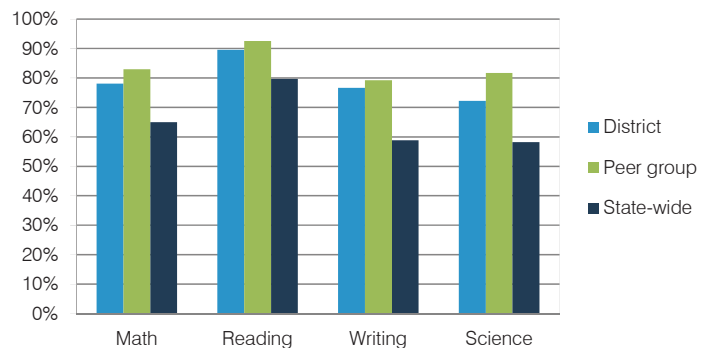
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	24	60%
B	15	38%
C	1	2%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	87%	91%	77%
Poverty rate (2012)	10%	9%	25%
Students per teacher	17.0	18.2	18.3
Average teacher salary	\$45,169	\$42,657	\$45,264
Amount from Proposition 301	\$3,869	\$3,841	\$3,784
Average years of teacher experience	11.4	11.0	10.9
Percentage of teachers in first 3 years	14%	17%	19%

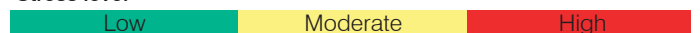
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013

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

Stress level



Glendale Elementary School District

Maricopa County

Efficiency peer groups 7 and T-1, Achievement peer group 14

Legislative district(s): 20, 29 and 30

District size, location:

Large, Suburb

Students attending:

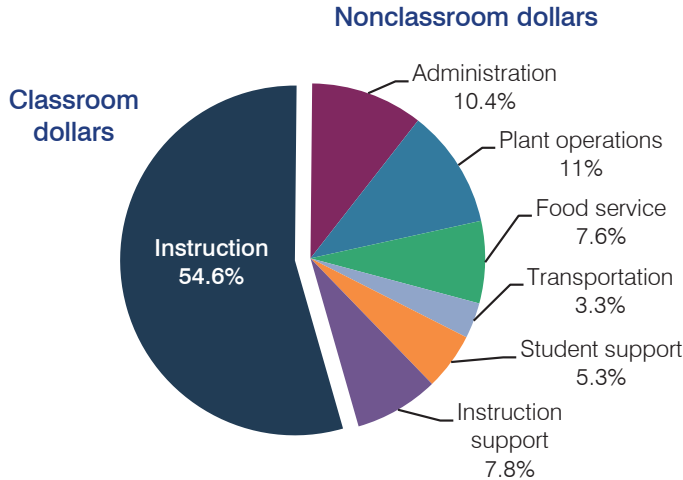
12,732

Number of schools:

17

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 55.7 to 54.6 percent. Spending on plant operations and food service increased slightly, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$726	\$664	\$746
	Students per administrator	74	76	67
Plant operations	Cost per square foot	\$6.99	\$6.19	\$6.03
	Square footage per student	110	130	153
Food service	Cost per meal equivalent	\$2.34	\$2.52	\$2.58
Transportation	Cost per mile	\$6.97	\$6.28	\$3.55
	Cost per rider	\$918	\$582	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,086	\$6,959	\$7,109	\$7,496	\$10,658
Classroom dollars	3,955	3,799	3,883	4,031	6,520
Nonclassroom dollars:	3,131	3,160	3,226	3,465	4,138
Administration	734	726	664	746	1,138
Plant operations	730	767	766	924	1,015
Food service	520	525	501	396	412
Transportation	226	227	298	369	452
Student support	377	369	520	582	593
Instruction support	544	546	477	448	528

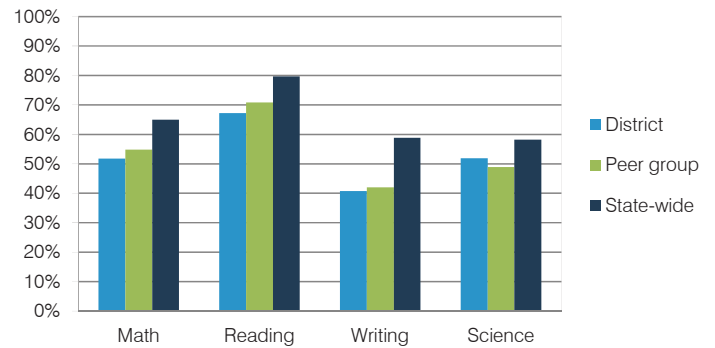
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	3	18%
C	11	64%
D	3	18%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	39%	37%	25%
Students per teacher	17.1	17.1	18.3
Average teacher salary	\$40,014	\$42,646	\$45,264
Amount from Proposition 301	\$3,357	\$2,598	\$3,784
Average years of teacher experience	7.4	9.5	10.9
Percentage of teachers in first 3 years	40%	24%	19%

Financial stress assessment

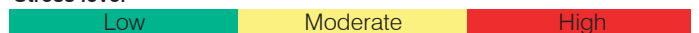
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.5%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



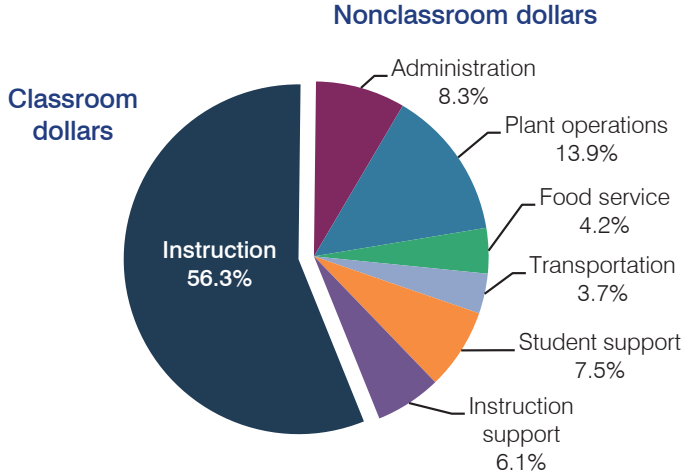
Glendale Union High School District

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

District size, location: Large, City
 Students attending: 14,791
 Number of schools: 10

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 1 percent. Spending in the classroom decreased from 58.5 to 56.3 percent. Spending on student support increased and spending on administration and transportation increased slightly. Spending on plant operations decreased, while spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$656	\$658	\$746
	Students per administrator	73	68	67
Plant operations	Cost per square foot	\$7.06	\$6.23	\$6.03
	Square footage per student	155	145	153
Food service	Cost per meal equivalent	\$2.96	\$2.58	\$2.58
Transportation	Cost per mile	\$5.84	\$3.54	\$3.55
	Cost per rider	\$2,237	\$1,359	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,684	\$7,879	\$7,059	\$7,496	\$10,658
Classroom dollars	4,322	4,433	3,824	4,031	6,520
Nonclassroom dollars:	3,362	3,446	3,235	3,465	4,138
Administration	658	656	658	746	1,138
Plant operations	1,096	1,092	896	924	1,015
Food service	317	332	332	396	412
Transportation	261	294	351	369	452
Student support	578	594	524	582	593
Instruction support	452	478	474	448	528

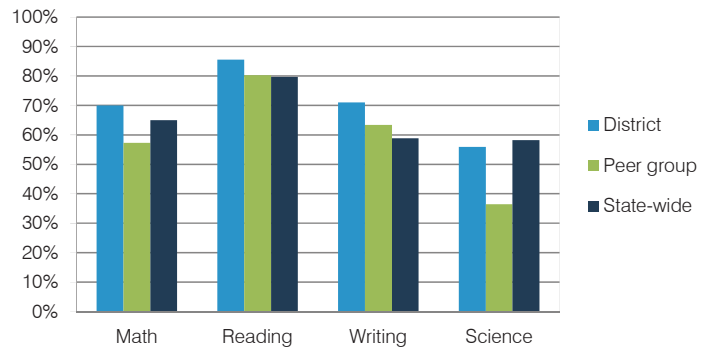
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	8	80%
B	1	10%
C	0	0%
D	0	0%
F	0	0%
Not rated	1	10%

Students who met state standards (AIMS)



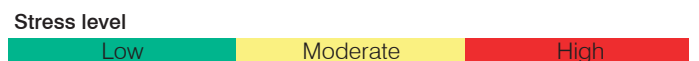
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2012)	88%	79%	77%
Poverty rate (2012)	28%	31%	25%
Students per teacher	20.9	20.7	18.3
Average teacher salary	\$52,197	\$50,204	\$45,264
Amount from Proposition 301	\$4,697	\$5,719	\$3,784
Average years of teacher experience	11.7	11.3	10.9
Percentage of teachers in first 3 years	11%	16%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.3%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



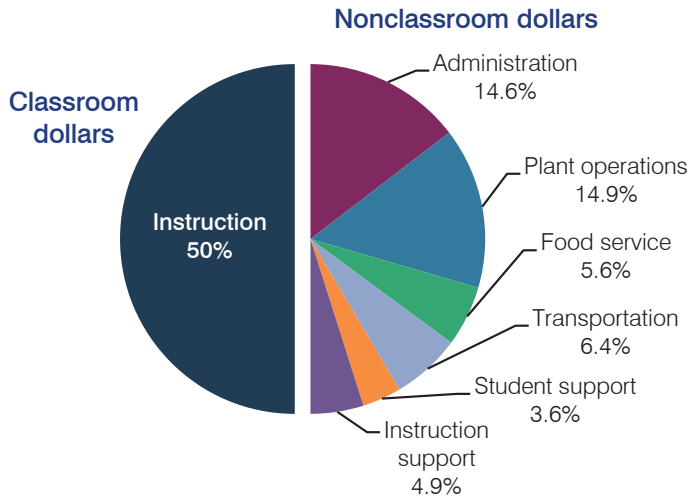
Globe Unified School District

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

District size, location: Medium, Town
 Students attending: 1,547
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 8 percent. Spending in the classroom varied year to year, decreasing overall from 53.7 to 50 percent. Overall, spending on administration and transportation increased. Spending on student support increased slightly, while spending on instruction support decreased slightly. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$970	\$1,077	\$746
	Students per administrator	60	56	67
Plant operations	Cost per square foot	\$4.56	\$4.83	\$6.03
	Square footage per student	218	260	153
Food service	Cost per meal equivalent	\$3.36	\$3.14	\$2.58
Transportation	Cost per mile	\$4.54	\$3.58	\$3.55
	Cost per rider	\$424	\$462	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,763	\$6,643	\$8,465	\$7,496	\$10,658
Classroom dollars	3,130	3,319	4,259	4,031	6,520
Nonclassroom dollars:	3,633	3,324	4,206	3,465	4,138
Administration	1,172	970	1,077	746	1,138
Plant operations	1,042	992	1,237	924	1,015
Food service	372	374	419	396	412
Transportation	447	425	535	369	452
Student support	307	240	630	582	593
Instruction support	293	323	308	448	528

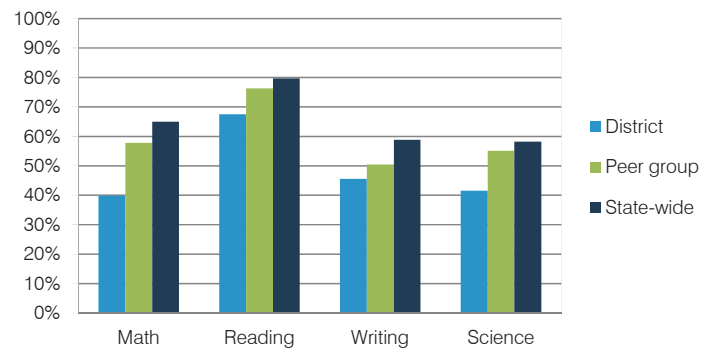
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	94%
Graduation rate (2012)	87%	83%	77%
Poverty rate (2012)	27%	24%	25%
Students per teacher	18.6	16.6	18.3
Average teacher salary	\$39,368	\$41,866	\$45,264
Amount from Proposition 301	\$4,263	\$4,192	\$3,784
Average years of teacher experience	12.9	11.7	10.9
Percentage of teachers in first 3 years	11%	16%	19%

Financial stress assessment

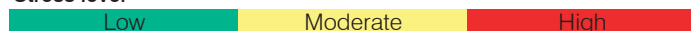
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.5%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



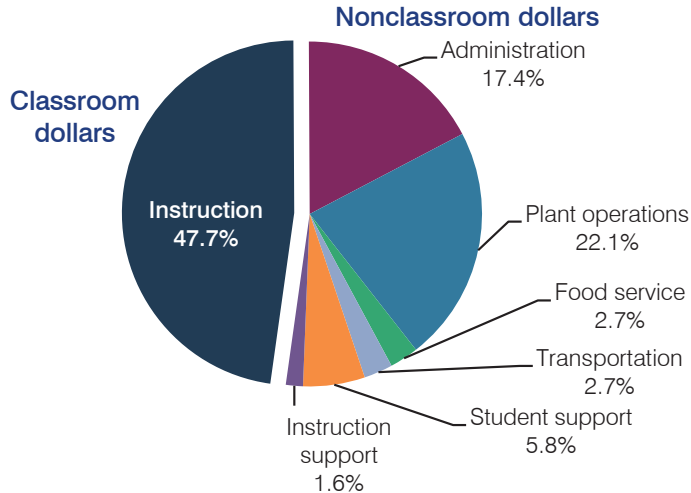
Grand Canyon Unified School District

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

District size, location: Small, Rural
 Students attending: 295
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 8 percent. Spending in the classroom varied year to year, increasing overall from 45.9 to 47.7 percent. Overall, spending on transportation and instruction support decreased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,032	\$1,571	\$746
	Students per administrator	49	43	67
Plant operations	Cost per square foot	\$9.87	\$4.94	\$6.03
	Square footage per student	260	318	153
Food service	Cost per meal equivalent	\$2.10	\$3.28	\$2.58
Transportation	Cost per mile	\$0.97	\$1.97	\$3.55
	Cost per rider	\$599	\$1,010	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$12,518	\$11,642	\$10,188	\$7,496	\$10,658
Classroom dollars	6,254	5,548	4,979	4,031	6,520
Nonclassroom dollars:	6,264	6,094	5,209	3,465	4,138
Administration	1,693	2,032	1,571	746	1,138
Plant operations	2,636	2,570	1,558	924	1,015
Food service	414	311	463	396	412
Transportation	380	313	509	369	452
Student support	572	674	647	582	593
Instruction support	569	194	461	448	528

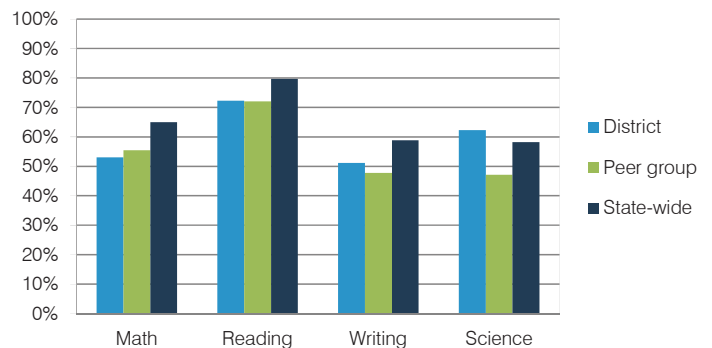
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2012)	67%	80%	77%
Poverty rate (2012)	34%	33%	25%
Students per teacher	10.5	15.3	18.3
Average teacher salary	\$36,444	\$43,207	\$45,264
Amount from Proposition 301	\$1,951	\$3,525	\$3,784
Average years of teacher experience	12.1	11.9	10.9
Percentage of teachers in first 3 years	22%	20%	19%

Financial stress assessment

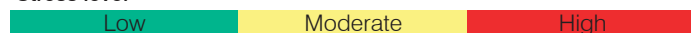
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.8%, Increasing
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Compliant

Stress level



Hackberry Elementary School District

Mohave County

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

Legislative district(s): 5

District size, location:

Very small, Rural

Students attending:

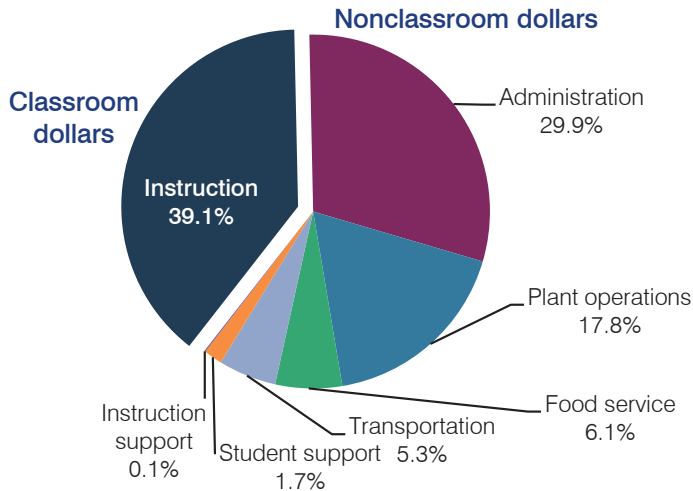
33

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 51 percent, which is partially explained by the 48 percent decline in student enrollment. Spending in the classroom varied year to year, decreasing from 41.2 to 39.1 percent. Spending on most nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on administration and plant operations increased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$6,277	\$2,572	\$746
	Students per administrator	11	30	67
Plant operations	Cost per square foot	\$7.12	\$6.59	\$6.03
	Square footage per student	524	343	153
Food service	Cost per meal equivalent	\$6.37	\$4.93	\$2.58
Transportation	Cost per mile	\$3.33	\$1.64	\$3.55
	Cost per rider	\$1,419	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$20,714	\$20,988	\$15,203	\$7,496	\$10,658
Classroom dollars	7,972	8,205	7,647	4,031	6,520
Nonclassroom dollars:	12,742	12,783	7,556	3,465	4,138
Administration	6,990	6,277	2,572	746	1,138
Plant operations	3,551	3,731	2,148	924	1,015
Food service	1,107	1,291	851	396	412
Transportation	1,092	1,112	1,056	369	452
Student support	0	359	548	582	593
Instruction support	2	13	381	448	528

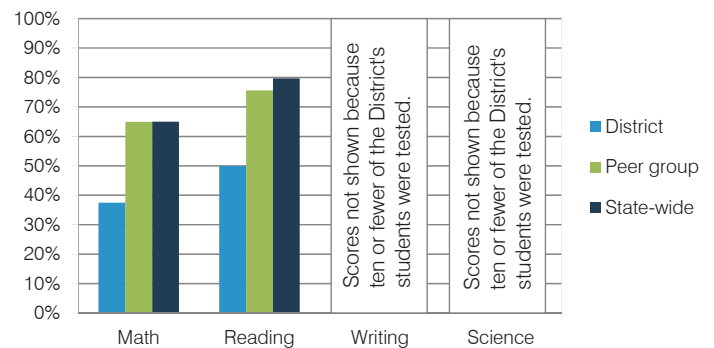
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	29%	30%	25%
Students per teacher	13.3	13.9	18.3
Average teacher salary	\$34,637	\$41,809	\$45,264
Amount from Proposition 301	\$6,846	\$3,665	\$3,784
Average years of teacher experience	16.3	12.3	10.9
Percentage of teachers in first 3 years	0%	12%	19%

Financial stress assessment

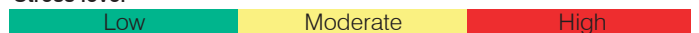
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

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

Stress level



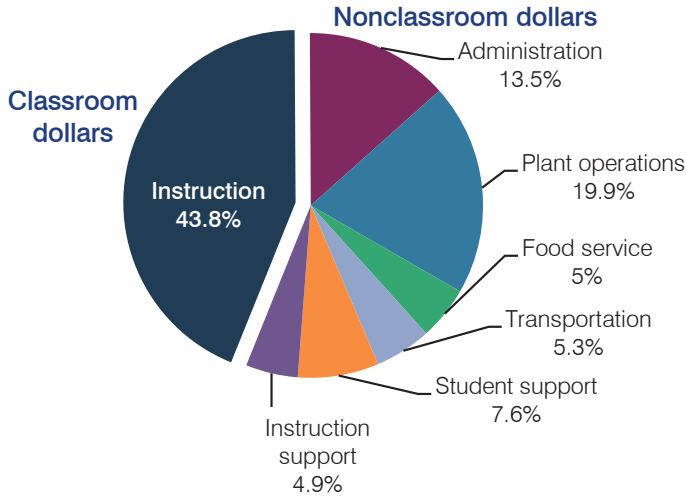
Hayden-Winkelman Unified School District

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

District size, location: Small, Rural
 Students attending: 279
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment decreased by 29 percent, which contributed to the 25 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 51.5 to 43.8 percent. Overall, spending on plant operations and student support increased substantially. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,597	\$1,571	\$746
	Students per administrator	40	43	67
Plant operations	Cost per square foot	\$3.93	\$4.94	\$6.03
	Square footage per student	602	318	153
Food service	Cost per meal equivalent	\$3.09	\$3.28	\$2.58
Transportation	Cost per mile	\$2.25	\$2.52	\$3.55
	Cost per rider	\$927	\$797	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$9,590	\$11,865	\$10,188	\$7,496	\$10,658
Classroom dollars	4,425	5,191	4,979	4,031	6,520
Nonclassroom dollars:	5,165	6,674	5,209	3,465	4,138
Administration	1,383	1,597	1,571	746	1,138
Plant operations	1,707	2,363	1,558	924	1,015
Food service	540	599	463	396	412
Transportation	476	632	509	369	452
Student support	641	900	647	582	593
Instruction support	418	583	461	448	528

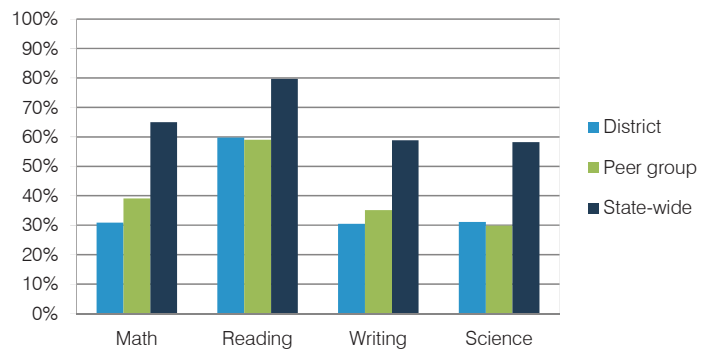
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	92%	94%
Graduation rate (2012)	77%	69%	77%
Poverty rate (2012)	37%	42%	25%
Students per teacher	13.3	15.1	18.3
Average teacher salary	\$40,619	\$42,614	\$45,264
Amount from Proposition 301	\$7,640	\$3,663	\$3,784
Average years of teacher experience	18.0	12.2	10.9
Percentage of teachers in first 3 years	0%	15%	19%

Financial stress assessment

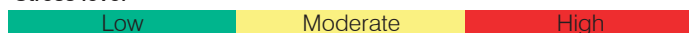
Overall financial stress level: **Moderate**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	2011, isolated
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	0.7%, Varying
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant

Stress level



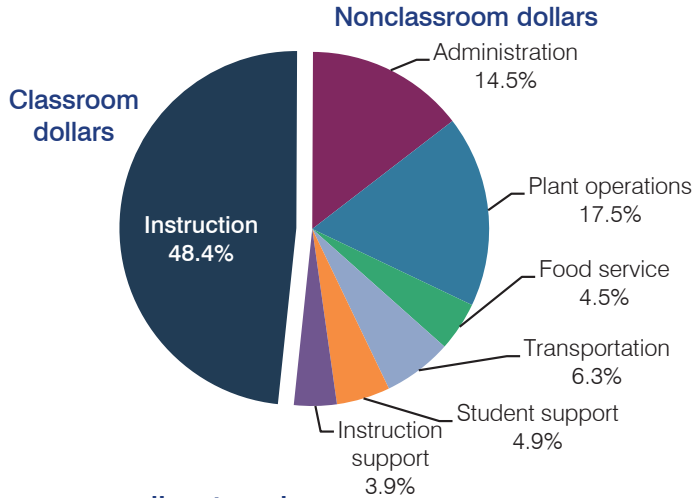
Heber-Overgaard Unified School District

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

District size, location: Small, Rural
 Students attending: 469
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 4 percent. Spending in the classroom varied year to year, increasing slightly overall from 48 to 48.4 percent. Overall, spending on administration and plant operations increased, while spending on food service, student support, and instruction support decreased. Spending on transportation varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,366	\$1,571	\$746
	Students per administrator	44	43	67
Plant operations	Cost per square foot	\$4.84	\$4.94	\$6.03
	Square footage per student	341	318	153
Food service	Cost per meal equivalent	\$3.63	\$3.28	\$2.58
Transportation	Cost per mile	\$1.80	\$2.42	\$3.55
	Cost per rider	\$767	\$1,013	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,811	\$9,437	\$10,188	\$7,496	\$10,658
Classroom dollars	4,262	4,566	4,979	4,031	6,520
Nonclassroom dollars:	4,549	4,871	5,209	3,465	4,138
Administration	1,206	1,366	1,571	746	1,138
Plant operations	1,626	1,652	1,558	924	1,015
Food service	324	429	463	396	412
Transportation	528	594	509	369	452
Student support	445	460	647	582	593
Instruction support	420	370	461	448	528

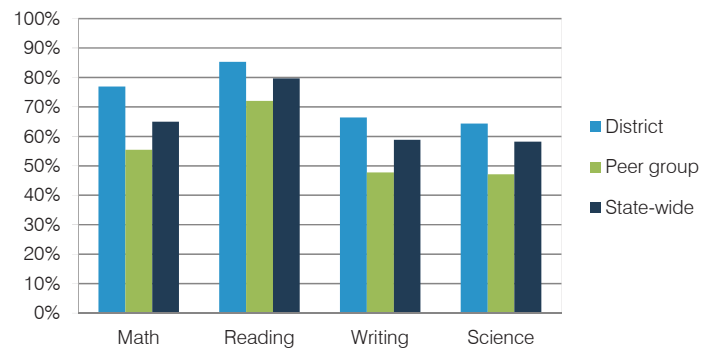
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2012)	88%	80%	77%
Poverty rate (2012)	35%	33%	25%
Students per teacher	16.2	15.3	18.3
Average teacher salary	\$40,256	\$43,207	\$45,264
Amount from Proposition 301	\$5,628	\$3,525	\$3,784
Average years of teacher experience	12.3	11.9	10.9
Percentage of teachers in first 3 years	10%	20%	19%

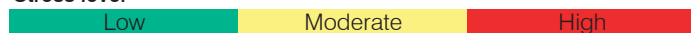
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013

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

Stress level



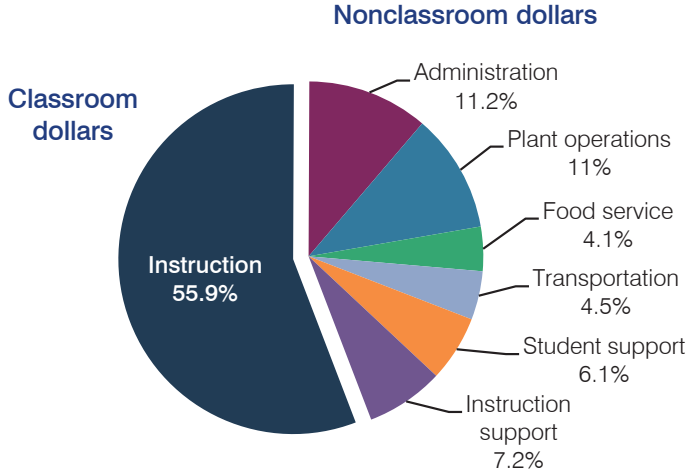
Higley Unified School District

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

District size, location: Large, Suburb
 Students attending: 10,344
 Number of schools: 10

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 8 percent. Spending in the classroom decreased overall from 57 to 55.9 percent. Spending on instruction support increased substantially and spending on administration increased slightly. Spending on student support decreased and spending on plant operations and transportation decreased slightly. Spending on food service remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$669	\$658	\$746
	Students per administrator	88	68	67
Plant operations	Cost per square foot	\$4.85	\$6.23	\$6.03
	Square footage per student	135	145	153
Food service	Cost per meal equivalent	\$2.69	\$2.58	\$2.58
Transportation	Cost per mile	\$4.40	\$4.05	\$3.55
	Cost per rider	\$1,300	\$1,000	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$5,974	\$5,965	\$7,059	\$7,496	\$10,658
Classroom dollars	3,302	3,336	3,824	4,031	6,520
Nonclassroom dollars:	2,672	2,629	3,235	3,465	4,138
Administration	657	669	658	746	1,138
Plant operations	743	656	896	924	1,015
Food service	245	247	332	396	412
Transportation	264	267	351	369	452
Student support	401	363	524	582	593
Instruction support	362	427	474	448	528

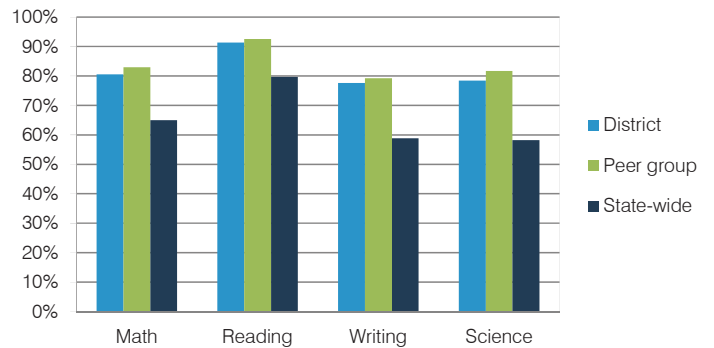
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	86%	91%	77%
Poverty rate (2012)	9%	9%	25%
Students per teacher	19.7	18.2	18.3
Average teacher salary	\$43,942	\$42,657	\$45,264
Amount from Proposition 301	\$4,034	\$3,841	\$3,784
Average years of teacher experience	7.8	11.0	10.9
Percentage of teachers in first 3 years	21%	17%	19%

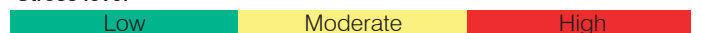
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

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

Stress level



Hillside Elementary School District

Yavapai County

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

Legislative district(s): 1

District size, location:

Very small, Rural

Students attending:

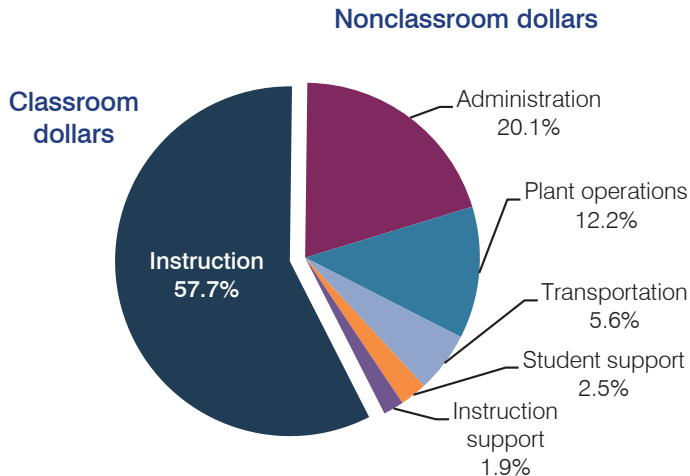
29

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil returned to 2008 levels, but spending in the classroom decreased overall from 67.9 to 57.7 percent. Spending on most nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on administration increased substantially, while spending on plant operations decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,076	\$2,572	\$746
	Students per administrator	15	30	67
Plant operations	Cost per square foot	\$4.97	\$6.59	\$6.03
	Square footage per student	252	343	153
Food service	Cost per meal equivalent	N/A	\$4.93	\$2.58
Transportation	Cost per mile	\$1.48	\$1.64	\$3.55
	Cost per rider	\$868	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$10,633	\$10,307	\$15,203	\$7,496	\$10,658
Classroom dollars	6,345	5,951	7,647	4,031	6,520
Nonclassroom dollars:	4,288	4,356	7,556	3,465	4,138
Administration	1,848	2,076	2,572	746	1,138
Plant operations	1,303	1,253	2,148	924	1,015
Food service	0	0	851	396	412
Transportation	907	575	1,056	369	452
Student support	187	255	548	582	593
Instruction support	43	197	381	448	528

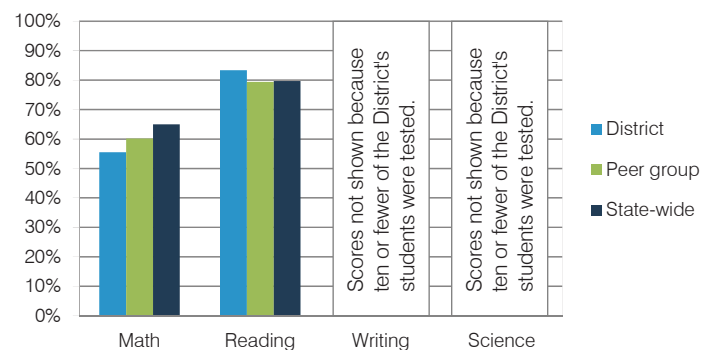
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	18%	19%	25%
Students per teacher	14.4	11.0	18.3
Average teacher salary	N/A	\$42,053	\$45,264
Amount from Proposition 301	N/A	\$2,981	\$3,784
Average years of teacher experience	N/A	12.6	10.9
Percentage of teachers in first 3 years	N/A	11%	19%

Financial stress assessment

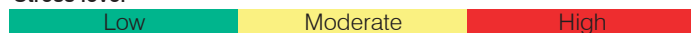
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	< \$1,000, isolated
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



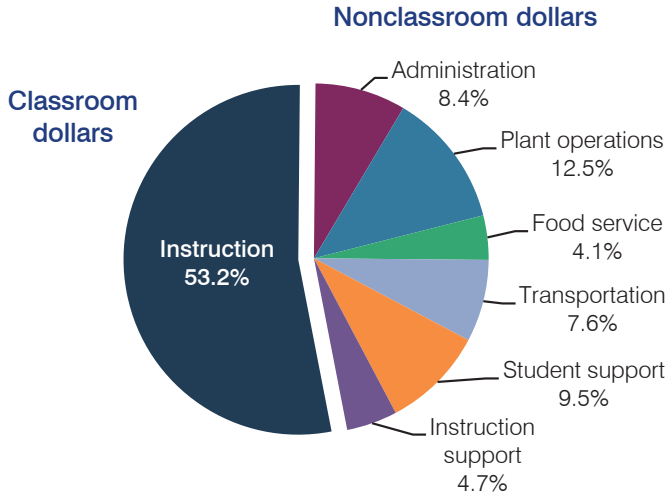
Holbrook Unified School District

Navajo County
 Efficiency peer groups 4 and T-10, Achievement peer group 6
 Legislative district(s): 6 and 7

District size, location: Medium-Large, Town
 Students attending: 2,067
 Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 4 percent. Spending in the classroom decreased from 57 to 53.2 percent. Spending on transportation and student support increased substantially. Overall, spending on plant operations increased slightly, while spending on administration decreased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$811	\$764	\$746
	Students per administrator	60	67	67
Plant operations	Cost per square foot	\$6.13	\$5.34	\$6.03
	Square footage per student	196	176	153
Food service	Cost per meal equivalent	\$2.78	\$2.67	\$2.58
Transportation	Cost per mile	\$1.54	\$1.97	\$3.55
	Cost per rider	\$835	\$1,010	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$9,528	\$9,634	\$7,187	\$7,496	\$10,658
Classroom dollars	5,185	5,125	3,779	4,031	6,520
Nonclassroom dollars:	4,343	4,509	3,408	3,465	4,138
Administration	766	811	764	746	1,138
Plant operations	1,150	1,199	921	924	1,015
Food service	391	399	364	396	412
Transportation	654	727	394	369	452
Student support	923	918	561	582	593
Instruction support	459	455	404	448	528

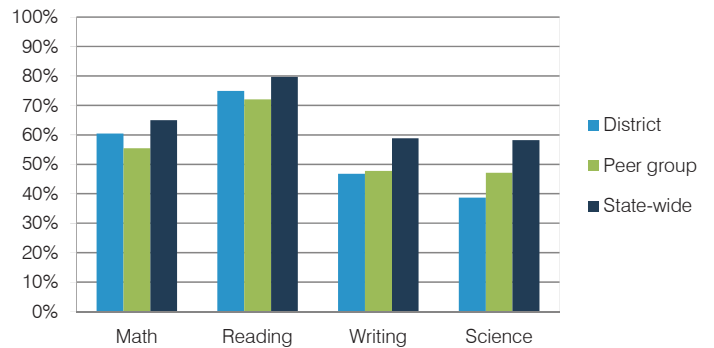
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



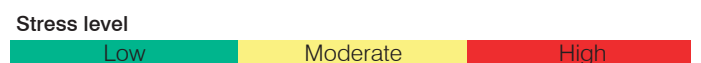
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2012)	83%	80%	77%
Poverty rate (2012)	36%	33%	25%
Students per teacher	14.5	15.3	18.3
Average teacher salary	\$46,835	\$43,207	\$45,264
Amount from Proposition 301	\$2,894	\$3,525	\$3,784
Average years of teacher experience	11.5	11.9	10.9
Percentage of teachers in first 3 years	16%	20%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013	Assessment
Number of students attending district	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	Impact Aid Fund reserve
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



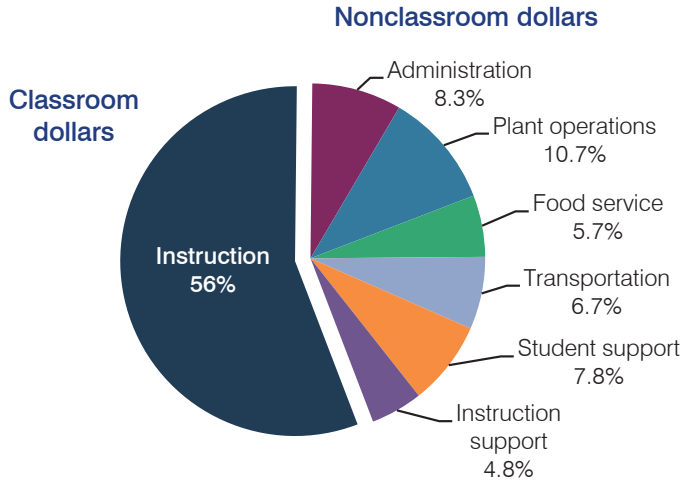
Humboldt Unified School District

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: 5,551
 Number of schools: 9

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 60.1 to 56 percent. Spending on student support and instruction support increased and spending on transportation increased slightly. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$553	\$744	\$746
	Students per administrator	94	68	67
Plant operations	Cost per square foot	\$4.89	\$5.74	\$6.03
	Square footage per student	145	163	153
Food service	Cost per meal equivalent	\$2.66	\$2.84	\$2.58
Transportation	Cost per mile	\$2.77	\$3.41	\$3.55
	Cost per rider	\$885	\$1,047	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,584	\$6,646	\$7,062	\$7,496	\$10,658
Classroom dollars	3,687	3,723	3,779	4,031	6,520
Nonclassroom dollars:	2,897	2,923	3,283	3,465	4,138
Administration	544	553	744	746	1,138
Plant operations	719	710	929	924	1,015
Food service	360	375	329	396	412
Transportation	452	447	430	369	452
Student support	510	516	543	582	593
Instruction support	312	322	308	448	528

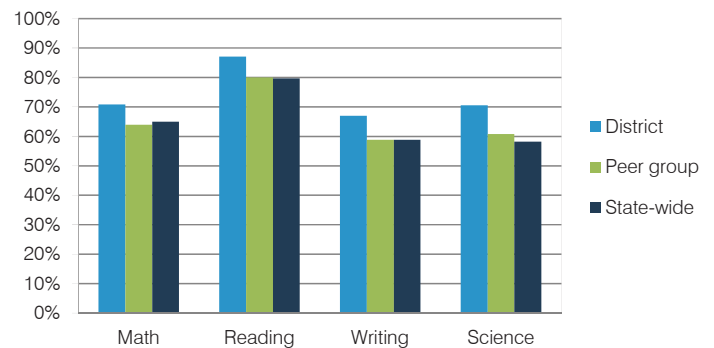
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	3	33%
B	4	45%
C	2	22%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2012)	88%	80%	77%
Poverty rate (2012)	22%	25%	25%
Students per teacher	18.9	17.9	18.3
Average teacher salary	\$41,740	\$44,916	\$45,264
Amount from Proposition 301	\$5,076	\$3,845	\$3,784
Average years of teacher experience	10.8	12.0	10.9
Percentage of teachers in first 3 years	18%	18%	19%

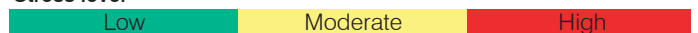
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

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

Stress level



Hyder Elementary School District

Yuma County

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

Legislative district(s): 13

District size, location:

Very small, Rural

Students attending:

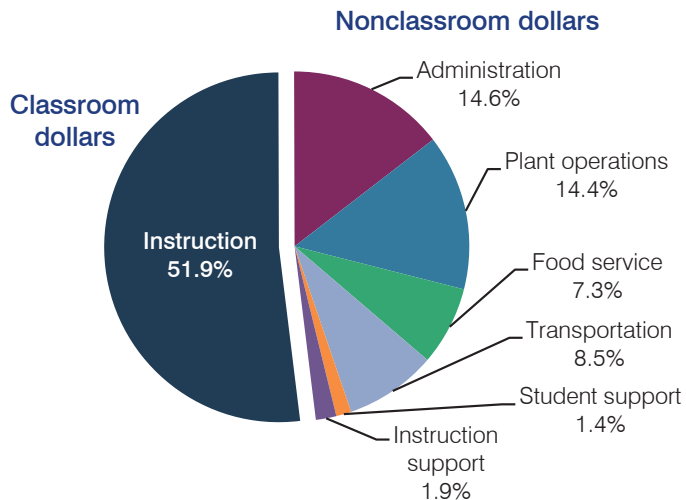
97

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment decreased by 30 percent, which contributed to the 40 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 52.2 to 51.9 percent. Spending on nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,503	\$2,572	\$746
	Students per administrator	32	30	67
Plant operations	Cost per square foot	\$5.09	\$6.59	\$6.03
	Square footage per student	488	343	153
Food service	Cost per meal equivalent	\$4.08	\$4.93	\$2.58
Transportation	Cost per mile	\$1.72	\$1.64	\$3.55
	Cost per rider	\$1,359	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$15,733	\$17,164	\$15,203	\$7,496	\$10,658
Classroom dollars	8,515	8,908	7,647	4,031	6,520
Nonclassroom dollars:	7,218	8,256	7,556	3,465	4,138
Administration	2,042	2,503	2,572	746	1,138
Plant operations	2,546	2,482	2,148	924	1,015
Food service	939	1,248	851	396	412
Transportation	1,341	1,457	1,056	369	452
Student support	106	238	548	582	593
Instruction support	244	328	381	448	528

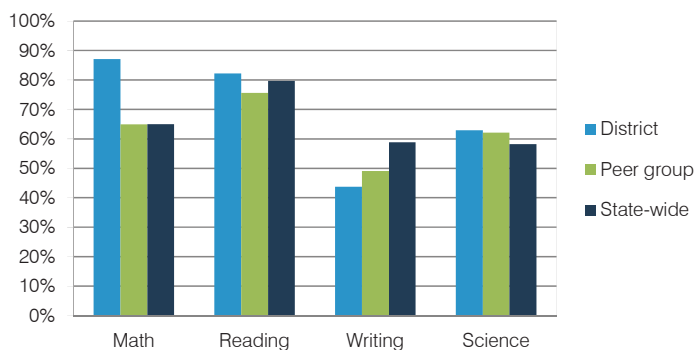
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	29%	30%	25%
Students per teacher	10.1	13.9	18.3
Average teacher salary	\$30,008	\$41,809	\$45,264
Amount from Proposition 301	\$2,583	\$3,665	\$3,784
Average years of teacher experience	23.9	12.3	10.9
Percentage of teachers in first 3 years	0%	12%	19%

Financial stress assessment

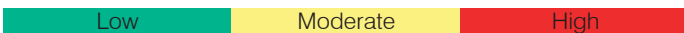
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.8%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



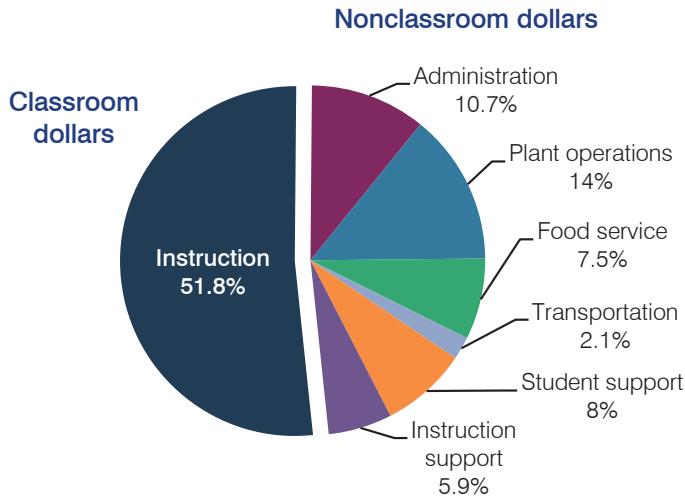
Isaac Elementary School District

Maricopa County
 Efficiency peer groups 8 and T-3, Achievement peer group 15
 Legislative district(s): 19, 29 and 30

District size, location: Medium-Large, City
 Students attending: 6,620
 Number of schools: 10

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 56.8 to 51.8 percent. Overall, spending on plant operations increased substantially and spending on administration increased, while spending on student support decreased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$854	\$791	\$746
	Students per administrator	82	69	67
Plant operations	Cost per square foot	\$9.42	\$6.28	\$6.03
	Square footage per student	118	138	153
Food service	Cost per meal equivalent	\$2.47	\$2.54	\$2.58
Transportation	Cost per mile	\$5.87	\$4.05	\$3.55
	Cost per rider	\$1,347	\$1,000	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$8,232	\$7,949	\$7,193	\$7,496	\$10,658
Classroom dollars	4,274	4,120	3,672	4,031	6,520
Nonclassroom dollars:	3,958	3,829	3,521	3,465	4,138
Administration	907	854	791	746	1,138
Plant operations	1,057	1,114	842	924	1,015
Food service	566	592	541	396	412
Transportation	168	166	273	369	452
Student support	712	639	541	582	593
Instruction support	548	464	533	448	528

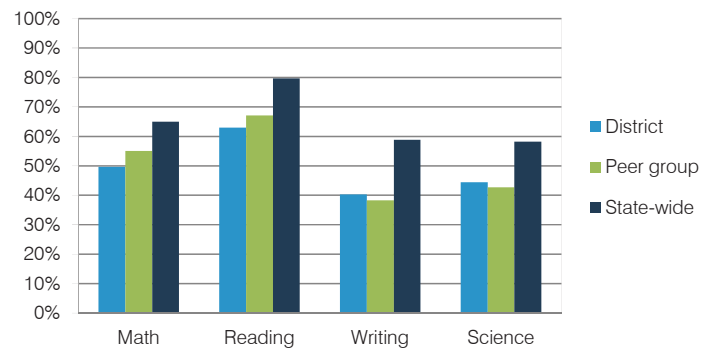
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	10%
C	6	60%
D	3	30%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	47%	50%	25%
Students per teacher	17.2	18.8	18.3
Average teacher salary	\$43,904	\$46,010	\$45,264
Amount from Proposition 301	\$2,679	\$2,972	\$3,784
Average years of teacher experience	10.1	8.7	10.9
Percentage of teachers in first 3 years	22%	32%	19%

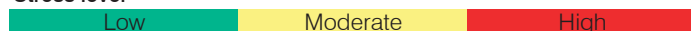
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

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

Stress level



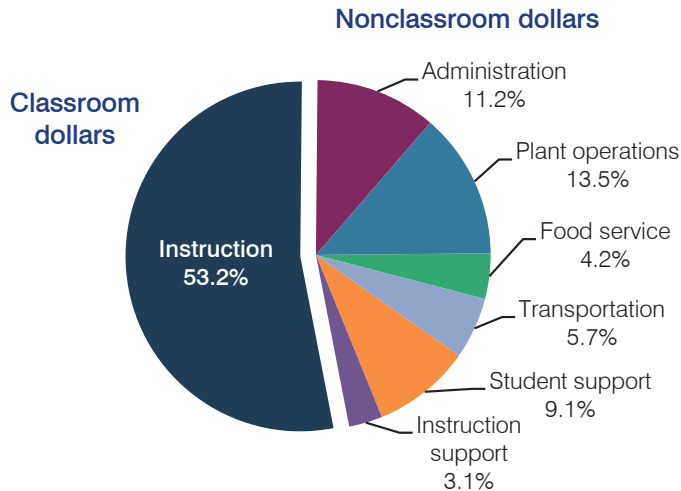
J.O. Combs Unified School District

Pinal County
 Efficiency peer groups 4 and T-7, Achievement peer group 4
 Legislative district(s): 8 and 16

District size, location: Medium-Large, Rural
 Students attending: 4,321
 Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil returned to 2008 levels. Spending in the classroom was very inconsistent year to year, ranging from a high of 55.3 percent to a low of 50.7 percent. Overall, spending on student support increased substantially and spending on administration decreased substantially. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$676	\$764	\$746
	Students per administrator	89	67	67
Plant operations	Cost per square foot	\$5.38	\$5.34	\$6.03
	Square footage per student	151	176	153
Food service	Cost per meal equivalent	\$2.09	\$2.67	\$2.58
Transportation	Cost per mile	\$2.99	\$3.06	\$3.55
	Cost per rider	\$801	\$677	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$5,938	\$6,041	\$7,187	\$7,496	\$10,658
Classroom dollars	3,022	3,216	3,779	4,031	6,520
Nonclassroom dollars:	2,916	2,825	3,408	3,465	4,138
Administration	753	676	764	746	1,138
Plant operations	890	813	921	924	1,015
Food service	255	256	364	396	412
Transportation	356	344	394	369	452
Student support	563	550	561	582	593
Instruction support	99	186	404	448	528

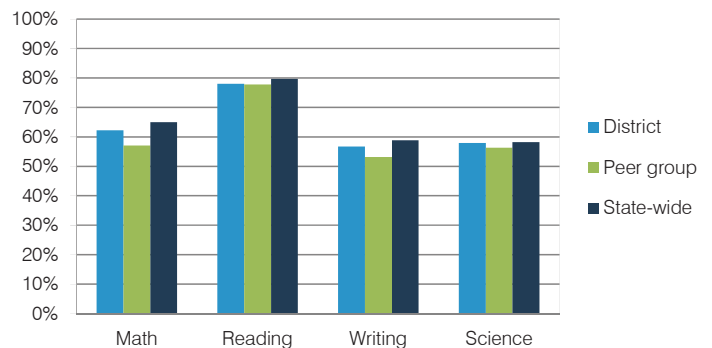
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	14%
B	5	72%
C	1	14%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	71%	82%	77%
Poverty rate (2012)	14%	15%	25%
Students per teacher	20.1	16.5	18.3
Average teacher salary	\$35,107	\$40,197	\$45,264
Amount from Proposition 301	\$3,471	\$4,027	\$3,784
Average years of teacher experience	8.2	11.1	10.9
Percentage of teachers in first 3 years	23%	15%	19%

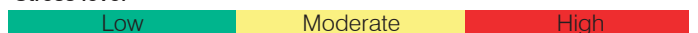
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

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

Stress level



Joseph City Unified School District

Navajo County

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

Legislative district(s): 6 and 7

District size, location:

Small, Rural

Students attending:

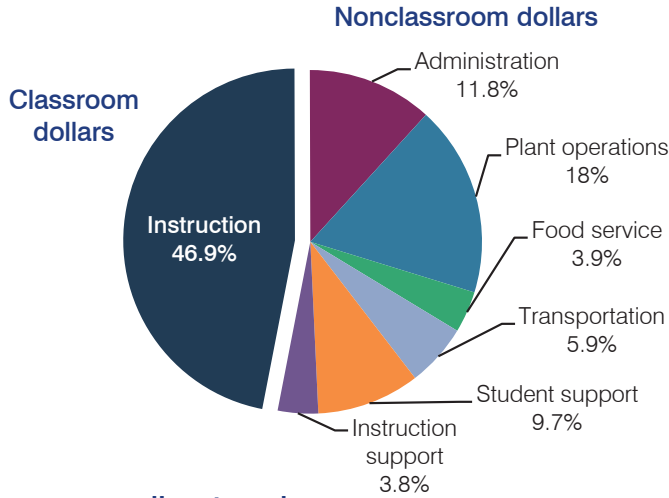
430

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 7 percent. Spending in the classroom decreased from 49.4 to 46.9 percent. Overall, spending on student support increased substantially and spending on food service increased. Spending on administration and transportation decreased, while spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,375	\$1,571	\$746
	Students per administrator	37	43	67
Plant operations	Cost per square foot	\$4.28	\$4.94	\$6.03
	Square footage per student	491	318	153
Food service	Cost per meal equivalent	\$4.63	\$3.28	\$2.58
Transportation	Cost per mile	\$1.71	\$1.97	\$3.55
	Cost per rider	\$684	\$1,010	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$11,365	\$11,684	\$10,188	\$7,496	\$10,658
Classroom dollars	5,430	5,477	4,979	4,031	6,520
Nonclassroom dollars:	5,935	6,207	5,209	3,465	4,138
Administration	1,385	1,375	1,571	746	1,138
Plant operations	1,989	2,102	1,558	924	1,015
Food service	410	459	463	396	412
Transportation	680	691	509	369	452
Student support	1,054	1,134	647	582	593
Instruction support	417	446	461	448	528

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

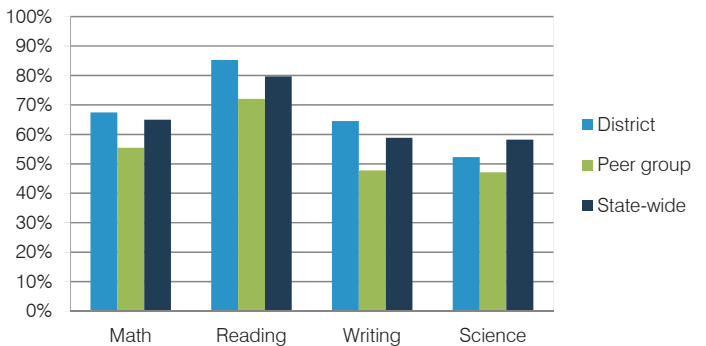
ADE-reported district and school letter grades

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

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2012)	97%	80%	77%
Poverty rate (2012)	35%	33%	25%
Students per teacher	13.1	15.3	18.3
Average teacher salary	\$40,828	\$43,207	\$45,264
Amount from Proposition 301	\$4,298	\$3,525	\$3,784
Average years of teacher experience	14.2	11.9	10.9
Percentage of teachers in first 3 years	8%	20%	19%

Financial stress assessment

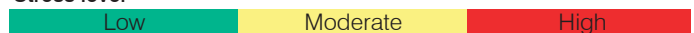
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

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

Stress level



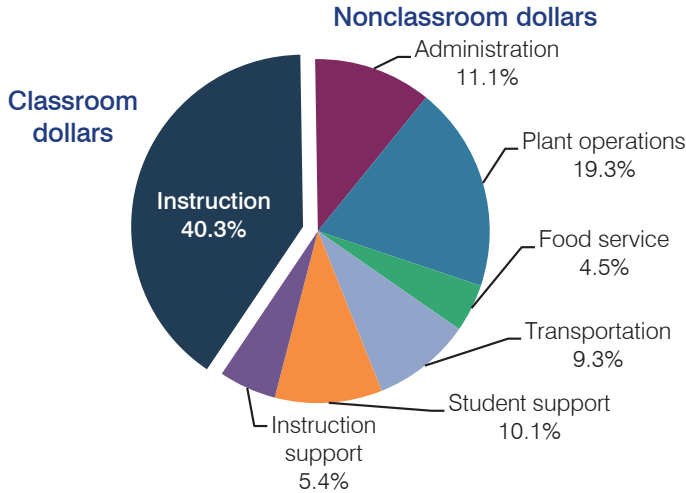
Kayenta Unified School District

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

District size, location: Medium, Rural
 Students attending: 1,892
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 1 percent. Spending in the classroom decreased from 43.1 to 40.3 percent. Overall, spending on administration and transportation increased, while spending in other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,246	\$1,077	\$746
	Students per administrator	48	56	67
Plant operations	Cost per square foot	\$7.31	\$4.83	\$6.03
	Square footage per student	297	260	153
Food service	Cost per meal equivalent	\$2.54	\$3.14	\$2.58
Transportation	Cost per mile	NR	\$1.97	\$3.55
	Cost per rider	NR	\$1,010	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$10,803	\$11,258	\$8,465	\$7,496	\$10,658
Classroom dollars	4,458	4,538	4,259	4,031	6,520
Nonclassroom dollars:	6,345	6,720	4,206	3,465	4,138
Administration	1,117	1,246	1,077	746	1,138
Plant operations	2,015	2,171	1,237	924	1,015
Food service	493	514	419	396	412
Transportation	1,005	1,044	535	369	452
Student support	1,115	1,139	630	582	593
Instruction support	600	606	308	448	528

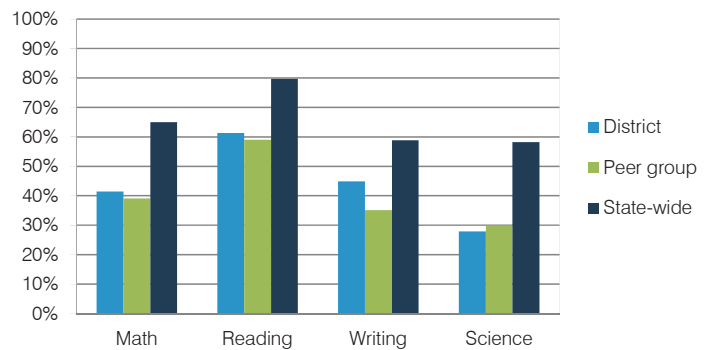
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	92%	94%
Graduation rate (2012)	81%	69%	77%
Poverty rate (2012)	47%	42%	25%
Students per teacher	15.6	15.1	18.3
Average teacher salary	\$46,873	\$42,614	\$45,264
Amount from Proposition 301	\$2,172	\$3,663	\$3,784
Average years of teacher experience	15.5	12.2	10.9
Percentage of teachers in first 3 years	4%	15%	19%

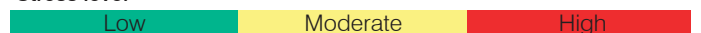
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

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

Stress level



Kingman Unified School District

Mohave County

Efficiency peer groups 4 and T-9, Achievement peer group 5

Legislative district(s): 5

District size, location:

Medium-Large, Town

Students attending:

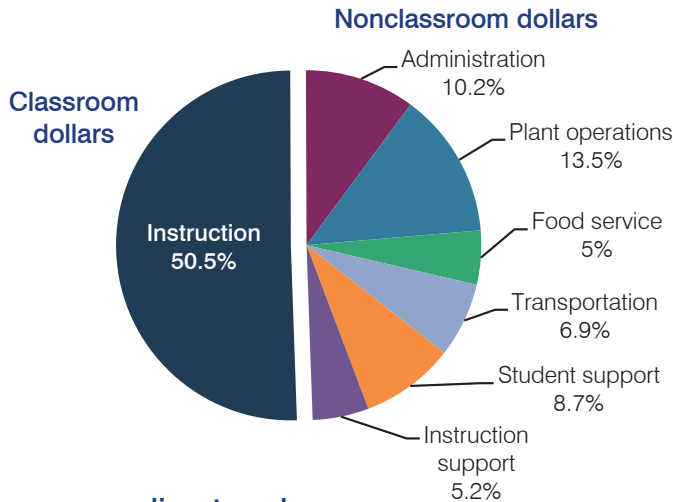
6,674

Number of schools:

12

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 5 percent. Spending in the classroom decreased from 55.2 to 50.5 percent. Overall, spending on plant operations increased substantially and spending on instruction support increased, while spending on student support decreased slightly. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$704	\$764	\$746
	Students per administrator	64	67	67
Plant operations	Cost per square foot	\$4.56	\$5.34	\$6.03
	Square footage per student	204	176	153
Food service	Cost per meal equivalent	\$2.82	\$2.67	\$2.58
Transportation	Cost per mile	\$2.16	\$2.42	\$3.55
	Cost per rider	\$925	\$1,013	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,723	\$6,884	\$7,187	\$7,496	\$10,658
Classroom dollars	3,536	3,480	3,779	4,031	6,520
Nonclassroom dollars:	3,187	3,404	3,408	3,465	4,138
Administration	624	704	764	746	1,138
Plant operations	901	930	921	924	1,015
Food service	298	340	364	396	412
Transportation	455	472	394	369	452
Student support	593	599	561	582	593
Instruction support	316	359	404	448	528

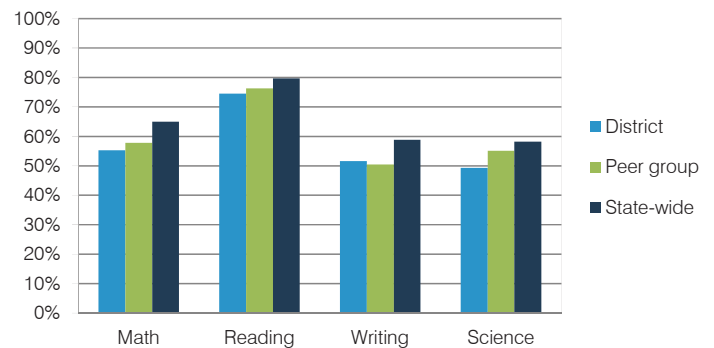
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	1	8%
B	2	17%
C	4	33%
D	3	25%
F	0	0%
Not rated	2	17%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2012)	80%	83%	77%
Poverty rate (2012)	26%	24%	25%
Students per teacher	19.2	16.6	18.3
Average teacher salary	\$37,768	\$41,866	\$45,264
Amount from Proposition 301	\$4,497	\$4,192	\$3,784
Average years of teacher experience	10.6	11.7	10.9
Percentage of teachers in first 3 years	20%	16%	19%

Financial stress assessment

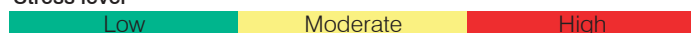
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.4%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



Kirkland Elementary School District

Yavapai County

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

Legislative district(s): 1

District size, location:

Very small, Rural

Students attending:

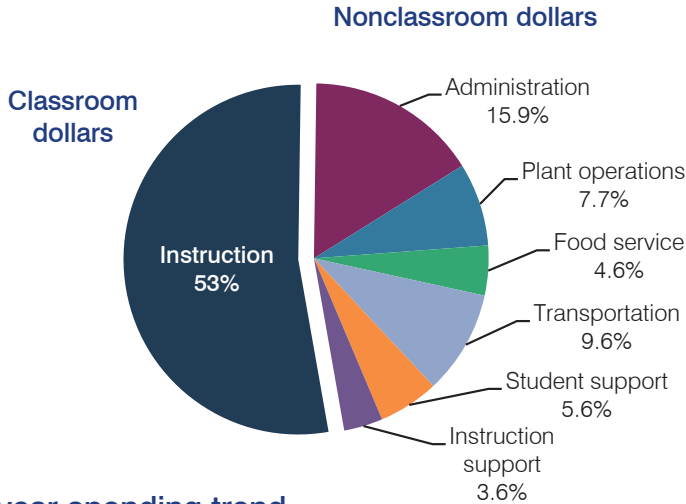
59

Number of schools:

1

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 overall from 51.8 to 53 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations decreased substantially, while spending on instruction support increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,280	\$2,572	\$746
	Students per administrator	34	30	67
Plant operations	Cost per square foot	\$6.23	\$6.59	\$6.03
	Square footage per student	178	343	153
Food service	Cost per meal equivalent	\$5.28	\$4.93	\$2.58
Transportation	Cost per mile	\$1.80	\$1.64	\$3.55
	Cost per rider	\$900	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$15,895	\$14,373	\$15,203	\$7,496	\$10,658
Classroom dollars	9,180	7,613	7,647	4,031	6,520
Nonclassroom dollars:	6,715	6,760	7,556	3,465	4,138
Administration	1,986	2,280	2,572	746	1,138
Plant operations	1,298	1,108	2,148	924	1,015
Food service	874	669	851	396	412
Transportation	1,234	1,379	1,056	369	452
Student support	737	813	548	582	593
Instruction support	586	511	381	448	528

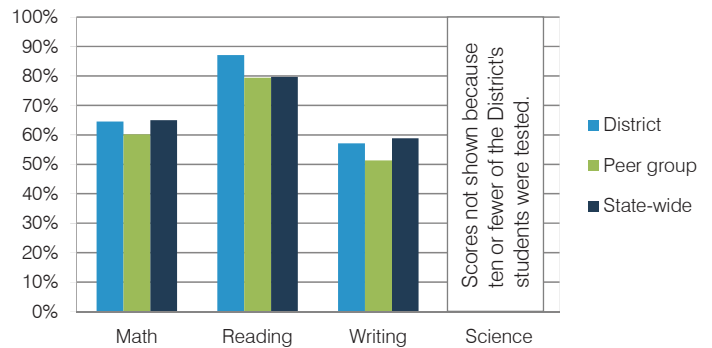
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	21%	19%	25%
Students per teacher	9.8	11.0	18.3
Average teacher salary	\$42,079	\$42,053	\$45,264
Amount from Proposition 301	\$2,587	\$2,981	\$3,784
Average years of teacher experience	14.2	12.6	10.9
Percentage of teachers in first 3 years	0%	11%	19%

Financial stress assessment

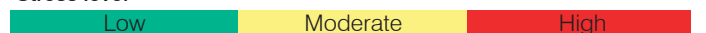
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

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

Stress level



Kyrene Elementary School District

Maricopa County

Efficiency peer groups 7 and T-4, Achievement peer group 12

Legislative district(s): 18 and 27

District size, location:

Students attending:

Number of schools:

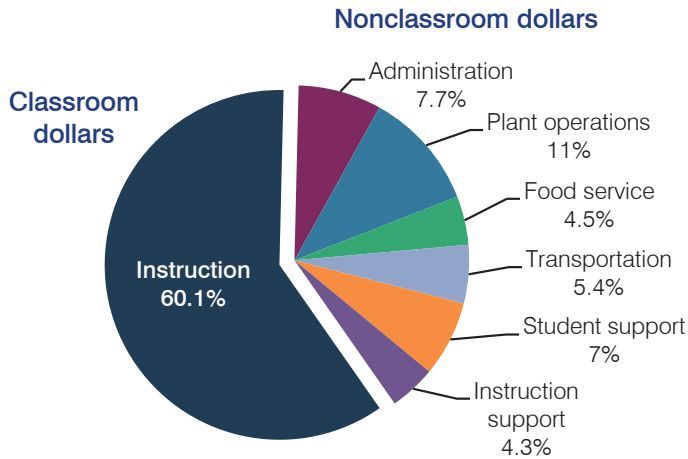
Large, City

16,875

25

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 10 percent. Spending in the classroom decreased from 63.3 to 60.1 percent. Overall, spending on transportation and student support increased and spending on plant operations increased slightly. Spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$508	\$664	\$746
	Students per administrator	79	76	67
Plant operations	Cost per square foot	\$4.74	\$6.19	\$6.03
	Square footage per student	153	130	153
Food service	Cost per meal equivalent	\$2.97	\$2.52	\$2.58
Transportation	Cost per mile	\$3.29	\$3.41	\$3.55
	Cost per rider	\$952	\$1,047	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,841	\$6,592	\$7,109	\$7,496	\$10,658
Classroom dollars	4,121	3,964	3,883	4,031	6,520
Nonclassroom dollars:	2,720	2,628	3,226	3,465	4,138
Administration	475	508	664	746	1,138
Plant operations	882	723	766	924	1,015
Food service	318	293	501	396	412
Transportation	353	358	298	369	452
Student support	416	463	520	582	593
Instruction support	276	283	477	448	528

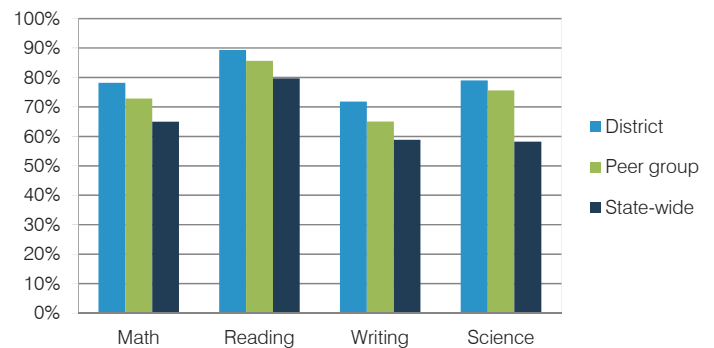
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	16	64%
B	9	36%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	10%	13%	25%
Students per teacher	18.2	18.9	18.3
Average teacher salary	\$47,821	\$45,822	\$45,264
Amount from Proposition 301	\$2,620	\$3,641	\$3,784
Average years of teacher experience	13.0	10.4	10.9
Percentage of teachers in first 3 years	12%	16%	19%

Financial stress assessment

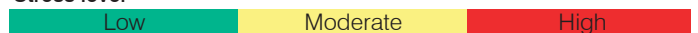
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

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

Stress level



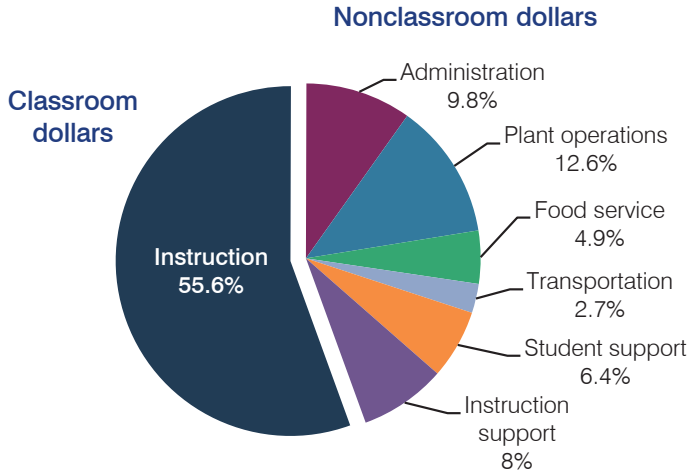
Lake Havasu Unified School District

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

District size, location: Medium-Large, Town
 Students attending: 5,477
 Number of schools: 8

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 5 percent. Overall, spending in the classroom decreased from 59.8 to 55.6 percent. Spending on instruction support increased substantially and spending on student support increased slightly. Overall, spending on food service decreased, while spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$625	\$764	\$746
	Students per administrator	63	67	67
Plant operations	Cost per square foot	\$5.60	\$5.34	\$6.03
	Square footage per student	143	176	153
Food service	Cost per meal equivalent	\$2.32	\$2.67	\$2.58
Transportation	Cost per mile	\$3.70	\$2.42	\$3.55
	Cost per rider	\$1,509	\$1,013	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,449	\$6,359	\$7,187	\$7,496	\$10,658
Classroom dollars	3,476	3,533	3,779	4,031	6,520
Nonclassroom dollars:	2,973	2,826	3,408	3,465	4,138
Administration	718	625	764	746	1,138
Plant operations	875	800	921	924	1,015
Food service	298	312	364	396	412
Transportation	201	174	394	369	452
Student support	398	404	561	582	593
Instruction support	483	511	404	448	528

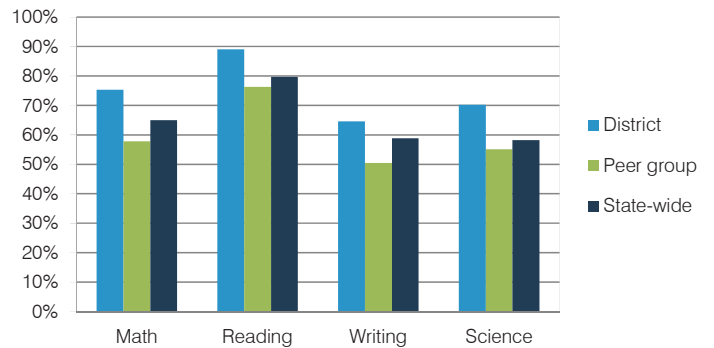
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	2	25%
B	6	75%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2012)	81%	83%	77%
Poverty rate (2012)	25%	24%	25%
Students per teacher	19.6	16.6	18.3
Average teacher salary	\$41,010	\$41,866	\$45,264
Amount from Proposition 301	\$4,381	\$4,192	\$3,784
Average years of teacher experience	8.9	11.7	10.9
Percentage of teachers in first 3 years	25%	16%	19%

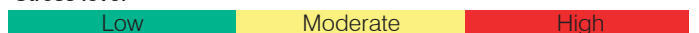
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

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

Stress level



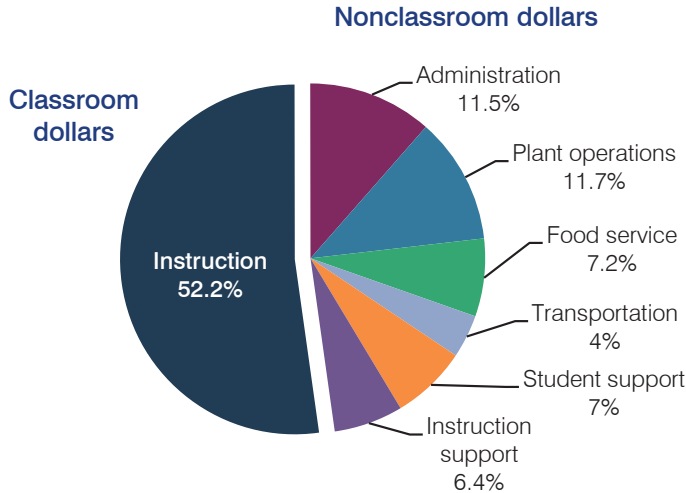
Laveen Elementary School District

Maricopa County
 Efficiency peer groups 8 and T-1, Achievement peer group 13
 Legislative district(s): 19 and 27

District size, location: Medium-Large, City
 Students attending: 5,554
 Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 1 percent. Spending in the classroom varied year to year, decreasing overall from 57 to 52.2 percent. Overall, spending on plant operations and food service increased and spending on transportation and student support increased slightly. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$683	\$791	\$746
	Students per administrator	70	69	67
Plant operations	Cost per square foot	\$7.52	\$6.28	\$6.03
	Square footage per student	93	138	153
Food service	Cost per meal equivalent	\$2.35	\$2.54	\$2.58
Transportation	Cost per mile	\$5.96	\$6.28	\$3.55
	Cost per rider	\$500	\$582	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$5,653	\$5,936	\$7,193	\$7,496	\$10,658
Classroom dollars	2,905	3,101	3,672	4,031	6,520
Nonclassroom dollars:	2,748	2,835	3,521	3,465	4,138
Administration	724	683	791	746	1,138
Plant operations	643	696	842	924	1,015
Food service	396	427	541	396	412
Transportation	234	235	273	369	452
Student support	375	413	541	582	593
Instruction support	376	381	533	448	528

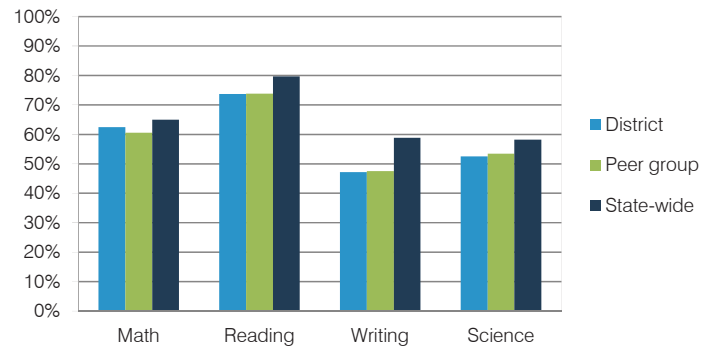
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	14%
B	3	43%
C	2	29%
D	1	14%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	23%	25%	25%
Students per teacher	20.9	19.1	18.3
Average teacher salary	\$39,341	\$40,312	\$45,264
Amount from Proposition 301	\$1,461	\$3,530	\$3,784
Average years of teacher experience	5.1	7.4	10.9
Percentage of teachers in first 3 years	53%	31%	19%

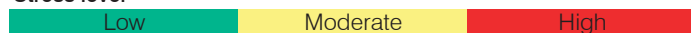
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

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

Stress level



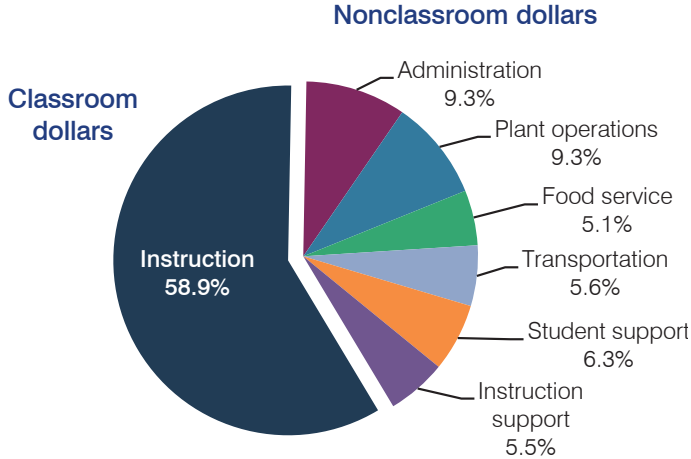
Liberty Elementary School District

Maricopa County
 Efficiency peer groups 8 and T-4, Achievement peer group 12
 Legislative district(s): 4 and 13

District size, location: Medium-Large, Suburb
 Students attending: 3,059
 Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 3 percent. Spending in the classroom decreased overall from 61 to 58.9 percent. Overall, spending on plant operations, transportation, and student support increased, while spending on administration and instruction support decreased. Spending on food service increased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$616	\$791	\$746
	Students per administrator	78	69	67
Plant operations	Cost per square foot	\$5.27	\$6.28	\$6.03
	Square footage per student	118	138	153
Food service	Cost per meal equivalent	\$2.44	\$2.54	\$2.58
Transportation	Cost per mile	\$3.06	\$3.41	\$3.55
	Cost per rider	\$1,000	\$1,047	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,685	\$6,653	\$7,193	\$7,496	\$10,658
Classroom dollars	3,965	3,919	3,672	4,031	6,520
Nonclassroom dollars:	2,720	2,734	3,521	3,465	4,138
Administration	633	616	791	746	1,138
Plant operations	603	621	842	924	1,015
Food service	377	340	541	396	412
Transportation	375	371	273	369	452
Student support	471	421	541	582	593
Instruction support	261	365	533	448	528

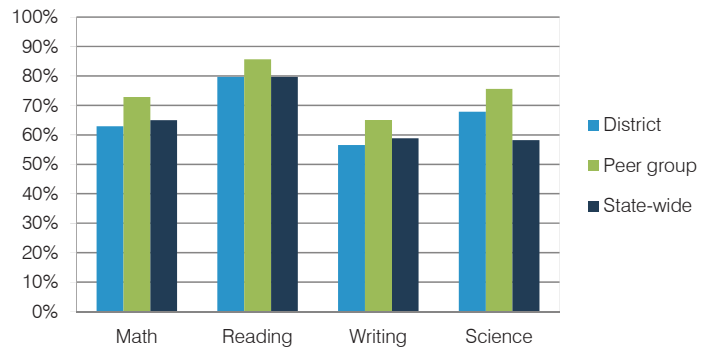
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	3	60%
C	2	40%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



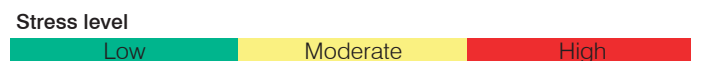
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	15%	13%	25%
Students per teacher	17.2	18.9	18.3
Average teacher salary	\$43,361	\$45,822	\$45,264
Amount from Proposition 301	\$4,443	\$3,641	\$3,784
Average years of teacher experience	9.3	10.4	10.9
Percentage of teachers in first 3 years	18%	16%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013	Assessment
Number of students attending district	Concentrated decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.0%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



Litchfield Elementary School District

Maricopa County

Efficiency peer groups 7 and T-3, Achievement peer group 12

Legislative district(s): 13, 19 and 29

District size, location:

Large, Suburb

Students attending:

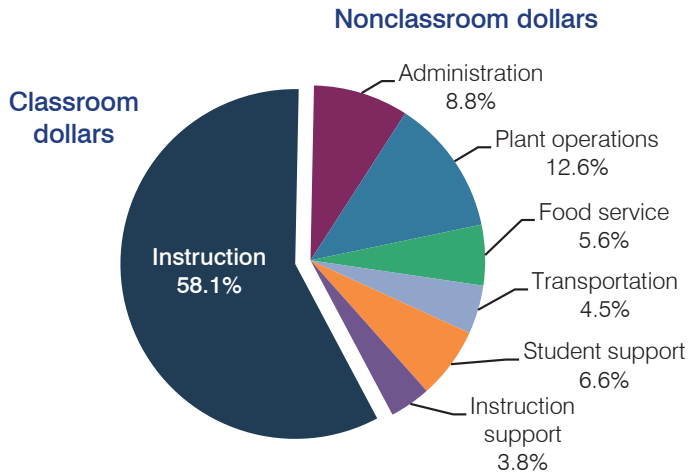
10,017

Number of schools:

13

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 5 percent. Spending in the classroom increased slightly from 57.9 to 58.1 percent. Overall, spending on plant operations decreased slightly, while spending on student support increased slightly. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$527	\$664	\$746
	Students per administrator	105	76	67
Plant operations	Cost per square foot	\$6.51	\$6.19	\$6.03
	Square footage per student	115	130	153
Food service	Cost per meal equivalent	\$2.01	\$2.52	\$2.58
Transportation	Cost per mile	\$3.25	\$4.05	\$3.55
	Cost per rider	\$733	\$1,000	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,111	\$5,957	\$7,109	\$7,496	\$10,658
Classroom dollars	3,555	3,463	3,883	4,031	6,520
Nonclassroom dollars:	2,556	2,494	3,226	3,465	4,138
Administration	555	527	664	746	1,138
Plant operations	787	748	766	924	1,015
Food service	346	333	501	396	412
Transportation	274	269	298	369	452
Student support	385	393	520	582	593
Instruction support	209	224	477	448	528

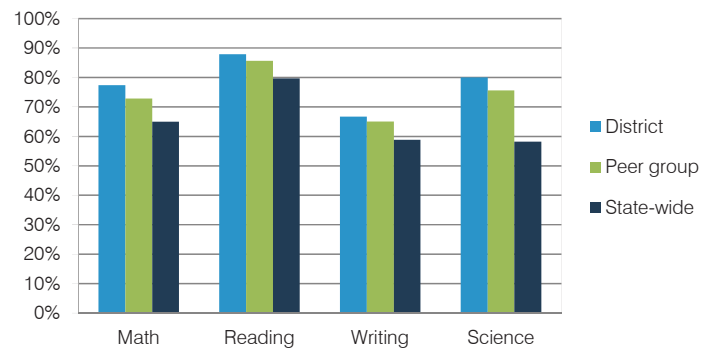
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	11	85%
B	2	15%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	15%	13%	25%
Students per teacher	21.4	18.9	18.3
Average teacher salary	\$46,286	\$45,822	\$45,264
Amount from Proposition 301	\$3,860	\$3,641	\$3,784
Average years of teacher experience	8.8	10.4	10.9
Percentage of teachers in first 3 years	18%	16%	19%

Financial stress assessment

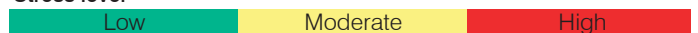
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

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

Stress level



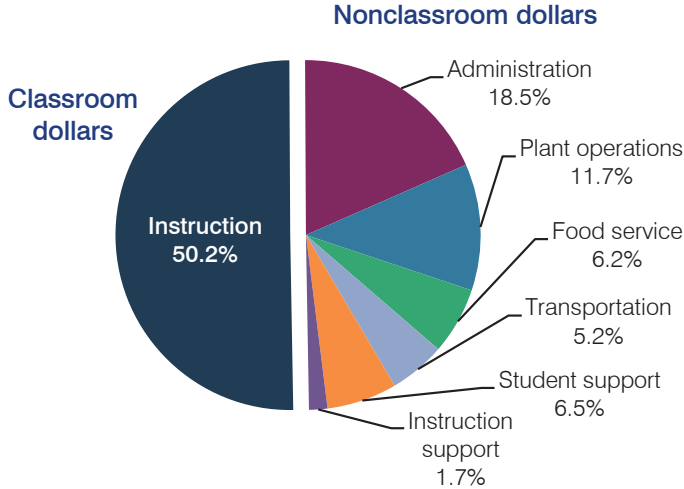
Littlefield Unified School District

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

District size, location: Small, Rural
 Students attending: 419
 Number of schools: 2

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 54.6 to 50.2 percent. Overall, spending on plant operations and student support increased substantially, while spending on transportation and instruction support decreased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,609	\$1,571	\$746
	Students per administrator	42	43	67
Plant operations	Cost per square foot	\$5.27	\$4.94	\$6.03
	Square footage per student	193	318	153
Food service	Cost per meal equivalent	\$2.91	\$3.28	\$2.58
Transportation	Cost per mile	\$2.56	\$2.52	\$3.55
	Cost per rider	\$673	\$797	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,036	\$8,690	\$10,188	\$7,496	\$10,658
Classroom dollars	4,367	4,360	4,979	4,031	6,520
Nonclassroom dollars:	3,669	4,330	5,209	3,465	4,138
Administration	1,338	1,609	1,571	746	1,138
Plant operations	725	1,014	1,558	924	1,015
Food service	558	536	463	396	412
Transportation	437	454	509	369	452
Student support	471	566	647	582	593
Instruction support	140	151	461	448	528

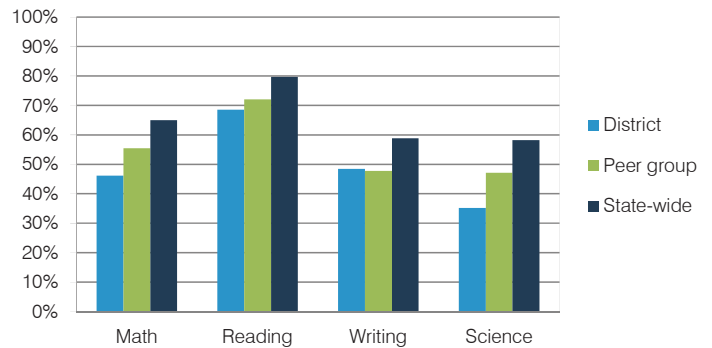
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



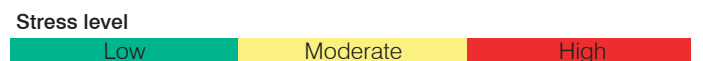
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	94%
Graduation rate (2012)	86%	80%	77%
Poverty rate (2012)	33%	33%	25%
Students per teacher	15.0	15.3	18.3
Average teacher salary	\$41,565	\$43,207	\$45,264
Amount from Proposition 301	\$3,932	\$3,525	\$3,784
Average years of teacher experience	10.9	11.9	10.9
Percentage of teachers in first 3 years	23%	20%	19%

Financial stress assessment

Overall financial stress level: **High**

Measure: 2011 through 2013	Assessment
Number of students attending district	Large decrease
Spending exceeded operating/capital budgets	2011, isolated
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	1.2%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Noncompliant



Littleton Elementary School District

Maricopa County

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

Legislative district(s): 19

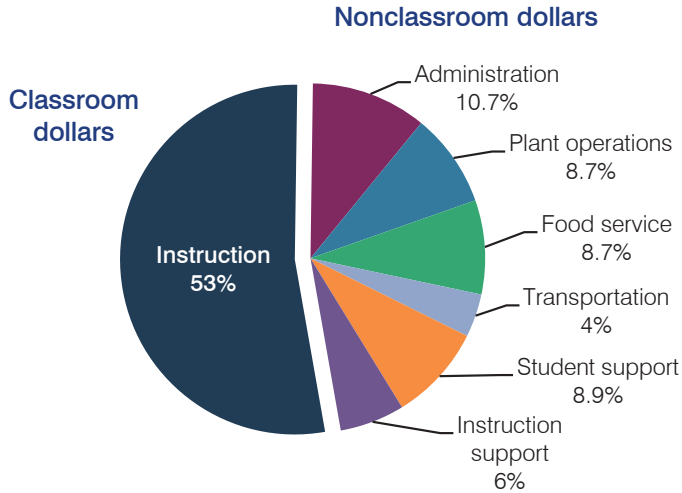
District size, location: Medium-Large, Suburb

Students attending: 5,039

Number of schools: 6

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 57.7 to 53 percent. Overall, spending on food service increased substantially, spending on administration increased, and spending on instruction support increased slightly. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$721	\$791	\$746
	Students per administrator	69	69	67
Plant operations	Cost per square foot	\$5.25	\$6.28	\$6.03
	Square footage per student	112	138	153
Food service	Cost per meal equivalent	\$2.38	\$2.54	\$2.58
Transportation	Cost per mile	\$6.89	\$6.28	\$3.55
	Cost per rider	\$727	\$582	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,814	\$6,762	\$7,193	\$7,496	\$10,658
Classroom dollars	3,676	3,584	3,672	4,031	6,520
Nonclassroom dollars:	3,138	3,178	3,521	3,465	4,138
Administration	775	721	791	746	1,138
Plant operations	576	587	842	924	1,015
Food service	593	585	541	396	412
Transportation	258	272	273	369	452
Student support	607	603	541	582	593
Instruction support	329	410	533	448	528

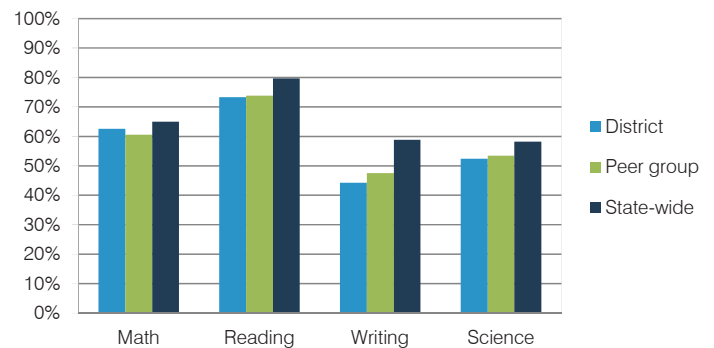
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	22%	25%	25%
Students per teacher	17.7	19.1	18.3
Average teacher salary	\$42,422	\$40,312	\$45,264
Amount from Proposition 301	\$7,121	\$3,530	\$3,784
Average years of teacher experience	4.9	7.4	10.9
Percentage of teachers in first 3 years	52%	31%	19%

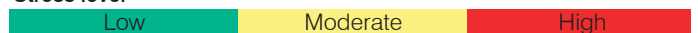
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.4%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



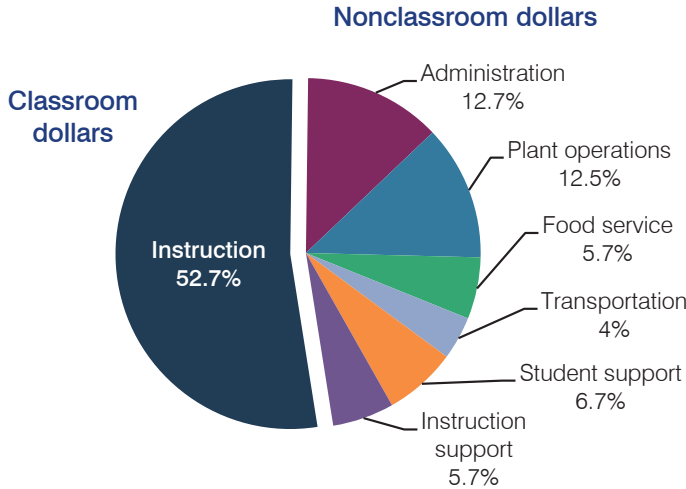
Madison Elementary School District

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

District size, location: Medium-Large, City
 Students attending: 5,696
 Number of schools: 8

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 11 percent. Spending in the classroom decreased overall from 54.6 to 52.7 percent. Overall, spending on administration and plant operations increased and spending on transportation increased slightly. Spending on student support and instruction support decreased. Spending on food service remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$847	\$791	\$746
	Students per administrator	62	69	67
Plant operations	Cost per square foot	\$6.23	\$6.28	\$6.03
	Square footage per student	134	138	153
Food service	Cost per meal equivalent	\$2.52	\$2.54	\$2.58
Transportation	Cost per mile	\$7.42	\$5.18	\$3.55
	Cost per rider	\$974	\$824	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,588	\$6,645	\$7,193	\$7,496	\$10,658
Classroom dollars	3,500	3,500	3,672	4,031	6,520
Nonclassroom dollars:	3,088	3,145	3,521	3,465	4,138
Administration	813	847	791	746	1,138
Plant operations	880	834	842	924	1,015
Food service	357	375	541	396	412
Transportation	260	265	273	369	452
Student support	428	448	541	582	593
Instruction support	350	376	533	448	528

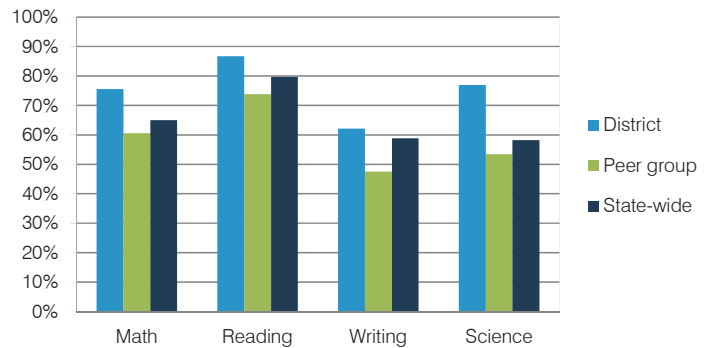
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	4	50%
B	3	38%
C	1	12%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



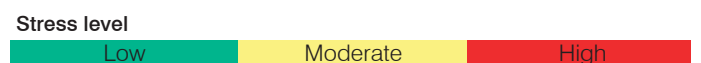
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	97%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	21%	25%	25%
Students per teacher	19.6	19.1	18.3
Average teacher salary	\$44,275	\$40,312	\$45,264
Amount from Proposition 301	\$4,337	\$3,530	\$3,784
Average years of teacher experience	6.8	7.4	10.9
Percentage of teachers in first 3 years	24%	31%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.4%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



Maine Consolidated School District

Coconino County

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

Legislative district(s): 6

District size, location:

Very small, Rural

Students attending:

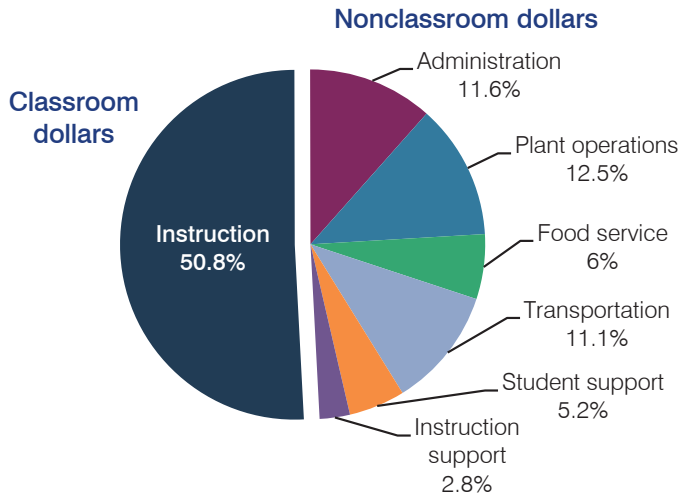
104

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 35 percent. Spending in the classroom varied year to year, increasing overall from 45.8 to 50.8 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration decreased substantially and spending on transportation decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,125	\$2,572	\$746
	Students per administrator	35	30	67
Plant operations	Cost per square foot	\$8.07	\$6.59	\$6.03
	Square footage per student	285	343	153
Food service	Cost per meal equivalent	\$7.50	\$4.93	\$2.58
Transportation	Cost per mile	\$3.04	\$1.64	\$3.55
	Cost per rider	\$1,708	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$14,950	\$18,344	\$15,203	\$7,496	\$10,658
Classroom dollars	7,512	9,321	7,647	4,031	6,520
Nonclassroom dollars:	7,438	9,023	7,556	3,465	4,138
Administration	1,617	2,125	2,572	746	1,138
Plant operations	1,736	2,299	2,148	924	1,015
Food service	893	1,095	851	396	412
Transportation	1,640	2,040	1,056	369	452
Student support	1,084	951	548	582	593
Instruction support	468	513	381	448	528

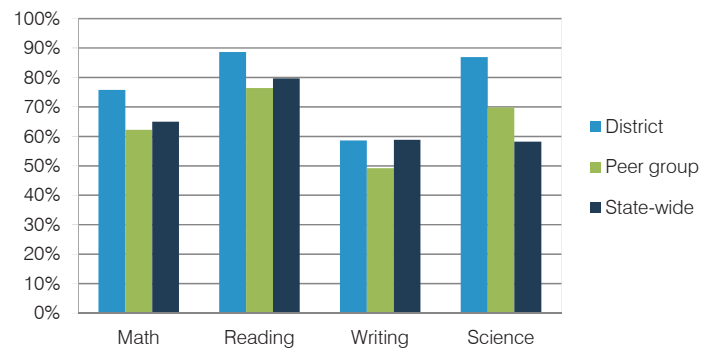
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	14%	11%	25%
Students per teacher	6.7	11.0	18.3
Average teacher salary	\$41,322	\$45,308	\$45,264
Amount from Proposition 301	\$2,788	\$2,639	\$3,784
Average years of teacher experience	10.0	11.7	10.9
Percentage of teachers in first 3 years	7%	7%	19%

Financial stress assessment

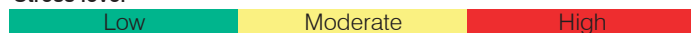
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

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

Stress level



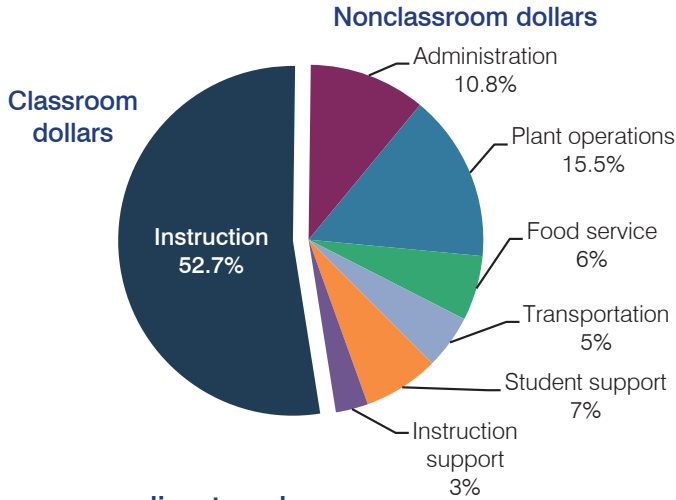
Mammoth-San Manuel Unified School District

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

District size, location: Medium, Town
 Students attending: 911
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil returned to 2008 levels, but spending in the classroom decreased overall from 55.5 to 52.7 percent. Overall, spending on plant operations and student support increased and spending on transportation increased slightly. Spending on administration decreased, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$840	\$1,077	\$746
	Students per administrator	54	56	67
Plant operations	Cost per square foot	\$3.65	\$4.83	\$6.03
	Square footage per student	329	260	153
Food service	Cost per meal equivalent	\$2.78	\$3.14	\$2.58
Transportation	Cost per mile	\$1.58	\$2.52	\$3.55
	Cost per rider	\$447	\$797	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,924	\$7,784	\$8,465	\$7,496	\$10,658
Classroom dollars	4,434	4,104	4,259	4,031	6,520
Nonclassroom dollars:	3,490	3,680	4,206	3,465	4,138
Administration	739	840	1,077	746	1,138
Plant operations	1,061	1,203	1,237	924	1,015
Food service	457	470	419	396	412
Transportation	378	393	535	369	452
Student support	557	546	630	582	593
Instruction support	298	228	308	448	528

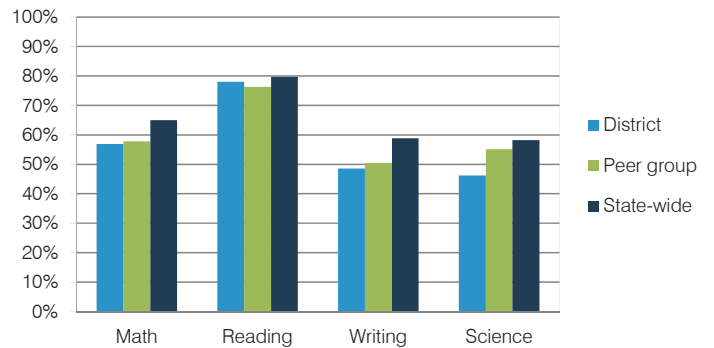
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



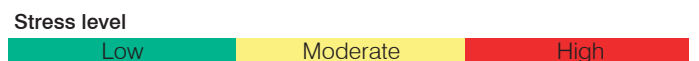
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	78%	83%	77%
Poverty rate (2012)	27%	24%	25%
Students per teacher	15.4	16.6	18.3
Average teacher salary	\$41,511	\$41,866	\$45,264
Amount from Proposition 301	\$5,127	\$4,192	\$3,784
Average years of teacher experience	11.4	11.7	10.9
Percentage of teachers in first 3 years	10%	16%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



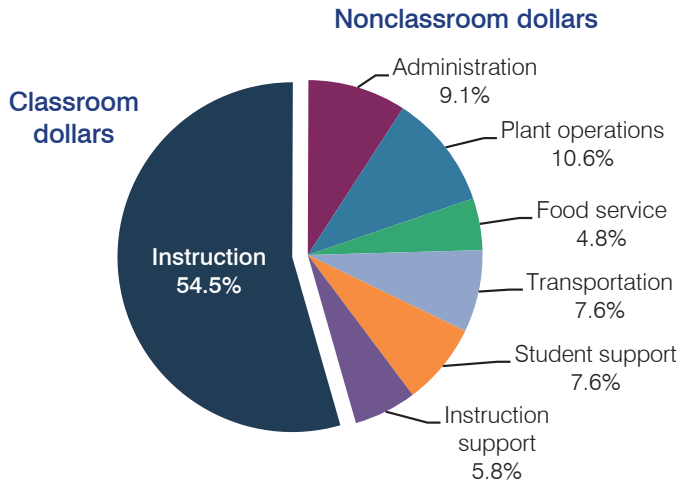
Marana Unified School District

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

District size, location: Large, Suburb
 Students attending: 11,769
 Number of schools: 17

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 1 percent. Spending in the classroom decreased overall from 57.3 to 54.5 percent. Overall, spending on food service, student support, and instruction support increased, while spending on plant operations decreased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$665	\$658	\$746
	Students per administrator	61	68	67
Plant operations	Cost per square foot	\$5.33	\$6.23	\$6.03
	Square footage per student	146	145	153
Food service	Cost per meal equivalent	\$2.76	\$2.58	\$2.58
Transportation	Cost per mile	\$3.22	\$3.41	\$3.55
	Cost per rider	\$1,127	\$1,047	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,150	\$7,325	\$7,059	\$7,496	\$10,658
Classroom dollars	3,875	3,996	3,824	4,031	6,520
Nonclassroom dollars:	3,275	3,329	3,235	3,465	4,138
Administration	677	665	658	746	1,138
Plant operations	898	776	896	924	1,015
Food service	320	353	332	396	412
Transportation	527	552	351	369	452
Student support	504	557	524	582	593
Instruction support	349	426	474	448	528

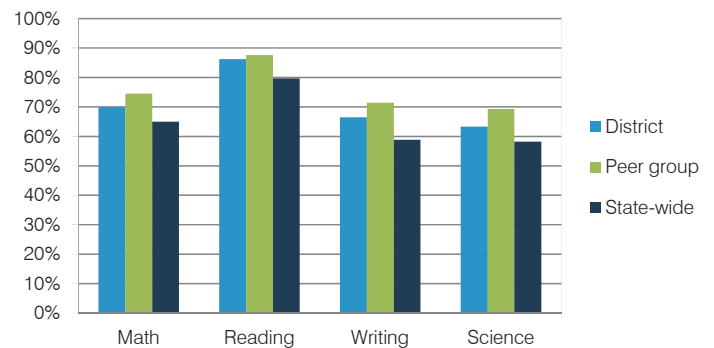
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	6	35%
B	8	47%
C	2	12%
D	0	0%
F	0	0%
Not rated	1	6%

Students who met state standards (AIMS)



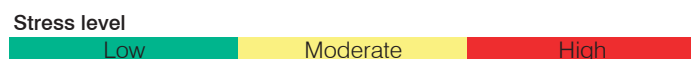
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	82%	88%	77%
Poverty rate (2012)	14%	14%	25%
Students per teacher	16.0	18.3	18.3
Average teacher salary	\$39,984	\$44,386	\$45,264
Amount from Proposition 301	\$3,851	\$4,054	\$3,784
Average years of teacher experience	11.3	11.0	10.9
Percentage of teachers in first 3 years	17%	16%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Concentrated decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.9%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



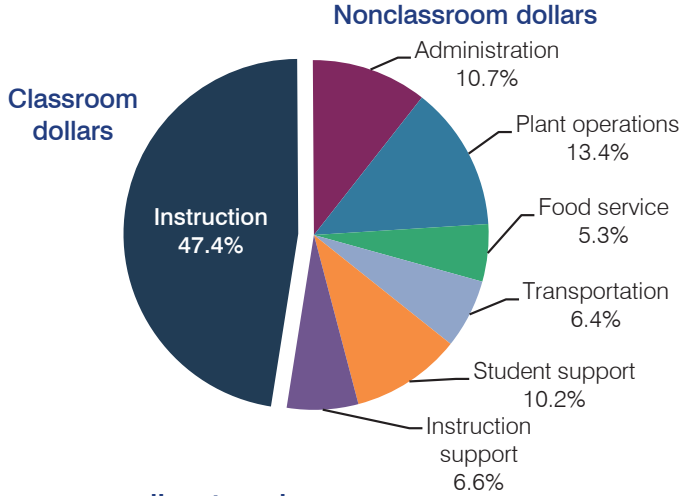
Maricopa Unified School District

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

District size, location: Medium-Large, Rural
 Students attending: 5,448
 Number of schools: 9

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil returned to 2008 levels, but spending in the classroom decreased from 59.7 to 47.4 percent. Overall, spending on plant operations and instruction support increased substantially and spending on administration, transportation, and student support increased. Spending on food service remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$716	\$764	\$746
	Students per administrator	105	67	67
Plant operations	Cost per square foot	\$6.09	\$5.34	\$6.03
	Square footage per student	147	176	153
Food service	Cost per meal equivalent	\$2.21	\$2.67	\$2.58
Transportation	Cost per mile	\$3.42	\$3.06	\$3.55
	Cost per rider	\$664	\$677	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,924	\$6,682	\$7,187	\$7,496	\$10,658
Classroom dollars	3,252	3,166	3,779	4,031	6,520
Nonclassroom dollars:	3,672	3,516	3,408	3,465	4,138
Administration	809	716	764	746	1,138
Plant operations	983	894	921	924	1,015
Food service	354	357	364	396	412
Transportation	431	427	394	369	452
Student support	685	679	561	582	593
Instruction support	410	443	404	448	528

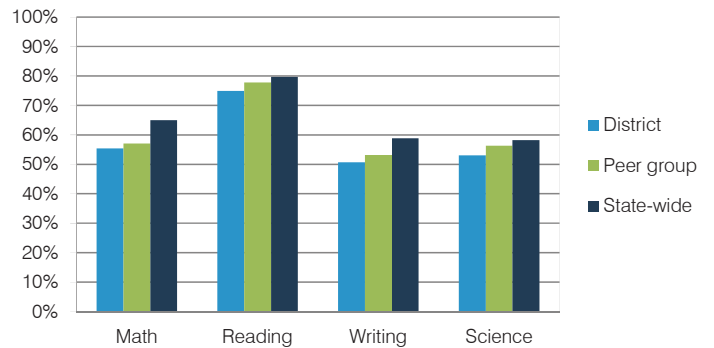
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



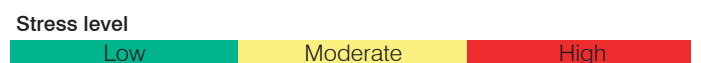
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	76%	82%	77%
Poverty rate (2012)	13%	15%	25%
Students per teacher	19.4	16.5	18.3
Average teacher salary	\$39,930	\$40,197	\$45,264
Amount from Proposition 301	\$2,480	\$4,027	\$3,784
Average years of teacher experience	9.5	11.1	10.9
Percentage of teachers in first 3 years	0%	15%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	2.1%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Mayer Unified School District

Yavapai County

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

Legislative district(s): 1

District size, location:

Small, Rural

Students attending:

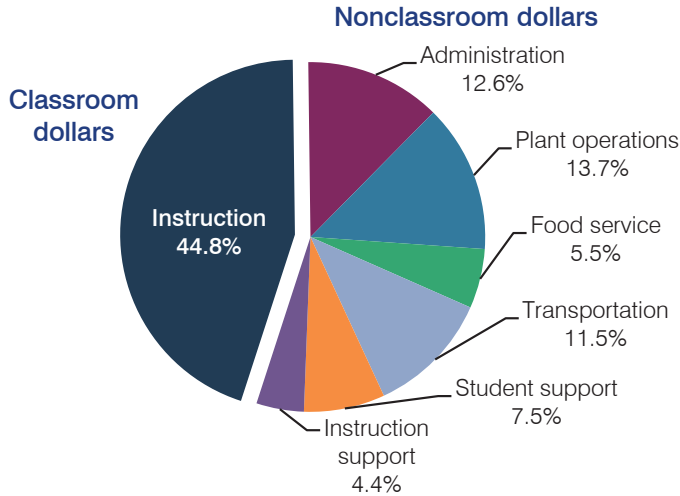
495

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil returned to 2008 levels, but spending in the classroom decreased from 50.2 to 44.8 percent. Overall, spending on instruction support increased substantially, spending on transportation increased, and spending on student support increased slightly. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,085	\$1,571	\$746
	Students per administrator	55	43	67
Plant operations	Cost per square foot	\$5.51	\$4.94	\$6.03
	Square footage per student	213	318	153
Food service	Cost per meal equivalent	\$2.98	\$3.28	\$2.58
Transportation	Cost per mile	\$1.85	\$1.97	\$3.55
	Cost per rider	\$1,338	\$1,010	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,730	\$8,587	\$10,188	\$7,496	\$10,658
Classroom dollars	3,887	3,849	4,979	4,031	6,520
Nonclassroom dollars:	4,843	4,738	5,209	3,465	4,138
Administration	1,059	1,085	1,571	746	1,138
Plant operations	1,243	1,174	1,558	924	1,015
Food service	472	474	463	396	412
Transportation	977	989	509	369	452
Student support	704	640	647	582	593
Instruction support	388	376	461	448	528

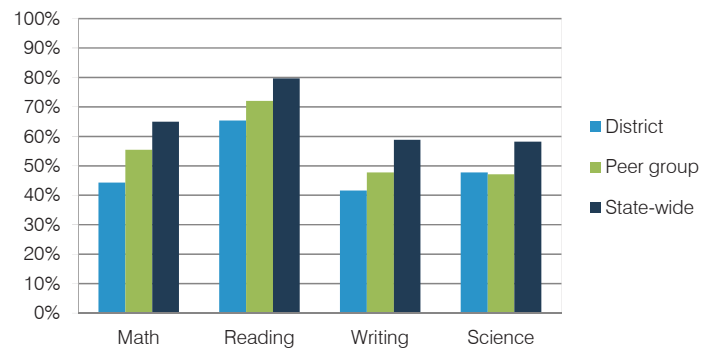
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	90%	93%	94%
Graduation rate (2012)	75%	80%	77%
Poverty rate (2012)	29%	33%	25%
Students per teacher	19.0	15.3	18.3
Average teacher salary	\$41,210	\$43,207	\$45,264
Amount from Proposition 301	\$3,790	\$3,525	\$3,784
Average years of teacher experience	12.0	11.9	10.9
Percentage of teachers in first 3 years	15%	20%	19%

Financial stress assessment

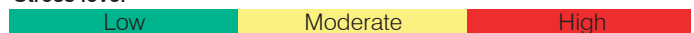
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Increase
Spending exceeded operating/capital budgets	No overspending
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	Compliant

Stress level



McNary Elementary School District

Apache County

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

Legislative district(s): 7

District size, location:

Very small, Rural

Students attending:

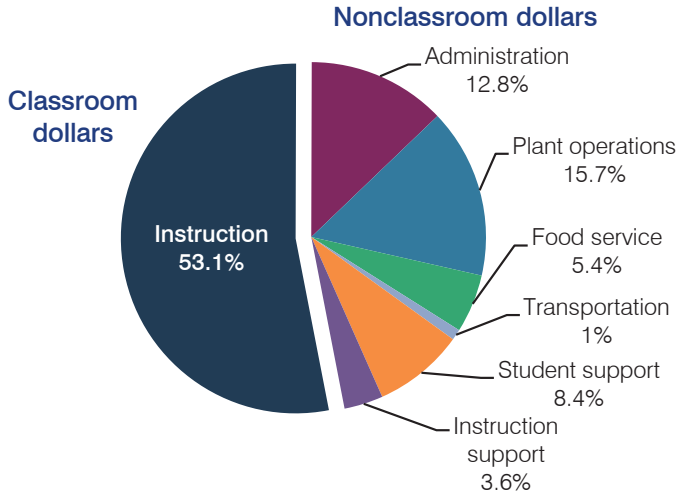
126

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 7 percent. Spending in the classroom varied year to year, decreasing overall from 61.5 to 53.1 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations and student support increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,522	\$2,572	\$746
	Students per administrator	31	30	67
Plant operations	Cost per square foot	\$5.89	\$6.59	\$6.03
	Square footage per student	315	343	153
Food service	Cost per meal equivalent	\$2.77	\$4.93	\$2.58
Transportation	Cost per mile	\$1.23	\$1.64	\$3.55
	Cost per rider	\$1,274	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$16,252	\$11,859	\$15,203	\$7,496	\$10,658
Classroom dollars	9,510	6,292	7,647	4,031	6,520
Nonclassroom dollars:	6,742	5,567	7,556	3,465	4,138
Administration	1,890	1,522	2,572	746	1,138
Plant operations	2,161	1,857	2,148	924	1,015
Food service	859	646	851	396	412
Transportation	82	121	1,056	369	452
Student support	1,228	997	548	582	593
Instruction support	522	424	381	448	528

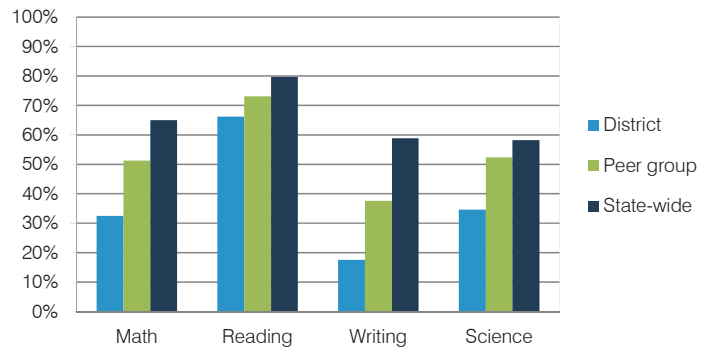
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	43%	38%	25%
Students per teacher	12.6	15.1	18.3
Average teacher salary	\$38,509	\$44,190	\$45,264
Amount from Proposition 301	\$4,851	\$3,324	\$3,784
Average years of teacher experience	8.0	11.1	10.9
Percentage of teachers in first 3 years	10%	20%	19%

Financial stress assessment

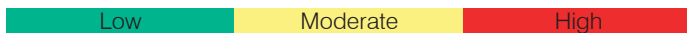
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	2011, isolated
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	Impact Aid Fund reserve
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



McNeal Elementary School District

Cochise County

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

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

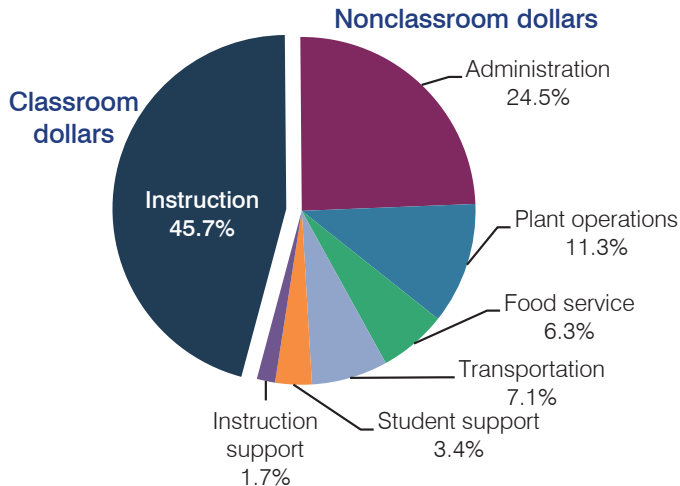
37

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment decreased by 35 percent, which contributed to the 52 percent increase in total spending per pupil. Spending in the classroom decreased overall from 51.8 to 45.7 percent. Spending on most nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on administration and transportation increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$4,449	\$2,572	\$746
	Students per administrator	18	30	67
Plant operations	Cost per square foot	\$8.79	\$6.59	\$6.03
	Square footage per student	233	343	153
Food service	Cost per meal equivalent	\$4.83	\$4.93	\$2.58
Transportation	Cost per mile	\$1.09	\$1.64	\$3.55
	Cost per rider	\$1,968	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$11,306	\$18,145	\$15,203	\$7,496	\$10,658
Classroom dollars	5,159	8,297	7,647	4,031	6,520
Nonclassroom dollars:	6,147	9,848	7,556	3,465	4,138
Administration	2,611	4,449	2,572	746	1,138
Plant operations	1,268	2,046	2,148	924	1,015
Food service	912	1,147	851	396	412
Transportation	822	1,286	1,056	369	452
Student support	367	607	548	582	593
Instruction support	167	313	381	448	528

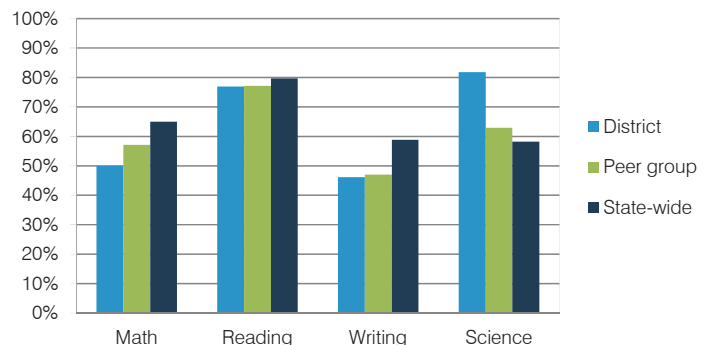
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	25%	24%	25%
Students per teacher	9.2	12.4	18.3
Average teacher salary	\$48,032	\$45,242	\$45,264
Amount from Proposition 301	\$3,801	\$2,827	\$3,784
Average years of teacher experience	21.3	13.6	10.9
Percentage of teachers in first 3 years	0%	12%	19%

Financial stress assessment

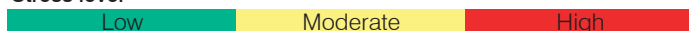
Overall financial stress level: **Moderate**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	1.3%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



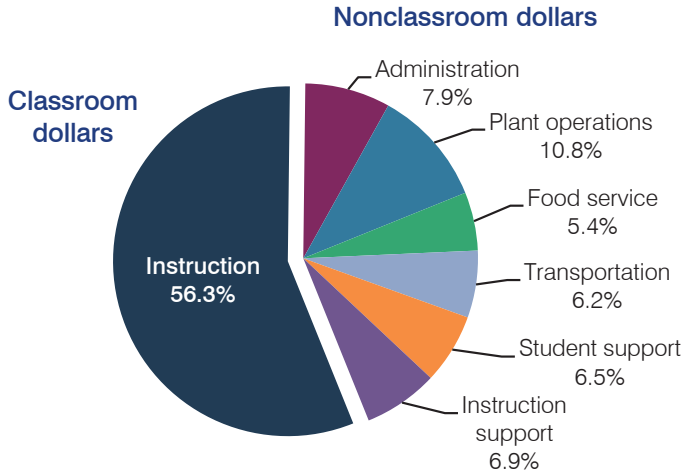
Mesa Unified School District

Maricopa County
 Efficiency peer groups 1 and T-5, Achievement peer group 3
 Legislative district(s): 16, 17, 18, 23, 25 and 26

District size, location: Very large, City
 Students attending: 60,404
 Number of schools: 78

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 2 percent. Spending in the classroom decreased from 61.4 to 56.3 percent. Overall, spending on transportation and instruction support increased and spending on plant operations, food service, and student support increased slightly. Spending on administration remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$611	\$640	\$746
	Students per administrator	74	80	67
Plant operations	Cost per square foot	\$6.01	\$5.91	\$6.03
	Square footage per student	138	145	153
Food service	Cost per meal equivalent	\$2.62	\$2.62	\$2.58
Transportation	Cost per mile	\$4.47	\$3.54	\$3.55
	Cost per rider	\$1,595	\$1,359	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,682	\$7,706	\$7,185	\$7,496	\$10,658
Classroom dollars	4,398	4,336	4,074	4,031	6,520
Nonclassroom dollars:	3,284	3,370	3,111	3,465	4,138
Administration	606	611	640	746	1,138
Plant operations	822	828	855	924	1,015
Food service	414	419	325	396	412
Transportation	448	479	346	369	452
Student support	472	500	571	582	593
Instruction support	522	533	374	448	528

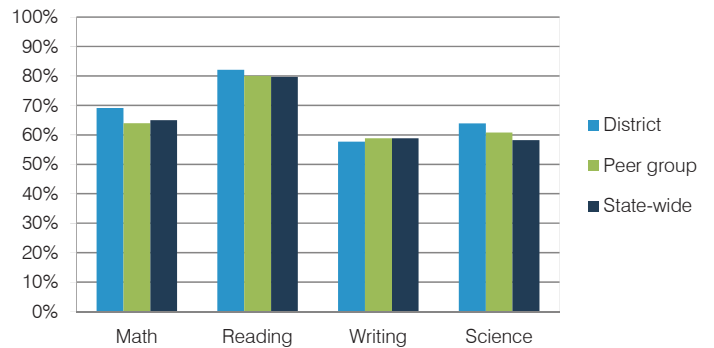
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	23	30%
B	30	38%
C	20	26%
D	1	1%
F	1	1%
Not rated	3	4%

Students who met state standards (AIMS)



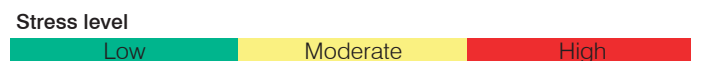
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	94%
Graduation rate (2012)	75%	80%	77%
Poverty rate (2012)	26%	25%	25%
Students per teacher	17.7	17.9	18.3
Average teacher salary	\$50,188	\$44,916	\$45,264
Amount from Proposition 301	\$3,425	\$3,845	\$3,784
Average years of teacher experience	14.4	12.0	10.9
Percentage of teachers in first 3 years	12%	18%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



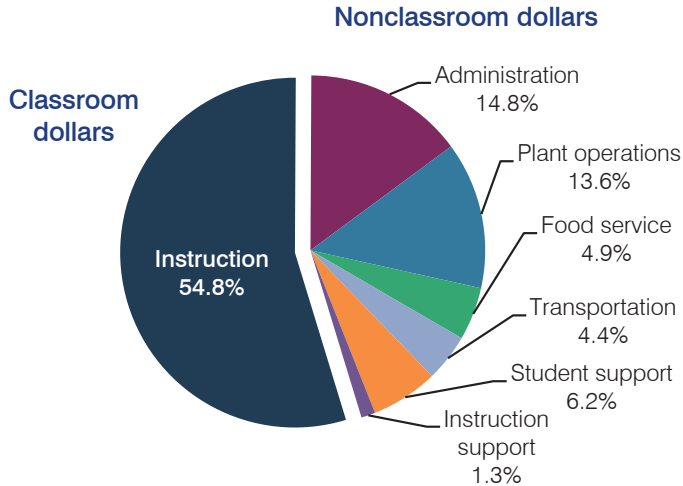
Miami Unified School District

Gila County
 Efficiency peer groups 5 and T-7, Achievement peer group 6
 Legislative district(s): 8

District size, location: Medium, Town
 Students attending: 1,132
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 10 percent. Spending in the classroom varied year to year, decreasing overall from 55.7 to 54.8 percent. Spending on transportation and student support increased slightly. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,089	\$1,077	\$746
	Students per administrator	54	56	67
Plant operations	Cost per square foot	\$4.19	\$4.83	\$6.03
	Square footage per student	240	260	153
Food service	Cost per meal equivalent	\$2.81	\$3.14	\$2.58
Transportation	Cost per mile	\$4.24	\$3.06	\$3.55
	Cost per rider	\$917	\$677	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,155	\$7,362	\$8,465	\$7,496	\$10,658
Classroom dollars	3,826	4,033	4,259	4,031	6,520
Nonclassroom dollars:	3,329	3,329	4,206	3,465	4,138
Administration	1,129	1,089	1,077	746	1,138
Plant operations	968	1,005	1,237	924	1,015
Food service	350	361	419	396	412
Transportation	286	322	535	369	452
Student support	469	459	630	582	593
Instruction support	127	93	308	448	528

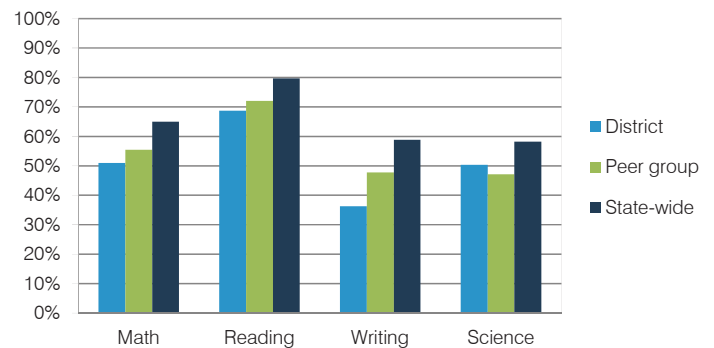
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	94%
Graduation rate (2012)	76%	80%	77%
Poverty rate (2012)	31%	33%	25%
Students per teacher	16.6	15.3	18.3
Average teacher salary	\$39,909	\$43,207	\$45,264
Amount from Proposition 301	\$4,030	\$3,525	\$3,784
Average years of teacher experience	14.2	11.9	10.9
Percentage of teachers in first 3 years	17%	20%	19%

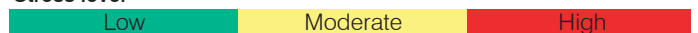
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

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

Stress level



Mingus Union High School District

Yavapai County

Efficiency peer groups 5 and T-7, Achievement peer group 10

Legislative district(s): 1 and 6

District size, location:

Medium, Town

Students attending:

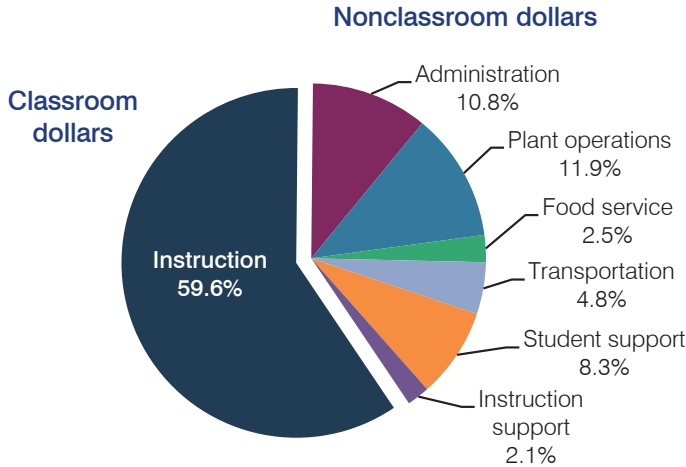
1,208

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 2 percent. Spending in the classroom was very inconsistent year to year, increasing overall from 58.5 to 59.6 percent. Overall, spending on plant operations and student support decreased and spending on administration decreased slightly. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$776	\$1,077	\$746
	Students per administrator	65	56	67
Plant operations	Cost per square foot	\$5.21	\$4.83	\$6.03
	Square footage per student	165	260	153
Food service	Cost per meal equivalent	\$3.03	\$3.14	\$2.58
Transportation	Cost per mile	\$3.48	\$3.06	\$3.55
	Cost per rider	\$623	\$677	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,335	\$7,184	\$8,465	\$7,496	\$10,658
Classroom dollars	4,257	4,282	4,259	4,031	6,520
Nonclassroom dollars:	3,078	2,902	4,206	3,465	4,138
Administration	737	776	1,077	746	1,138
Plant operations	957	858	1,237	924	1,015
Food service	192	177	419	396	412
Transportation	372	347	535	369	452
Student support	560	595	630	582	593
Instruction support	260	149	308	448	528

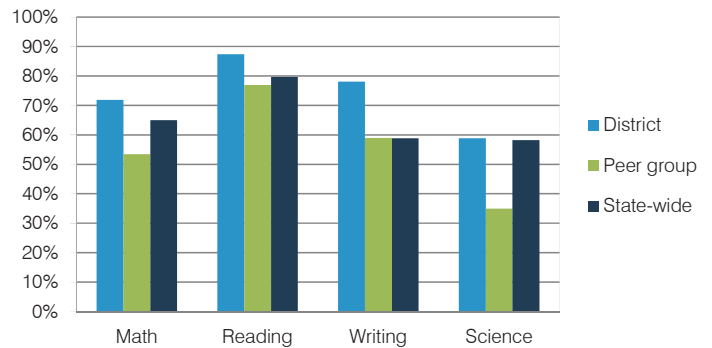
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	94%
Graduation rate (2012)	83%	74%	77%
Poverty rate (2012)	18%	25%	25%
Students per teacher	21.2	16.6	18.3
Average teacher salary	\$43,082	\$44,454	\$45,264
Amount from Proposition 301	\$7,205	\$5,749	\$3,784
Average years of teacher experience	9.3	11.4	10.9
Percentage of teachers in first 3 years	30%	21%	19%

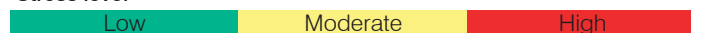
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.3%, Varying
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant

Stress level



Mobile Elementary School District

Maricopa County

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

Legislative district(s): 4

District size, location:

Very small, Rural

Students attending:

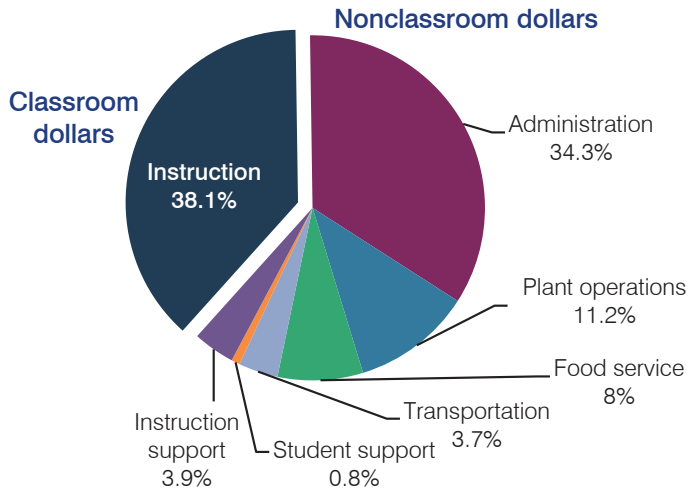
33

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 2 percent. Spending in the classroom varied year to year, increasing overall from 31.3 to 38.1 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations and transportation decreased substantially, while spending on instruction support increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$8,772	\$2,572	\$746
	Students per administrator	14	30	67
Plant operations	Cost per square foot	\$4.13	\$6.59	\$6.03
	Square footage per student	695	343	153
Food service	Cost per meal equivalent	\$8.05	\$4.93	\$2.58
Transportation	Cost per mile	\$1.60	\$1.64	\$3.55
	Cost per rider	\$608	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$29,206	\$25,552	\$15,203	\$7,496	\$10,658
Classroom dollars	8,857	9,731	7,647	4,031	6,520
Nonclassroom dollars:	20,349	15,821	7,556	3,465	4,138
Administration	9,790	8,772	2,572	746	1,138
Plant operations	5,520	2,868	2,148	924	1,015
Food service	2,214	2,031	851	396	412
Transportation	1,142	941	1,056	369	452
Student support	206	216	548	582	593
Instruction support	1,477	993	381	448	528

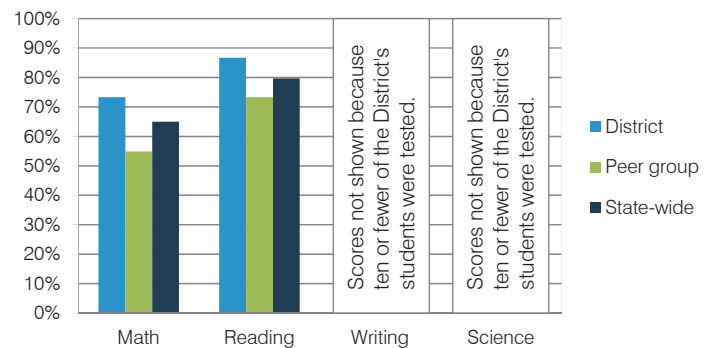
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	54%	52%	25%
Students per teacher	8.2	12.4	18.3
Average teacher salary	\$44,273	\$46,086	\$45,264
Amount from Proposition 301	\$2,498	\$2,755	\$3,784
Average years of teacher experience	6.5	11.5	10.9
Percentage of teachers in first 3 years	25%	16%	19%

Financial stress assessment

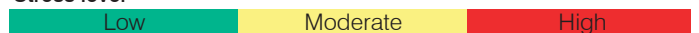
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	0.7%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Not assessed

Stress level



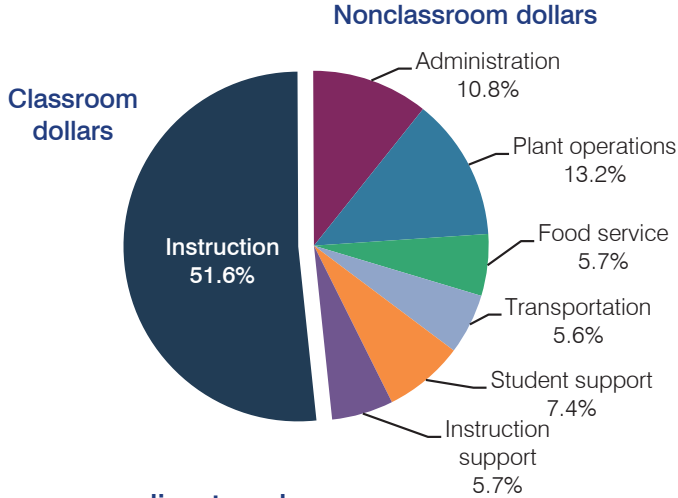
Mohave Valley Elementary School District

Mohave County
 Efficiency peer groups 9 and T-6, Achievement peer group 19
 Legislative district(s): 5

District size, location: Medium, Rural
 Students attending: 1,509
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 4 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 58.8 to 51.6 percent. Overall, spending on plant operations increased substantially and spending on administration and student support increased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$725	\$883	\$746
	Students per administrator	85	65	67
Plant operations	Cost per square foot	\$6.05	\$6.31	\$6.03
	Square footage per student	146	135	153
Food service	Cost per meal equivalent	\$2.10	\$2.63	\$2.58
Transportation	Cost per mile	\$2.80	\$3.58	\$3.55
	Cost per rider	\$622	\$462	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,429	\$6,715	\$7,185	\$7,496	\$10,658
Classroom dollars	3,491	3,466	3,621	4,031	6,520
Nonclassroom dollars:	2,938	3,249	3,564	3,465	4,138
Administration	615	725	883	746	1,138
Plant operations	798	882	836	924	1,015
Food service	350	384	535	396	412
Transportation	383	377	431	369	452
Student support	456	497	435	582	593
Instruction support	336	384	444	448	528

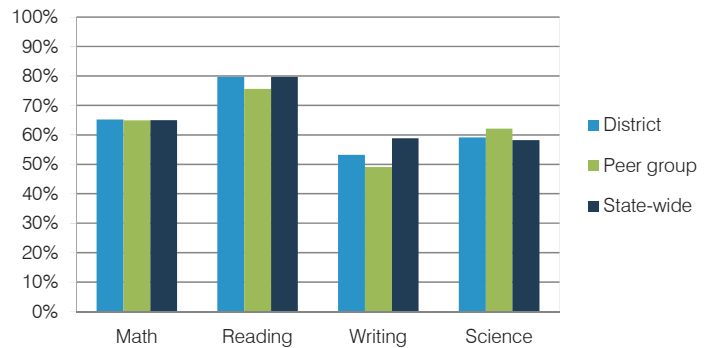
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	28%	30%	25%
Students per teacher	19.9	13.9	18.3
Average teacher salary	\$42,616	\$41,809	\$45,264
Amount from Proposition 301	\$4,374	\$3,665	\$3,784
Average years of teacher experience	8.5	12.3	10.9
Percentage of teachers in first 3 years	28%	12%	19%

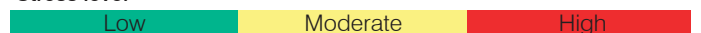
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

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

Stress level



Mohawk Valley Elementary School District

Yuma County

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

Legislative district(s): 4 and 13

District size, location:

Very small, Rural

Students attending:

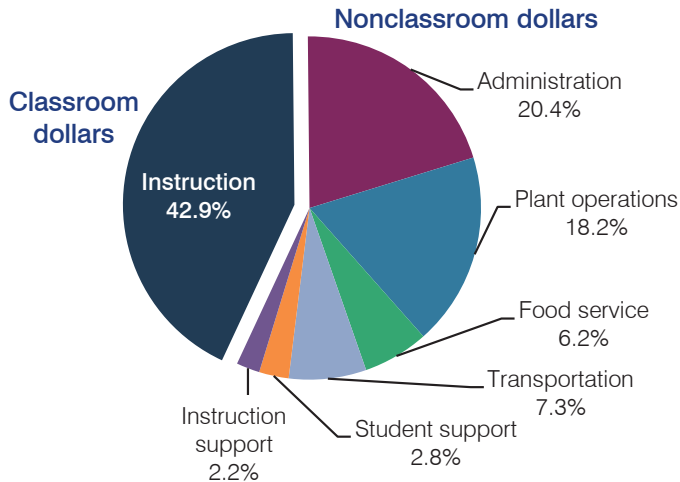
141

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 7 percent. Spending in the classroom decreased from 52.4 to 42.9 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 substantially and spending on transportation and student support increased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,061	\$2,572	\$746
	Students per administrator	47	30	67
Plant operations	Cost per square foot	\$5.40	\$6.59	\$6.03
	Square footage per student	340	343	153
Food service	Cost per meal equivalent	\$3.10	\$4.93	\$2.58
Transportation	Cost per mile	\$2.14	\$1.64	\$3.55
	Cost per rider	\$964	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$10,261	\$10,099	\$15,203	\$7,496	\$10,658
Classroom dollars	4,345	4,333	7,647	4,031	6,520
Nonclassroom dollars:	5,916	5,766	7,556	3,465	4,138
Administration	2,082	2,061	2,572	746	1,138
Plant operations	2,048	1,838	2,148	924	1,015
Food service	600	620	851	396	412
Transportation	733	741	1,056	369	452
Student support	164	284	548	582	593
Instruction support	289	222	381	448	528

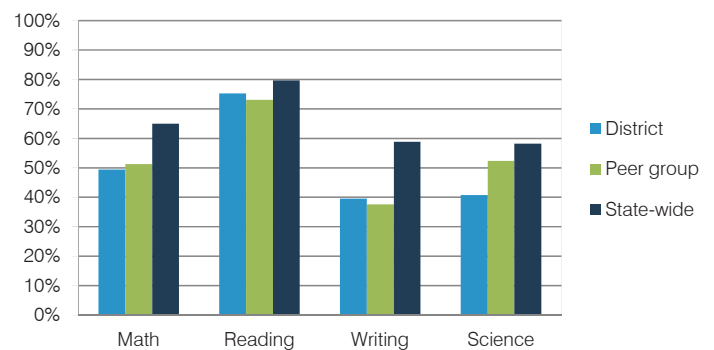
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	35%	38%	25%
Students per teacher	16.5	15.1	18.3
Average teacher salary	\$43,160	\$44,190	\$45,264
Amount from Proposition 301	\$1,941	\$3,324	\$3,784
Average years of teacher experience	24.8	11.1	10.9
Percentage of teachers in first 3 years	6%	20%	19%

Financial stress assessment

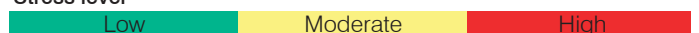
Overall financial stress level: **Moderate**

Measure: 2011 through 2013

Assessment

Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	1.5%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



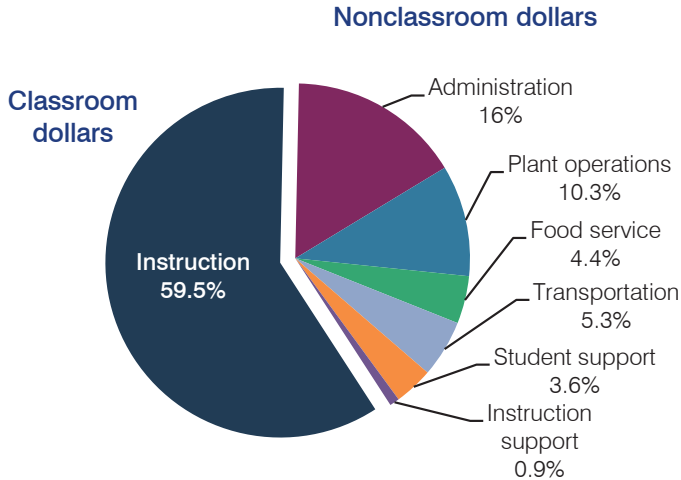
Morenci Unified School District

Greenlee County
 Efficiency peer groups 5 and T-6, Achievement peer group 4
 Legislative district(s): 14

District size, location: Medium, Town
 Students attending: 1,258
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 13 percent. Spending in the classroom varied year to year, increasing overall from 56.5 to 59.5 percent. Overall, spending on administration and transportation increased, while spending on plant operations decreased substantially. Spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,188	\$1,077	\$746
	Students per administrator	70	56	67
Plant operations	Cost per square foot	\$3.52	\$4.83	\$6.03
	Square footage per student	217	260	153
Food service	Cost per meal equivalent	\$3.32	\$3.14	\$2.58
Transportation	Cost per mile	\$3.90	\$3.58	\$3.55
	Cost per rider	\$993	\$462	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,674	\$7,413	\$8,465	\$7,496	\$10,658
Classroom dollars	3,806	4,410	4,259	4,031	6,520
Nonclassroom dollars:	2,868	3,003	4,206	3,465	4,138
Administration	1,138	1,188	1,077	746	1,138
Plant operations	730	764	1,237	924	1,015
Food service	317	328	419	396	412
Transportation	359	391	535	369	452
Student support	254	268	630	582	593
Instruction support	70	64	308	448	528

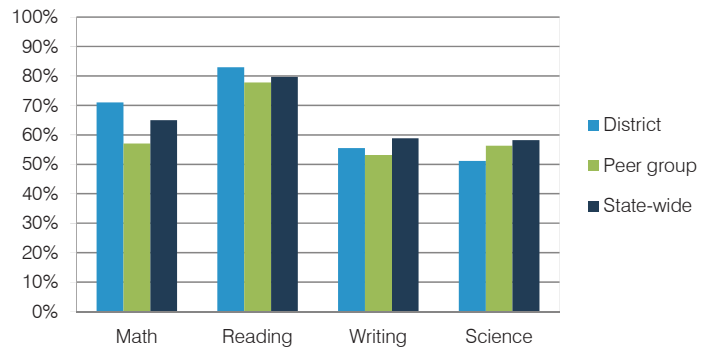
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



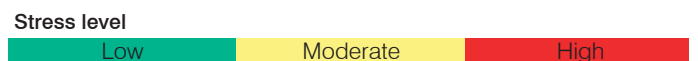
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	90%	82%	77%
Poverty rate (2012)	11%	15%	25%
Students per teacher	18.5	16.5	18.3
Average teacher salary	\$50,459	\$40,197	\$45,264
Amount from Proposition 301	\$3,461	\$4,027	\$3,784
Average years of teacher experience	12.2	11.1	10.9
Percentage of teachers in first 3 years	7%	15%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	1.9%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant



Morristown Elementary School District

Maricopa County

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

Legislative district(s): 13

District size, location:

Very small, Rural

Students attending:

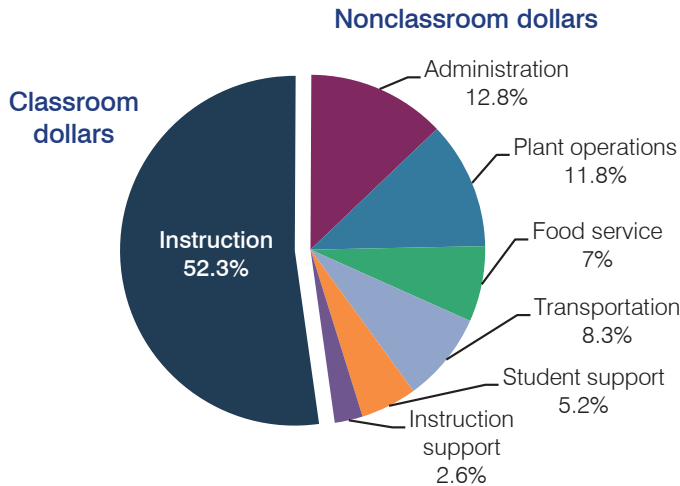
131

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 6 percent. Spending in the classroom varied year to year, increasing overall from 49.9 to 52.3 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations decreased and spending on food service decreased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,404	\$2,572	\$746
	Students per administrator	109	30	67
Plant operations	Cost per square foot	\$5.04	\$6.59	\$6.03
	Square footage per student	257	343	153
Food service	Cost per meal equivalent	\$3.94	\$4.93	\$2.58
Transportation	Cost per mile	\$1.51	\$1.64	\$3.55
	Cost per rider	\$814	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$10,631	\$10,945	\$15,203	\$7,496	\$10,658
Classroom dollars	5,602	5,723	7,647	4,031	6,520
Nonclassroom dollars:	5,029	5,222	7,556	3,465	4,138
Administration	1,377	1,404	2,572	746	1,138
Plant operations	1,423	1,294	2,148	924	1,015
Food service	789	761	851	396	412
Transportation	763	902	1,056	369	452
Student support	449	573	548	582	593
Instruction support	228	288	381	448	528

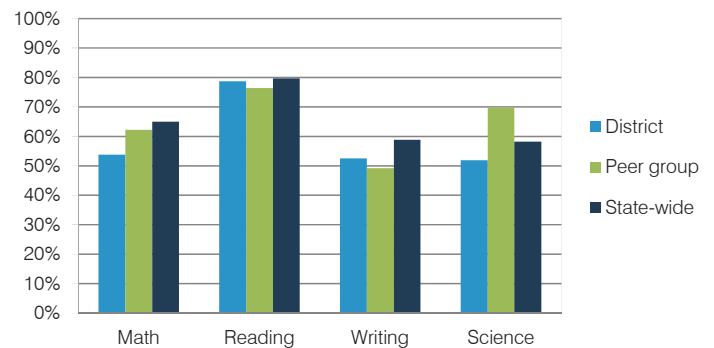
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	13%	11%	25%
Students per teacher	13.1	11.0	18.3
Average teacher salary	\$45,005	\$45,308	\$45,264
Amount from Proposition 301	\$4,134	\$2,639	\$3,784
Average years of teacher experience	12.6	11.7	10.9
Percentage of teachers in first 3 years	10%	7%	19%

Financial stress assessment

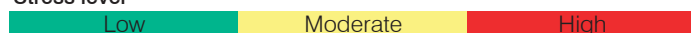
Overall financial stress level: **Moderate**

Measure: 2011 through 2013

Assessment

Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.3%, Increasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant

Stress level



Murphy Elementary School District

Maricopa County

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

Legislative district(s): 19 and 27

District size, location:

Medium, City

Students attending:

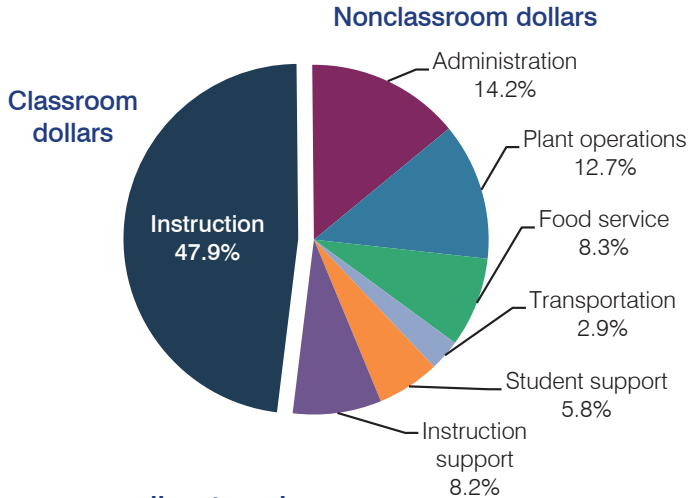
1,940

Number of schools:

4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 16 percent. Spending in the classroom varied year to year, decreasing overall from 51 to 47.9 percent. Overall, spending on instruction support increased substantially and spending on food service and transportation increased. Spending on student support decreased substantially and spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,225	\$791	\$746
	Students per administrator	46	69	67
Plant operations	Cost per square foot	\$6.97	\$6.28	\$6.03
	Square footage per student	157	138	153
Food service	Cost per meal equivalent	\$3.02	\$2.54	\$2.58
Transportation	Cost per mile	\$6.40	\$6.28	\$3.55
	Cost per rider	\$512	\$582	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,386	\$8,631	\$7,193	\$7,496	\$10,658
Classroom dollars	3,930	4,137	3,672	4,031	6,520
Nonclassroom dollars:	4,456	4,494	3,521	3,465	4,138
Administration	1,173	1,225	791	746	1,138
Plant operations	1,070	1,097	842	924	1,015
Food service	671	714	541	396	412
Transportation	252	251	273	369	452
Student support	517	496	541	582	593
Instruction support	773	711	533	448	528

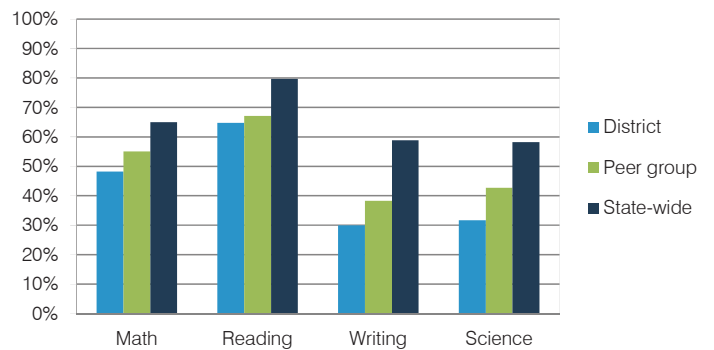
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	51%	50%	25%
Students per teacher	21.1	18.8	18.3
Average teacher salary	\$39,888	\$46,010	\$45,264
Amount from Proposition 301	\$4,533	\$2,972	\$3,784
Average years of teacher experience	9.3	8.7	10.9
Percentage of teachers in first 3 years	30%	32%	19%

Financial stress assessment

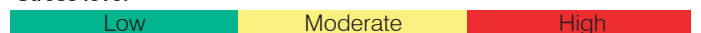
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

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

Stress level



Naco Elementary School District

Cochise County

Efficiency peer groups 10 and T-7, Achievement peer group 19

Legislative district(s): 14

District size, location:

Small, Rural

Students attending:

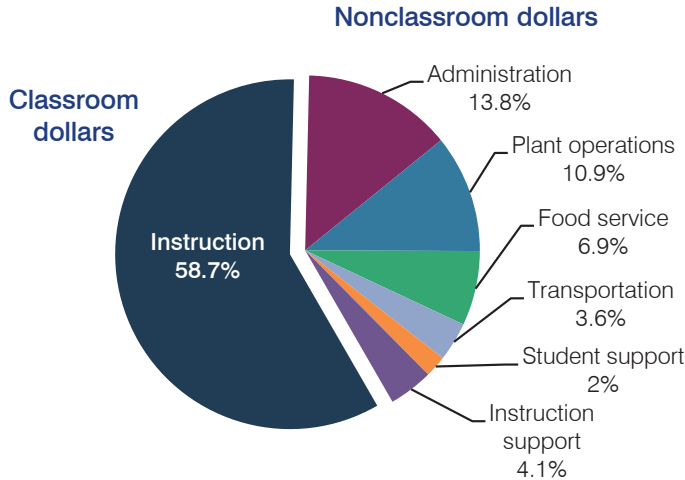
289

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 7 percent. Spending in the classroom varied year to year, decreasing overall from 63.1 to 58.7 percent. Overall, spending on administration increased substantially and spending on instruction support decreased substantially. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,181	\$1,130	\$746
	Students per administrator	58	55	67
Plant operations	Cost per square foot	\$7.49	\$6.14	\$6.03
	Square footage per student	124	157	153
Food service	Cost per meal equivalent	\$3.18	\$2.74	\$2.58
Transportation	Cost per mile	\$6.76	\$3.06	\$3.55
	Cost per rider	\$1,735	\$677	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,754	\$8,552	\$8,518	\$7,496	\$10,658
Classroom dollars	5,147	5,020	4,624	4,031	6,520
Nonclassroom dollars:	3,607	3,532	3,894	3,465	4,138
Administration	1,142	1,181	1,130	746	1,138
Plant operations	982	933	976	924	1,015
Food service	544	593	511	396	412
Transportation	308	306	537	369	452
Student support	167	170	499	582	593
Instruction support	464	349	241	448	528

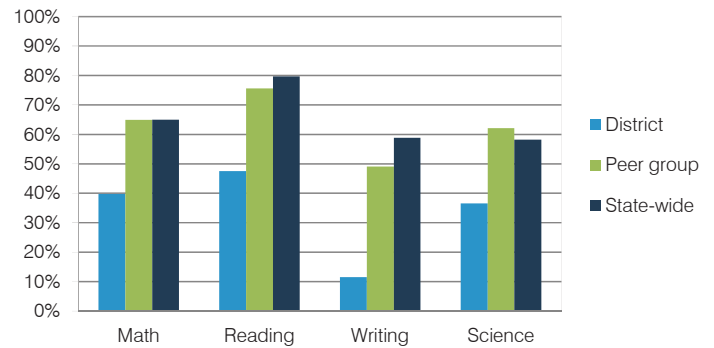
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	33%	30%	25%
Students per teacher	16.1	13.9	18.3
Average teacher salary	\$40,382	\$41,809	\$45,264
Amount from Proposition 301	\$4,656	\$3,665	\$3,784
Average years of teacher experience	9.4	12.3	10.9
Percentage of teachers in first 3 years	16%	12%	19%

Financial stress assessment

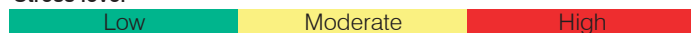
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

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

Stress level



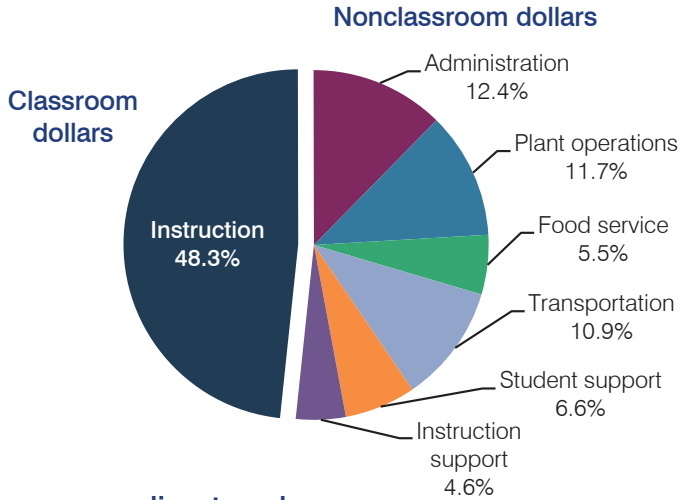
Nadaburg Unified School District

Maricopa County
 Efficiency peer groups 5 and T-9, Achievement peer group 5
 Legislative district(s): 13 and 22

District size, location: Medium, Rural
 Students attending: 695
 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 was very inconsistent year to year, decreasing overall from 51.8 to 48.3 percent. Overall, spending on administration, plant operations, and instruction support increased, while spending on transportation decreased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,230	\$1,077	\$746
	Students per administrator	56	56	67
Plant operations	Cost per square foot	\$6.65	\$4.83	\$6.03
	Square footage per student	175	260	153
Food service	Cost per meal equivalent	\$2.85	\$3.14	\$2.58
Transportation	Cost per mile	\$2.38	\$2.42	\$3.55
	Cost per rider	\$980	\$1,013	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,440	\$9,924	\$8,465	\$7,496	\$10,658
Classroom dollars	4,017	4,792	4,259	4,031	6,520
Nonclassroom dollars:	4,423	5,132	4,206	3,465	4,138
Administration	1,171	1,230	1,077	746	1,138
Plant operations	913	1,165	1,237	924	1,015
Food service	430	546	419	396	412
Transportation	1,052	1,085	535	369	452
Student support	497	650	630	582	593
Instruction support	360	456	308	448	528

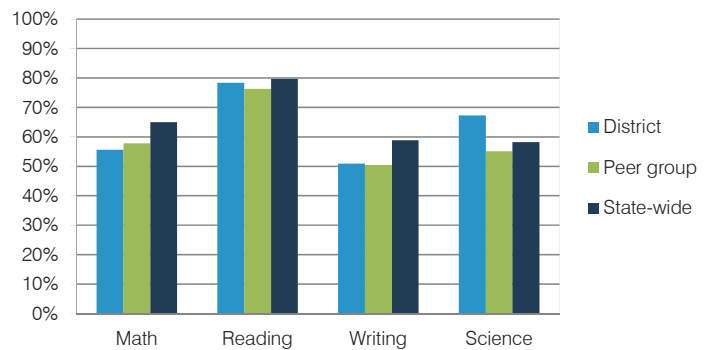
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



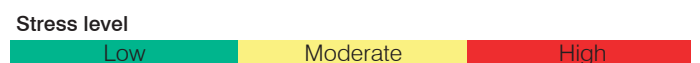
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	N/A	83%	77%
Poverty rate (2012)	26%	24%	25%
Students per teacher	14.4	16.6	18.3
Average teacher salary	\$38,931	\$41,866	\$45,264
Amount from Proposition 301	\$2,636	\$4,192	\$3,784
Average years of teacher experience	8.0	11.7	10.9
Percentage of teachers in first 3 years	22%	16%	19%

Financial stress assessment

Overall financial stress level: **High**

Measure: 2011 through 2013	Assessment
Number of students attending district	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	1.7%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant



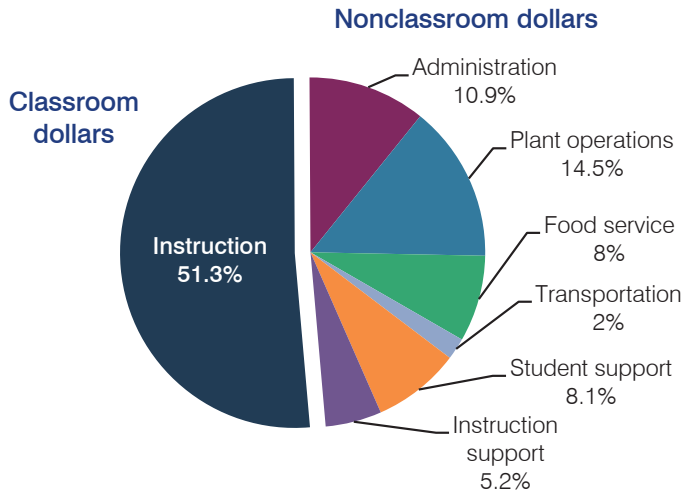
Nogales Unified School District

Santa Cruz County
 Efficiency peer groups 4 and T-6, Achievement peer group 7
 Legislative district(s): 2

District size, location: Medium-Large, Rural
 Students attending: 5,624
 Number of schools: 10

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 9 percent. Spending in the classroom decreased from 54.3 to 51.3 percent. Overall, spending on administration, plant operations, and food service increased and spending on instruction support decreased. Spending on transportation remained stable, while spending on student support varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$761	\$764	\$746
	Students per administrator	61	67	67
Plant operations	Cost per square foot	\$7.69	\$5.34	\$6.03
	Square footage per student	132	176	153
Food service	Cost per meal equivalent	\$3.22	\$2.67	\$2.58
Transportation	Cost per mile	\$2.61	\$3.58	\$3.55
	Cost per rider	\$175	\$462	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,952	\$6,969	\$7,187	\$7,496	\$10,658
Classroom dollars	3,579	3,576	3,779	4,031	6,520
Nonclassroom dollars:	3,373	3,393	3,408	3,465	4,138
Administration	756	761	764	746	1,138
Plant operations	1,060	1,013	921	924	1,015
Food service	498	556	364	396	412
Transportation	134	137	394	369	452
Student support	555	566	561	582	593
Instruction support	370	360	404	448	528

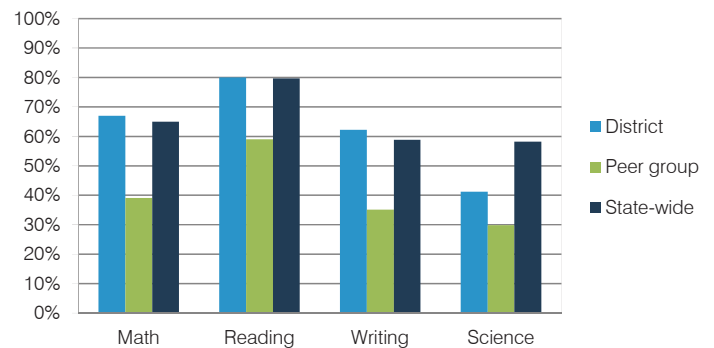
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	2	20%
B	6	60%
C	1	10%
D	0	0%
F	0	0%
Not rated	1	10%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	92%	94%
Graduation rate (2012)	83%	69%	77%
Poverty rate (2012)	43%	42%	25%
Students per teacher	20.5	15.1	18.3
Average teacher salary	\$46,693	\$42,614	\$45,264
Amount from Proposition 301	\$2,979	\$3,663	\$3,784
Average years of teacher experience	14.2	12.2	10.9
Percentage of teachers in first 3 years	16%	15%	19%

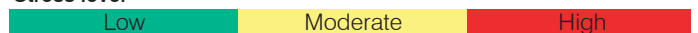
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

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

Stress level



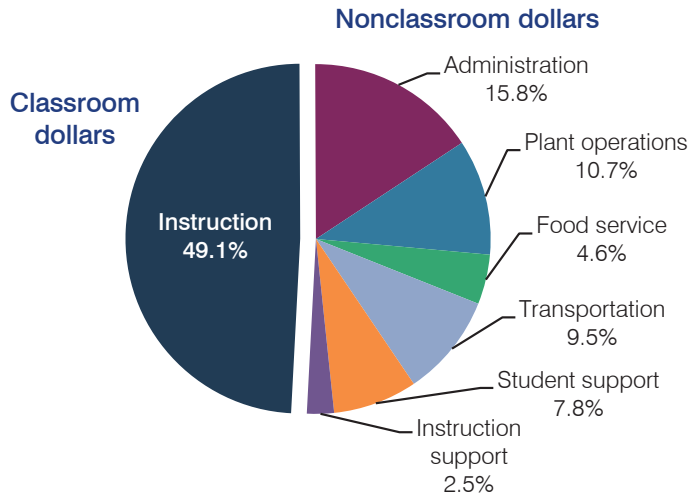
Oracle Elementary School District

Pinal County
 Efficiency peer groups 10 and T-10, Achievement peer group 16
 Legislative district(s): 8 and 11

District size, location: Small, Rural
 Students attending: 444
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 11 percent. Spending in the classroom varied year to year, decreasing overall from 50 to 49.1 percent. Overall, spending on plant operations decreased substantially, while spending on transportation, student support, and instruction support increased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,549	\$1,130	\$746
	Students per administrator	36	55	67
Plant operations	Cost per square foot	\$5.96	\$6.14	\$6.03
	Square footage per student	175	157	153
Food service	Cost per meal equivalent	\$2.85	\$2.74	\$2.58
Transportation	Cost per mile	\$2.06	\$1.97	\$3.55
	Cost per rider	\$994	\$1,010	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$10,039	\$9,775	\$8,518	\$7,496	\$10,658
Classroom dollars	4,661	4,800	4,624	4,031	6,520
Nonclassroom dollars:	5,378	4,975	3,894	3,465	4,138
Administration	1,624	1,549	1,130	746	1,138
Plant operations	1,378	1,044	976	924	1,015
Food service	460	448	511	396	412
Transportation	951	934	537	369	452
Student support	739	759	499	582	593
Instruction support	226	241	241	448	528

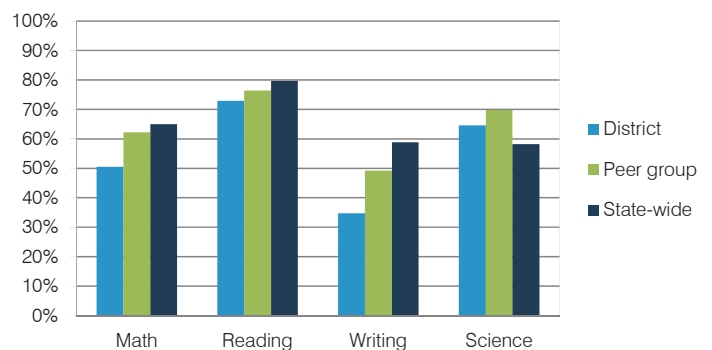
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



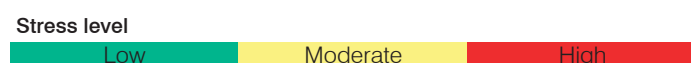
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	13%	11%	25%
Students per teacher	15.9	11.0	18.3
Average teacher salary	\$43,937	\$45,308	\$45,264
Amount from Proposition 301	\$3,499	\$2,639	\$3,784
Average years of teacher experience	13.1	11.7	10.9
Percentage of teachers in first 3 years	4%	7%	19%

Financial stress assessment

Overall financial stress level: **High**

Measure: 2011 through 2013	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	1.2%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



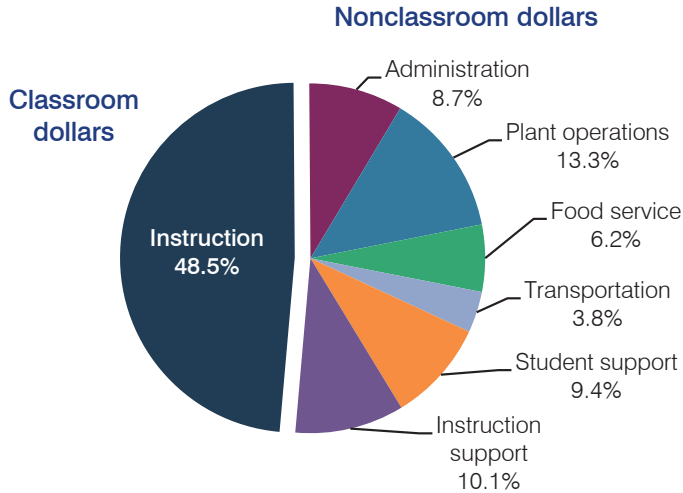
Osborn Elementary School District

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

District size, location: Medium-Large, City
 Students attending: 2,819
 Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 9 percent. Spending in the classroom varied year to year, decreasing overall from 49.6 to 48.5 percent. Overall, spending on instruction support increased substantially, while spending on student support decreased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$712	\$791	\$746
	Students per administrator	73	69	67
Plant operations	Cost per square foot	\$6.80	\$6.28	\$6.03
	Square footage per student	160	138	153
Food service	Cost per meal equivalent	\$2.41	\$2.54	\$2.58
Transportation	Cost per mile	\$3.56	\$5.18	\$3.55
	Cost per rider	\$835	\$824	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,174	\$8,188	\$7,193	\$7,496	\$10,658
Classroom dollars	3,841	3,973	3,672	4,031	6,520
Nonclassroom dollars:	4,333	4,215	3,521	3,465	4,138
Administration	717	712	791	746	1,138
Plant operations	1,172	1,089	842	924	1,015
Food service	498	504	541	396	412
Transportation	352	312	273	369	452
Student support	771	769	541	582	593
Instruction support	823	829	533	448	528

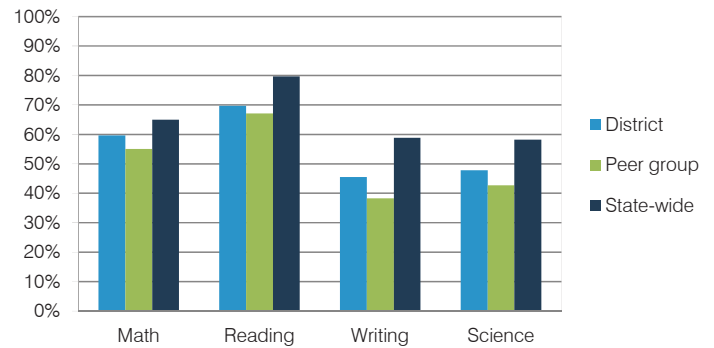
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	46%	50%	25%
Students per teacher	17.8	18.8	18.3
Average teacher salary	\$44,874	\$46,010	\$45,264
Amount from Proposition 301	\$2,890	\$2,972	\$3,784
Average years of teacher experience	7.8	8.7	10.9
Percentage of teachers in first 3 years	35%	32%	19%

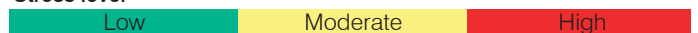
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013

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

Stress level



Owens-Whitney Elementary School District

Mohave County

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

Legislative district(s): 5

District size, location:

Very small, Rural

Students attending:

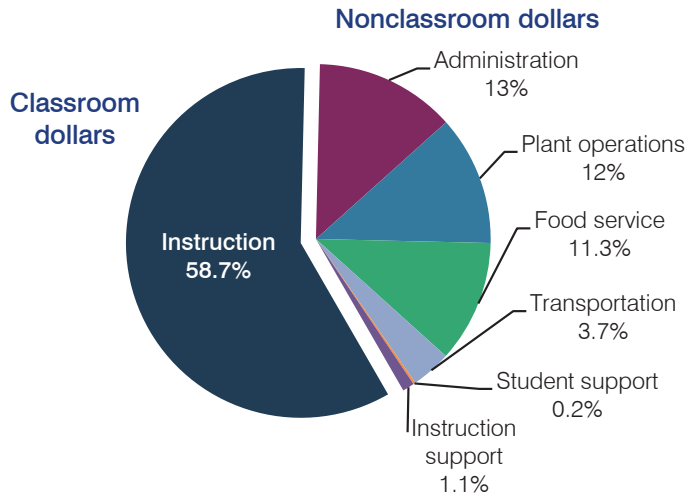
26

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 6 percent. Spending in the classroom varied year to year, decreasing overall from 61.7 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 transportation increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,344	\$2,572	\$746
	Students per administrator	22	30	67
Plant operations	Cost per square foot	\$7.63	\$6.59	\$6.03
	Square footage per student	286	343	153
Food service	Cost per meal equivalent	\$11.25	\$4.93	\$2.58
Transportation	Cost per mile	\$0.32	\$1.64	\$3.55
	Cost per rider	\$1,104	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$16,778	\$18,098	\$15,203	\$7,496	\$10,658
Classroom dollars	9,333	10,632	7,647	4,031	6,520
Nonclassroom dollars:	7,445	7,466	7,556	3,465	4,138
Administration	2,173	2,344	2,572	746	1,138
Plant operations	2,420	2,181	2,148	924	1,015
Food service	1,834	2,043	851	396	412
Transportation	732	677	1,056	369	452
Student support	35	31	548	582	593
Instruction support	251	190	381	448	528

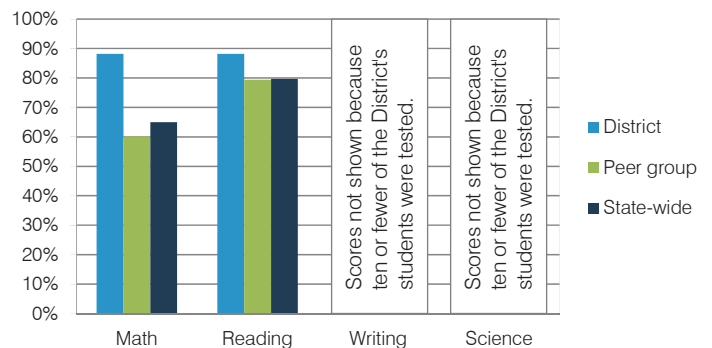
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	19%	19%	25%
Students per teacher	8.7	11.0	18.3
Average teacher salary	\$53,797	\$42,053	\$45,264
Amount from Proposition 301	\$3,100	\$2,981	\$3,784
Average years of teacher experience	21.7	12.6	10.9
Percentage of teachers in first 3 years	33%	11%	19%

Financial stress assessment

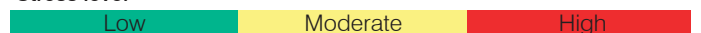
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

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

Stress level



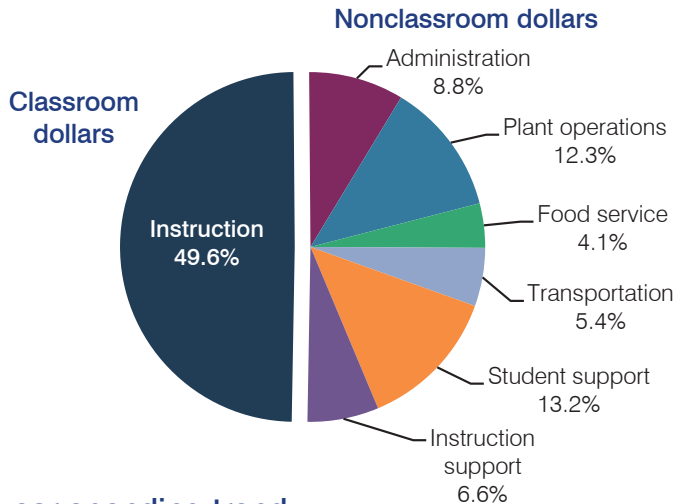
Page Unified School District

Coconino County
 Efficiency peer groups 4 and T-9, Achievement peer group 6
 Legislative district(s): 7

District size, location: Medium-Large, Town
 Students attending: 2,674
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 1 percent. Spending in the classroom decreased from 52.5 to 49.6 percent. Overall, spending on administration and transportation increased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$854	\$764	\$746
	Students per administrator	61	67	67
Plant operations	Cost per square foot	\$4.99	\$5.34	\$6.03
	Square footage per student	239	176	153
Food service	Cost per meal equivalent	\$2.78	\$2.67	\$2.58
Transportation	Cost per mile	\$2.28	\$2.42	\$3.55
	Cost per rider	\$943	\$1,013	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$9,763	\$9,673	\$7,187	\$7,496	\$10,658
Classroom dollars	4,818	4,801	3,779	4,031	6,520
Nonclassroom dollars:	4,945	4,872	3,408	3,465	4,138
Administration	815	854	764	746	1,138
Plant operations	1,310	1,190	921	924	1,015
Food service	385	397	364	396	412
Transportation	456	520	394	369	452
Student support	1,383	1,274	561	582	593
Instruction support	596	637	404	448	528

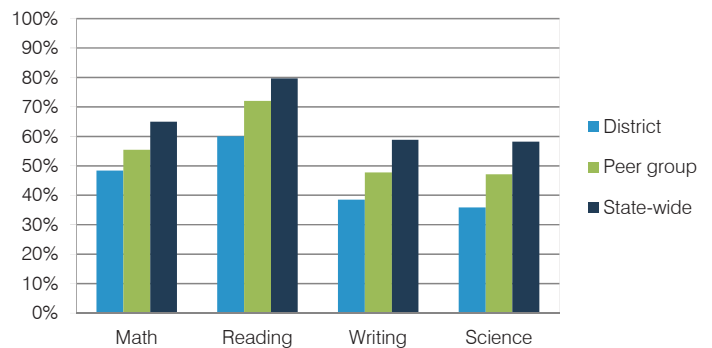
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	94%
Graduation rate (2012)	78%	80%	77%
Poverty rate (2012)	32%	33%	25%
Students per teacher	16.1	15.3	18.3
Average teacher salary	\$44,668	\$43,207	\$45,264
Amount from Proposition 301	\$3,706	\$3,525	\$3,784
Average years of teacher experience	10.1	11.9	10.9
Percentage of teachers in first 3 years	19%	20%	19%

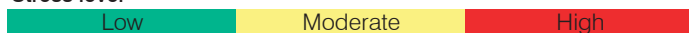
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	Impact Aid Fund reserve
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Compliant

Stress level



Palo Verde Elementary School District

Maricopa County

Efficiency peer groups 10 and T-8, Achievement peer group 19

Legislative district(s): 4 and 13

District size, location:

Small, Rural

Students attending:

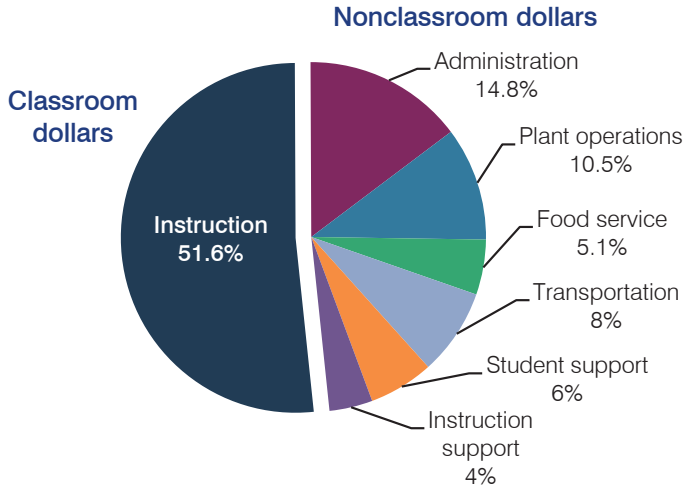
405

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 11 percent. Spending in the classroom varied year to year, increasing overall from 50.4 to 51.6 percent. Overall, spending on instruction support increased substantially, while spending on administration decreased substantially. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,269	\$1,130	\$746
	Students per administrator	48	55	67
Plant operations	Cost per square foot	\$5.45	\$6.14	\$6.03
	Square footage per student	165	157	153
Food service	Cost per meal equivalent	\$2.28	\$2.74	\$2.58
Transportation	Cost per mile	\$2.39	\$2.52	\$3.55
	Cost per rider	\$713	\$797	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,569	\$8,585	\$8,518	\$7,496	\$10,658
Classroom dollars	4,471	4,426	4,624	4,031	6,520
Nonclassroom dollars:	4,098	4,159	3,894	3,465	4,138
Administration	1,218	1,269	1,130	746	1,138
Plant operations	917	899	976	924	1,015
Food service	391	435	511	396	412
Transportation	788	691	537	369	452
Student support	470	517	499	582	593
Instruction support	314	348	241	448	528

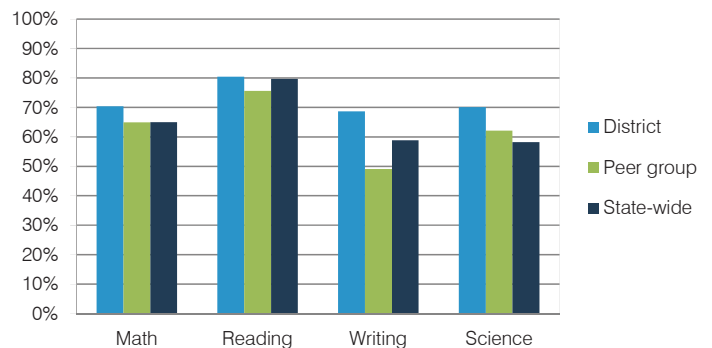
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	30%	30%	25%
Students per teacher	16.2	13.9	18.3
Average teacher salary	\$42,634	\$41,809	\$45,264
Amount from Proposition 301	\$2,512	\$3,665	\$3,784
Average years of teacher experience	9.3	12.3	10.9
Percentage of teachers in first 3 years	19%	12%	19%

Financial stress assessment

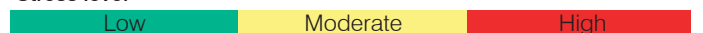
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

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

Stress level



Paloma Elementary School District

Maricopa County

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

Legislative district(s): 4

District size, location:

Very small, Rural

Students attending:

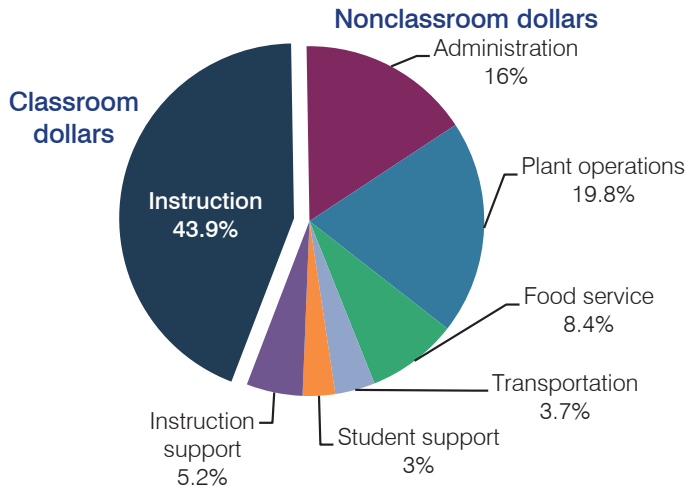
80

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 20 percent. Spending in the classroom varied year to year, decreasing overall from 51.4 to 43.9 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on student support and instruction support increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,191	\$2,572	\$746
	Students per administrator	64	30	67
Plant operations	Cost per square foot	\$14.22	\$6.59	\$6.03
	Square footage per student	191	343	153
Food service	Cost per meal equivalent	\$3.73	\$4.93	\$2.58
Transportation	Cost per mile	\$2.05	\$1.64	\$3.55
	Cost per rider	\$543	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$13,946	\$13,680	\$15,203	\$7,496	\$10,658
Classroom dollars	6,444	6,007	7,647	4,031	6,520
Nonclassroom dollars:	7,502	7,673	7,556	3,465	4,138
Administration	2,406	2,191	2,572	746	1,138
Plant operations	3,138	2,710	2,148	924	1,015
Food service	1,108	1,150	851	396	412
Transportation	341	501	1,056	369	452
Student support	256	412	548	582	593
Instruction support	253	709	381	448	528

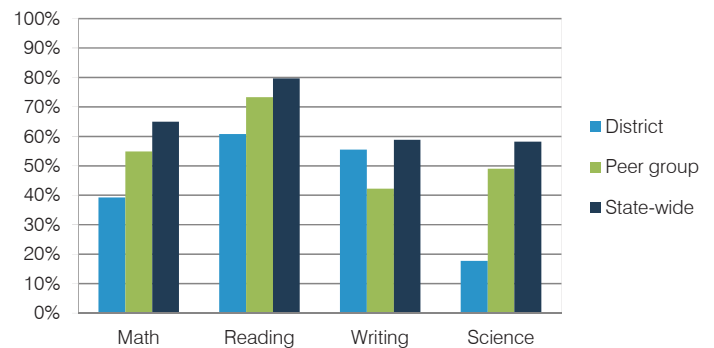
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	46%	52%	25%
Students per teacher	16.0	12.4	18.3
Average teacher salary	\$39,399	\$46,086	\$45,264
Amount from Proposition 301	\$3,048	\$2,755	\$3,784
Average years of teacher experience	9.6	11.5	10.9
Percentage of teachers in first 3 years	40%	16%	19%

Financial stress assessment

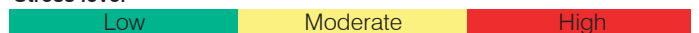
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

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

Stress level



Palominas Elementary School District

Cochise County

Efficiency peer groups 9 and T-8, Achievement peer group 19

Legislative district(s): 14

District size, location:

Medium, Rural

Students attending:

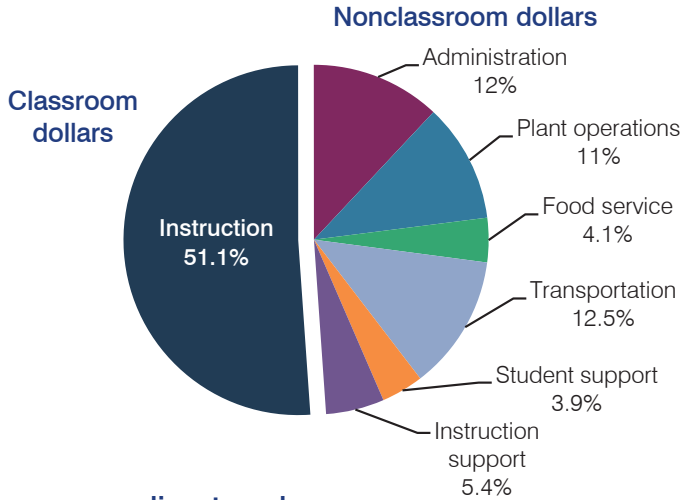
1,005

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 55.9 to 51.1 percent. Overall, spending on instruction support increased substantially and spending on administration and transportation increased. Spending on student support decreased slightly and spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$973	\$883	\$746
	Students per administrator	69	65	67
Plant operations	Cost per square foot	\$6.95	\$6.31	\$6.03
	Square footage per student	129	135	153
Food service	Cost per meal equivalent	\$2.59	\$2.63	\$2.58
Transportation	Cost per mile	\$2.11	\$2.52	\$3.55
	Cost per rider	\$811	\$797	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,779	\$8,126	\$7,185	\$7,496	\$10,658
Classroom dollars	3,911	4,152	3,621	4,031	6,520
Nonclassroom dollars:	3,868	3,974	3,564	3,465	4,138
Administration	923	973	883	746	1,138
Plant operations	909	898	836	924	1,015
Food service	308	332	535	396	412
Transportation	941	1,013	431	369	452
Student support	382	319	435	582	593
Instruction support	405	439	444	448	528

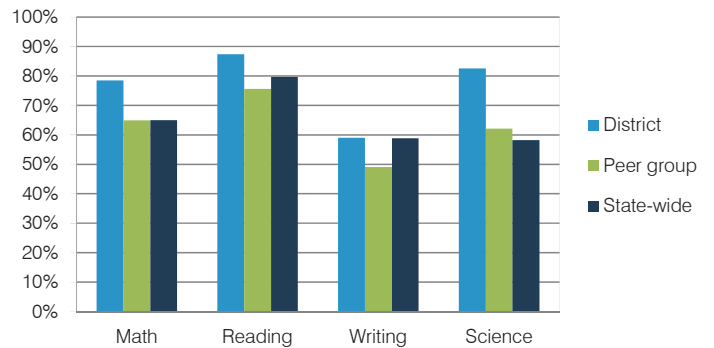
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	31%	30%	25%
Students per teacher	15.2	13.9	18.3
Average teacher salary	\$35,104	\$41,809	\$45,264
Amount from Proposition 301	\$2,514	\$3,665	\$3,784
Average years of teacher experience	12.0	12.3	10.9
Percentage of teachers in first 3 years	13%	12%	19%

Financial stress assessment

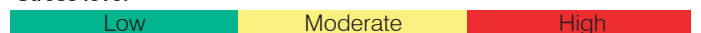
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

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

Stress level



Paradise Valley Unified School District

Maricopa County

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

Legislative district(s): 15, 20, 23 and 28

District size, location:

Very large, City

Students attending:

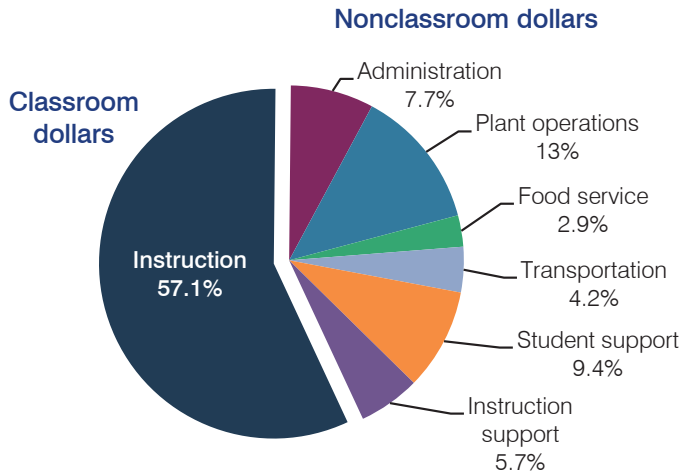
31,561

Number of schools:

47

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 1 percent. Spending in the classroom decreased overall from 60.8 to 57.1 percent. Overall, spending on plant operations increased substantially, spending on student support increased, and spending on administration and transportation increased slightly. Spending on instruction support decreased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$567	\$640	\$746
	Students per administrator	76	80	67
Plant operations	Cost per square foot	\$6.00	\$5.91	\$6.03
	Square footage per student	160	145	153
Food service	Cost per meal equivalent	\$2.15	\$2.62	\$2.58
Transportation	Cost per mile	\$3.91	\$3.41	\$3.55
	Cost per rider	\$1,266	\$1,047	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,907	\$7,365	\$7,185	\$7,496	\$10,658
Classroom dollars	3,851	4,208	4,074	4,031	6,520
Nonclassroom dollars:	3,056	3,157	3,111	3,465	4,138
Administration	600	567	640	746	1,138
Plant operations	890	958	855	924	1,015
Food service	234	212	325	396	412
Transportation	288	311	346	369	452
Student support	624	692	571	582	593
Instruction support	420	417	374	448	528

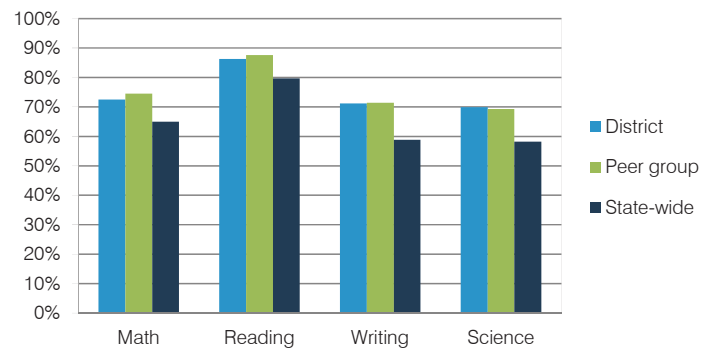
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	20	43%
B	15	32%
C	8	17%
D	1	2%
F	0	0%
Not rated	3	6%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	88%	88%	77%
Poverty rate (2012)	17%	14%	25%
Students per teacher	21.1	18.3	18.3
Average teacher salary	\$52,533	\$44,386	\$45,264
Amount from Proposition 301	\$5,240	\$4,054	\$3,784
Average years of teacher experience	13.5	11.0	10.9
Percentage of teachers in first 3 years	13%	16%	19%

Financial stress assessment

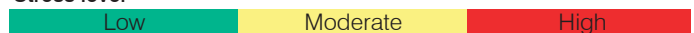
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.3%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



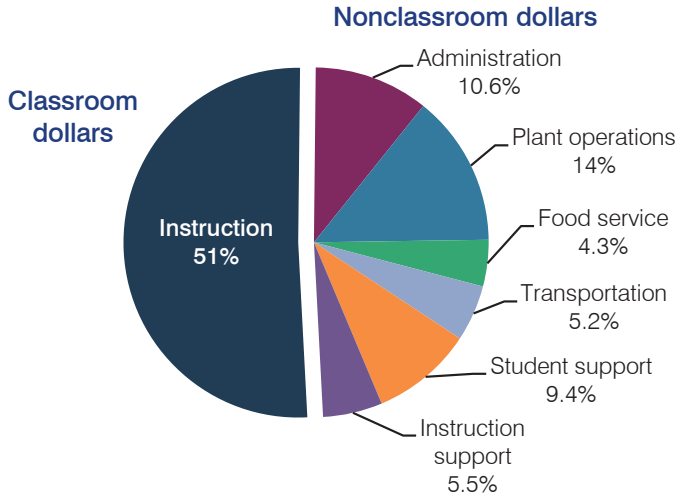
Parker Unified School District

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

District size, location: Medium, Town
 Students attending: 1,897
 Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 10 percent. Spending in the classroom varied year to year, decreasing overall from 53.8 to 51 percent. Overall, spending on plant operations increased and spending on administration and transportation increased slightly. Spending on food service decreased slightly, while spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$886	\$1,077	\$746
	Students per administrator	62	56	67
Plant operations	Cost per square foot	\$6.03	\$4.83	\$6.03
	Square footage per student	193	260	153
Food service	Cost per meal equivalent	\$2.52	\$3.14	\$2.58
Transportation	Cost per mile	\$2.82	\$2.52	\$3.55
	Cost per rider	\$741	\$797	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,204	\$8,347	\$8,465	\$7,496	\$10,658
Classroom dollars	4,288	4,260	4,259	4,031	6,520
Nonclassroom dollars:	3,916	4,087	4,206	3,465	4,138
Administration	827	886	1,077	746	1,138
Plant operations	1,061	1,163	1,237	924	1,015
Food service	343	361	419	396	412
Transportation	447	436	535	369	452
Student support	744	785	630	582	593
Instruction support	494	456	308	448	528

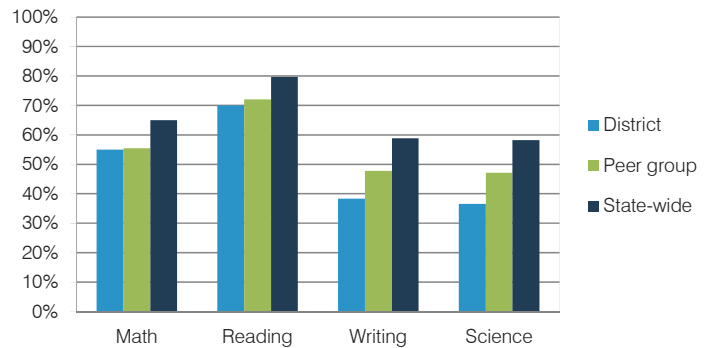
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	17%
C	4	66%
D	0	0%
F	0	0%
Not rated	1	17%

Students who met state standards (AIMS)



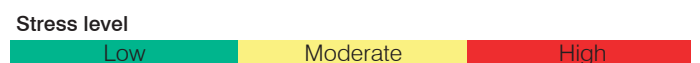
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	94%
Graduation rate (2012)	69%	80%	77%
Poverty rate (2012)	34%	33%	25%
Students per teacher	17.1	15.3	18.3
Average teacher salary	\$42,827	\$43,207	\$45,264
Amount from Proposition 301	\$4,612	\$3,525	\$3,784
Average years of teacher experience	11.0	11.9	10.9
Percentage of teachers in first 3 years	23%	20%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013	Assessment
Number of students attending district	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.3%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



Patagonia Elementary School District

Santa Cruz County

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

Legislative district(s): 2

District size, location:

Very small, Rural

Students attending:

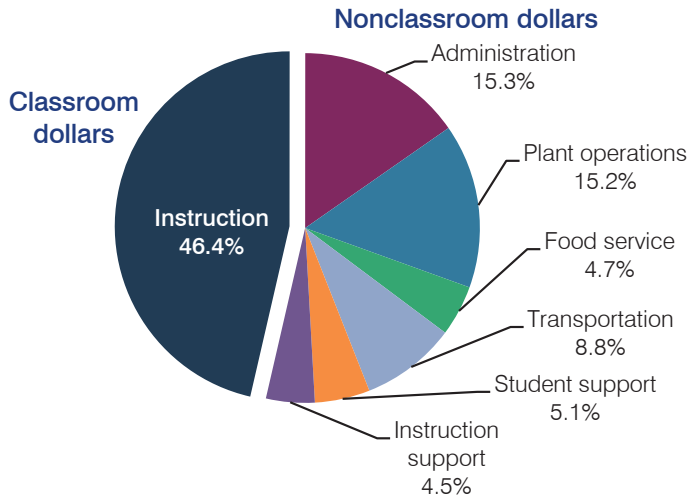
84

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 10 percent. Spending in the classroom increased overall from 46 to 46.4 percent. Spending on most nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on administration and transportation decreased substantially, while spending on student support increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,861	\$2,572	\$746
	Students per administrator	44	30	67
Plant operations	Cost per square foot	\$5.22	\$6.59	\$6.03
	Square footage per student	547	343	153
Food service	Cost per meal equivalent	\$4.61	\$4.93	\$2.58
Transportation	Cost per mile	\$1.38	\$1.64	\$3.55
	Cost per rider	\$1,513	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$18,607	\$18,743	\$15,203	\$7,496	\$10,658
Classroom dollars	8,913	8,691	7,647	4,031	6,520
Nonclassroom dollars:	9,694	10,052	7,556	3,465	4,138
Administration	2,854	2,861	2,572	746	1,138
Plant operations	2,999	2,855	2,148	924	1,015
Food service	910	881	851	396	412
Transportation	1,812	1,658	1,056	369	452
Student support	542	955	548	582	593
Instruction support	577	842	381	448	528

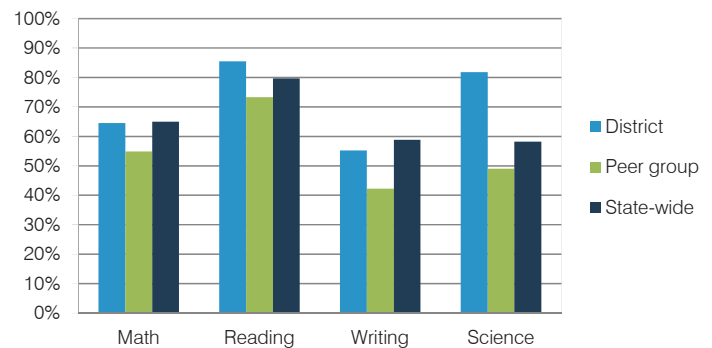
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	48%	52%	25%
Students per teacher	9.3	12.4	18.3
Average teacher salary	\$35,443	\$46,086	\$45,264
Amount from Proposition 301	\$2,881	\$2,755	\$3,784
Average years of teacher experience	10.3	11.5	10.9
Percentage of teachers in first 3 years	41%	16%	19%

Financial stress assessment

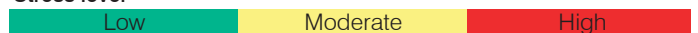
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

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

Stress level



Patagonia Union High School District

Santa Cruz County

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

Legislative district(s): 2

District size, location:

Very small, Rural

Students attending:

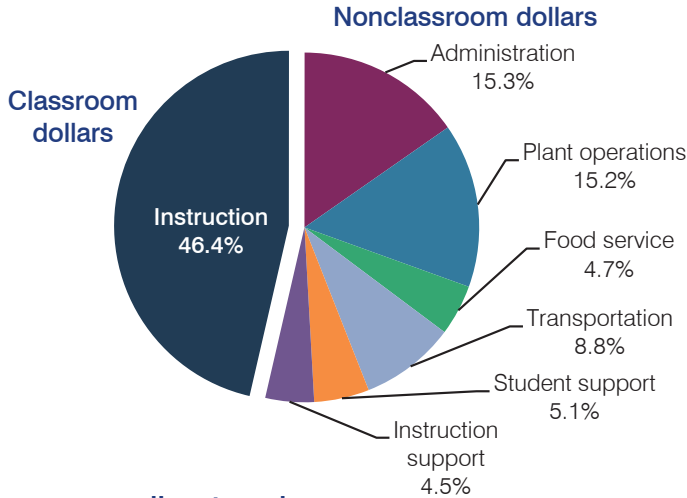
68

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 10 percent. Spending in the classroom increased overall from 46 to 46.4 percent. Spending on most nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on administration and transportation decreased substantially, while spending on student support increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,861	\$2,572	\$746
	Students per administrator	44	30	67
Plant operations	Cost per square foot	\$5.22	\$6.59	\$6.03
	Square footage per student	547	343	153
Food service	Cost per meal equivalent	\$4.61	\$4.93	\$2.58
Transportation	Cost per mile	\$1.38	\$1.64	\$3.55
	Cost per rider	\$1,513	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$18,607	\$18,743	\$15,203	\$7,496	\$10,658
Classroom dollars	8,913	8,691	7,647	4,031	6,520
Nonclassroom dollars:	9,694	10,052	7,556	3,465	4,138
Administration	2,854	2,861	2,572	746	1,138
Plant operations	2,999	2,855	2,148	924	1,015
Food service	910	881	851	396	412
Transportation	1,812	1,658	1,056	369	452
Student support	542	955	548	582	593
Instruction support	577	842	381	448	528

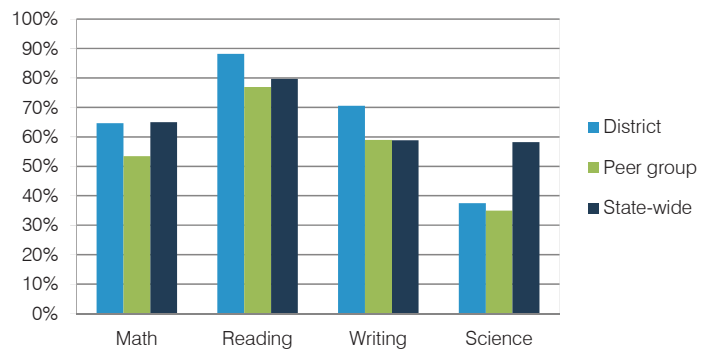
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	94%
Graduation rate (2012)	71%	74%	77%
Poverty rate (2012)	24%	25%	25%
Students per teacher	9.3	16.6	18.3
Average teacher salary	\$35,443	\$44,454	\$45,264
Amount from Proposition 301	\$2,881	\$5,749	\$3,784
Average years of teacher experience	10.3	11.4	10.9
Percentage of teachers in first 3 years	41%	21%	19%

Financial stress assessment

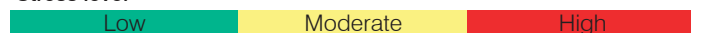
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

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

Stress level



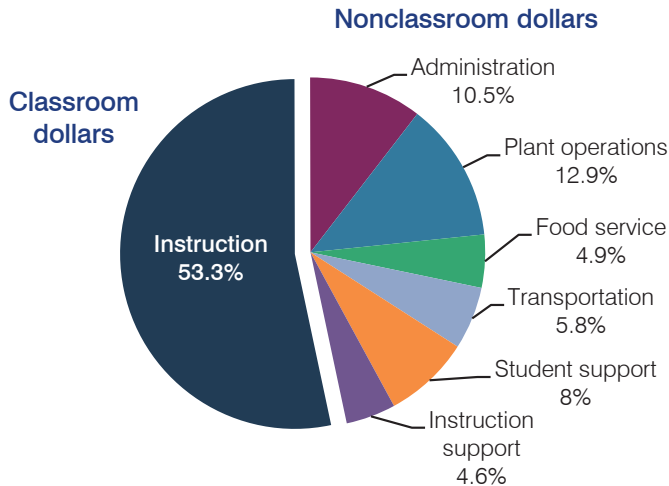
Payson Unified School District

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

District size, location: Medium-Large, Town
 Students attending: 2,290
 Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil returned to 2008 levels, but spending in the classroom decreased from 58.3 to 53.3 percent. Overall, spending on administration, plant operations, and transportation increased. Spending on most other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$818	\$764	\$746
	Students per administrator	54	67	67
Plant operations	Cost per square foot	\$5.73	\$5.34	\$6.03
	Square footage per student	176	176	153
Food service	Cost per meal equivalent	\$3.79	\$2.67	\$2.58
Transportation	Cost per mile	\$3.24	\$2.42	\$3.55
	Cost per rider	\$1,257	\$1,013	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,886	\$7,797	\$7,187	\$7,496	\$10,658
Classroom dollars	4,365	4,155	3,779	4,031	6,520
Nonclassroom dollars:	3,521	3,642	3,408	3,465	4,138
Administration	729	818	764	746	1,138
Plant operations	1,009	1,009	921	924	1,015
Food service	366	380	364	396	412
Transportation	429	454	394	369	452
Student support	669	623	561	582	593
Instruction support	319	358	404	448	528

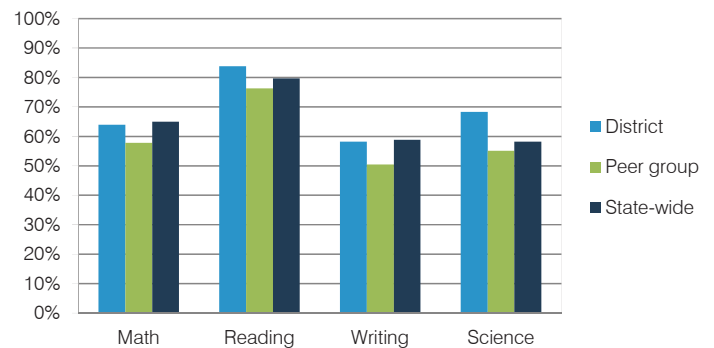
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	4	80%
C	0	0%
D	0	0%
F	0	0%
Not rated	1	20%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2012)	81%	83%	77%
Poverty rate (2012)	24%	24%	25%
Students per teacher	18.5	16.6	18.3
Average teacher salary	\$46,200	\$41,866	\$45,264
Amount from Proposition 301	\$4,730	\$4,192	\$3,784
Average years of teacher experience	12.5	11.7	10.9
Percentage of teachers in first 3 years	9%	16%	19%

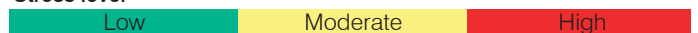
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013

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

Stress level



Peach Springs Unified School District

Mohave County

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

Legislative district(s): 7

District size, location:

Very small, Rural

Students attending:

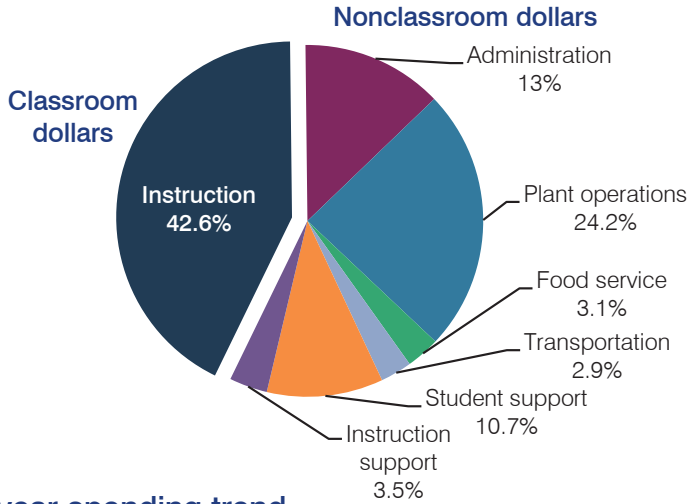
182

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 37 percent. Spending in the classroom varied year to year, decreasing overall from 53.7 to 42.6 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations, student support, and instruction support increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,362	\$2,572	\$746
	Students per administrator	46	30	67
Plant operations	Cost per square foot	\$7.70	\$6.59	\$6.03
	Square footage per student	575	343	153
Food service	Cost per meal equivalent	\$3.27	\$4.93	\$2.58
Transportation	Cost per mile	\$3.54	\$1.64	\$3.55
	Cost per rider	\$778	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$19,056	\$18,252	\$15,203	\$7,496	\$10,658
Classroom dollars	8,357	7,774	7,647	4,031	6,520
Nonclassroom dollars:	10,699	10,478	7,556	3,465	4,138
Administration	3,308	2,362	2,572	746	1,138
Plant operations	3,385	4,422	2,148	924	1,015
Food service	552	566	851	396	412
Transportation	778	534	1,056	369	452
Student support	2,105	1,958	548	582	593
Instruction support	571	636	381	448	528

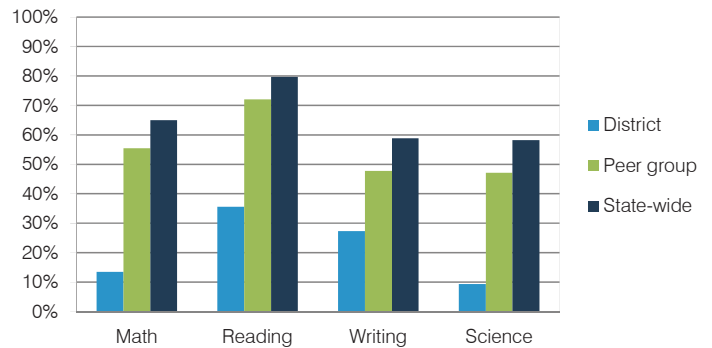
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	89%	93%	94%
Graduation rate (2012)	N/A	80%	77%
Poverty rate (2012)	36%	33%	25%
Students per teacher	11.8	15.3	18.3
Average teacher salary	\$57,259	\$43,207	\$45,264
Amount from Proposition 301	\$3,886	\$3,525	\$3,784
Average years of teacher experience	11.9	11.9	10.9
Percentage of teachers in first 3 years	12%	20%	19%

Financial stress assessment

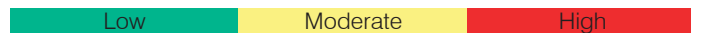
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
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



Pearce Elementary School District

Cochise County

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

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

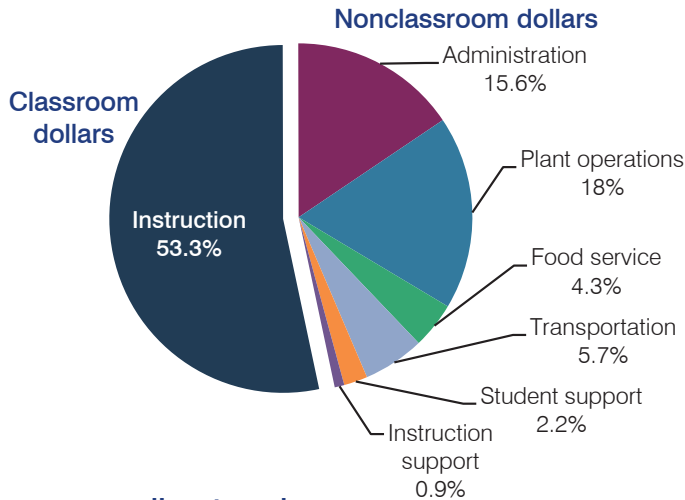
94

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 3 percent. Spending in the classroom varied year to year, decreasing overall from 55.3 to 53.3 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations increased substantially, while spending on instruction support decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,179	\$2,572	\$746
	Students per administrator	29	30	67
Plant operations	Cost per square foot	\$8.13	\$6.59	\$6.03
	Square footage per student	311	343	153
Food service	Cost per meal equivalent	\$3.44	\$4.93	\$2.58
Transportation	Cost per mile	\$1.36	\$1.64	\$3.55
	Cost per rider	\$772	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$14,879	\$14,002	\$15,203	\$7,496	\$10,658
Classroom dollars	8,635	7,463	7,647	4,031	6,520
Nonclassroom dollars:	6,244	6,539	7,556	3,465	4,138
Administration	2,414	2,179	2,572	746	1,138
Plant operations	1,905	2,527	2,148	924	1,015
Food service	682	601	851	396	412
Transportation	1,048	794	1,056	369	452
Student support	21	309	548	582	593
Instruction support	174	129	381	448	528

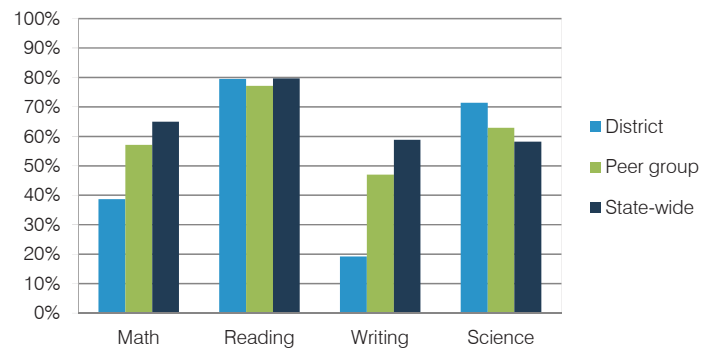
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	23%	24%	25%
Students per teacher	9.4	12.4	18.3
Average teacher salary	\$48,432	\$45,242	\$45,264
Amount from Proposition 301	\$3,253	\$2,827	\$3,784
Average years of teacher experience	16.3	13.6	10.9
Percentage of teachers in first 3 years	0%	12%	19%

Financial stress assessment

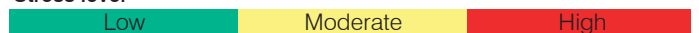
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

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

Stress level



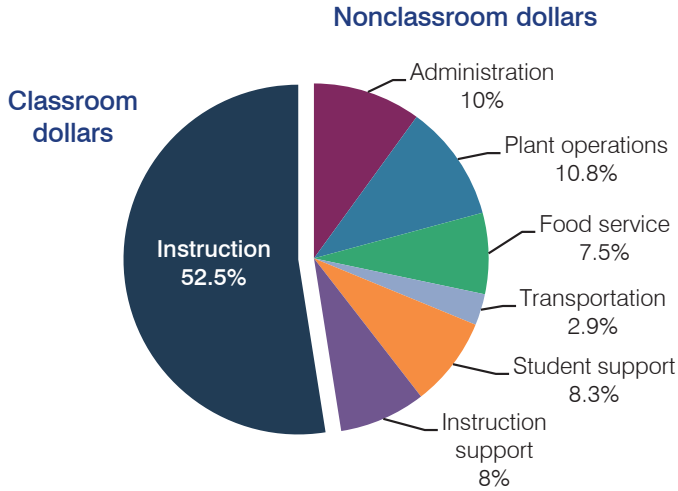
Pendergast Elementary School District

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

District size, location: Large, City
 Students attending: 9,283
 Number of schools: 14

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 3 percent. Spending in the classroom decreased from 56.3 to 52.5 percent. Overall, spending on plant operations and instruction support increased and spending on food service and student support increased slightly. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$695	\$664	\$746
	Students per administrator	82	76	67
Plant operations	Cost per square foot	\$6.04	\$6.19	\$6.03
	Square footage per student	124	130	153
Food service	Cost per meal equivalent	\$2.55	\$2.52	\$2.58
Transportation	Cost per mile	\$5.05	\$4.05	\$3.55
	Cost per rider	\$1,301	\$1,000	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,631	\$6,970	\$7,109	\$7,496	\$10,658
Classroom dollars	3,592	3,661	3,883	4,031	6,520
Nonclassroom dollars:	3,039	3,309	3,226	3,465	4,138
Administration	684	695	664	746	1,138
Plant operations	664	751	766	924	1,015
Food service	492	526	501	396	412
Transportation	198	200	298	369	452
Student support	519	580	520	582	593
Instruction support	482	557	477	448	528

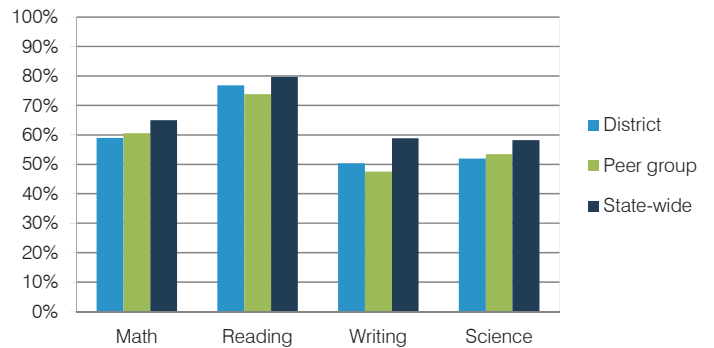
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	7%
B	8	57%
C	3	22%
D	0	0%
F	0	0%
Not rated	2	14%

Students who met state standards (AIMS)



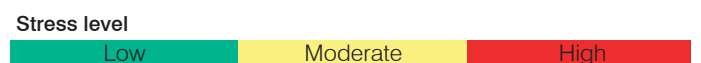
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	27%	25%	25%
Students per teacher	20.0	19.1	18.3
Average teacher salary	\$44,998	\$40,312	\$45,264
Amount from Proposition 301	\$2,453	\$3,530	\$3,784
Average years of teacher experience	9.0	7.4	10.9
Percentage of teachers in first 3 years	22%	31%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Peoria Unified School District

Maricopa County

Efficiency peer groups 1 and T-5, Achievement peer group 2

Legislative district(s): 20, 21, 22 and 29

District size, location:

Very large, Suburb

Students attending:

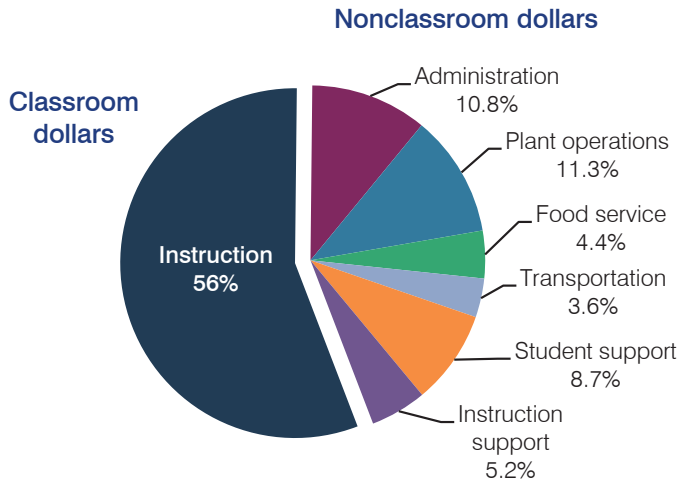
35,187

Number of schools:

40

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 4 percent. Spending in the classroom varied year to year, decreasing overall from 59.8 to 56 percent. Spending on administration increased substantially and spending on food service increased slightly. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$723	\$640	\$746
	Students per administrator	90	80	67
Plant operations	Cost per square foot	\$5.67	\$5.91	\$6.03
	Square footage per student	134	145	153
Food service	Cost per meal equivalent	\$2.59	\$2.62	\$2.58
Transportation	Cost per mile	\$3.35	\$3.54	\$3.55
	Cost per rider	\$1,131	\$1,359	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,814	\$6,708	\$7,185	\$7,496	\$10,658
Classroom dollars	3,924	3,756	4,074	4,031	6,520
Nonclassroom dollars:	2,890	2,952	3,111	3,465	4,138
Administration	596	723	640	746	1,138
Plant operations	795	758	855	924	1,015
Food service	284	298	325	396	412
Transportation	226	240	346	369	452
Student support	628	582	571	582	593
Instruction support	361	351	374	448	528

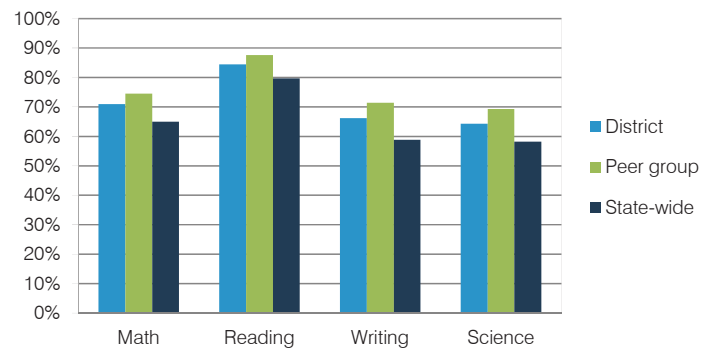
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	7	17%
B	22	55%
C	9	22%
D	1	3%
F	0	0%
Not rated	1	3%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	93%	88%	77%
Poverty rate (2012)	15%	14%	25%
Students per teacher	18.1	18.3	18.3
Average teacher salary	\$41,092	\$44,386	\$45,264
Amount from Proposition 301	\$4,378	\$4,054	\$3,784
Average years of teacher experience	10.0	11.0	10.9
Percentage of teachers in first 3 years	17%	16%	19%

Financial stress assessment

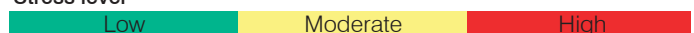
Overall financial stress level: **Moderate**

Measure: 2011 through 2013

Assessment

Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	1.0%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

Stress level



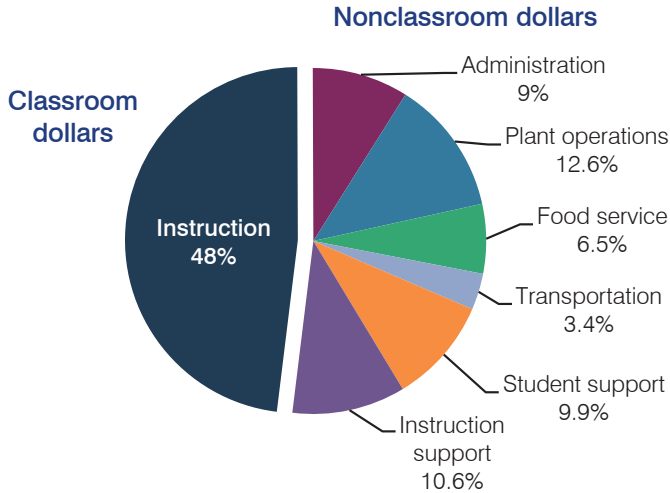
Phoenix Elementary School District

Maricopa County
 Efficiency peer groups 8 and T-1, Achievement peer group 15
 Legislative district(s): 24, 27 and 30

District size, location: Medium-Large, City
 Students attending: 6,811
 Number of schools: 14

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 8 percent. Spending in the classroom decreased from 56.3 to 48 percent. Overall, spending on instruction support increased substantially and spending on administration, plant operations, food service, and student support increased. Spending on transportation remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$857	\$791	\$746
	Students per administrator	54	69	67
Plant operations	Cost per square foot	\$7.22	\$6.28	\$6.03
	Square footage per student	166	138	153
Food service	Cost per meal equivalent	\$2.35	\$2.54	\$2.58
Transportation	Cost per mile	\$6.73	\$6.28	\$3.55
	Cost per rider	\$1,089	\$582	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$9,542	\$9,494	\$7,193	\$7,496	\$10,658
Classroom dollars	4,660	4,556	3,672	4,031	6,520
Nonclassroom dollars:	4,882	4,938	3,521	3,465	4,138
Administration	864	857	791	746	1,138
Plant operations	1,225	1,198	842	924	1,015
Food service	569	614	541	396	412
Transportation	327	321	273	369	452
Student support	822	938	541	582	593
Instruction support	1,075	1,010	533	448	528

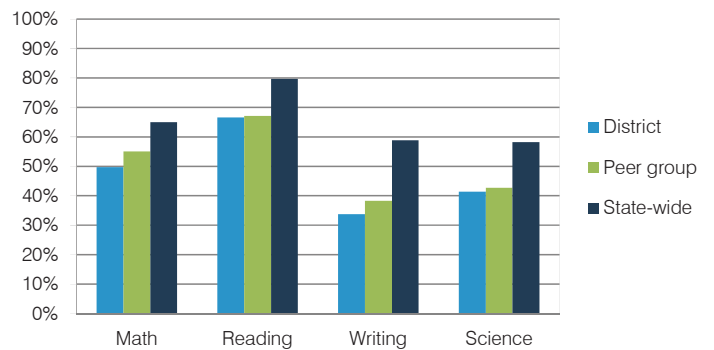
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	2	14%
B	2	14%
C	8	58%
D	2	14%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



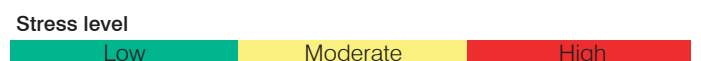
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	61%	50%	25%
Students per teacher	14.5	18.8	18.3
Average teacher salary	\$38,050	\$46,010	\$45,264
Amount from Proposition 301	\$2,000	\$2,972	\$3,784
Average years of teacher experience	10.5	8.7	10.9
Percentage of teachers in first 3 years	26%	32%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	2011, isolated
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.7%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



Phoenix Union High School District

Maricopa County

Efficiency peer groups 1 and T-5, Achievement peer group 9

Legislative district(s): 19, 24, 27, 28, 29 and 30

District size, location:

Very large, City

Students attending:

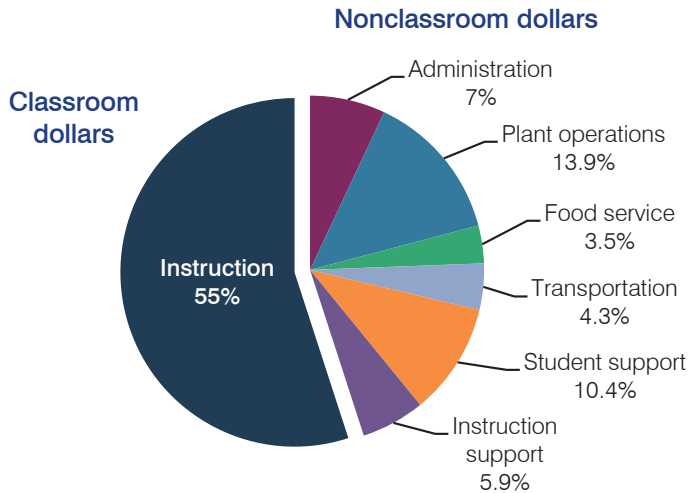
25,471

Number of schools:

15

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 56.1 to 55 percent. Overall, spending on plant operations increased and spending on food service increased slightly. Spending on administration decreased, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$676	\$640	\$746
	Students per administrator	38	80	67
Plant operations	Cost per square foot	\$7.89	\$5.91	\$6.03
	Square footage per student	168	145	153
Food service	Cost per meal equivalent	\$2.45	\$2.62	\$2.58
Transportation	Cost per mile	\$5.42	\$3.54	\$3.55
	Cost per rider	\$722	\$1,359	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$9,477	\$9,578	\$7,185	\$7,496	\$10,658
Classroom dollars	5,162	5,268	4,074	4,031	6,520
Nonclassroom dollars:	4,315	4,310	3,111	3,465	4,138
Administration	707	676	640	746	1,138
Plant operations	1,357	1,329	855	924	1,015
Food service	323	341	325	396	412
Transportation	407	408	346	369	452
Student support	1,024	998	571	582	593
Instruction support	497	558	374	448	528

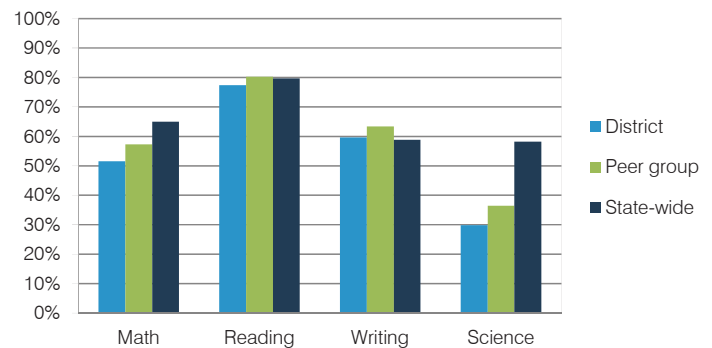
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	2	13%
B	4	27%
C	7	47%
D	0	0%
F	0	0%
Not rated	2	13%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	76%	79%	77%
Poverty rate (2012)	36%	31%	25%
Students per teacher	17.8	20.7	18.3
Average teacher salary	\$57,235	\$50,204	\$45,264
Amount from Proposition 301	\$4,938	\$5,719	\$3,784
Average years of teacher experience	12.6	11.3	10.9
Percentage of teachers in first 3 years	7%	16%	19%

Financial stress assessment

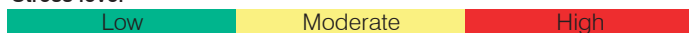
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

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

Stress level



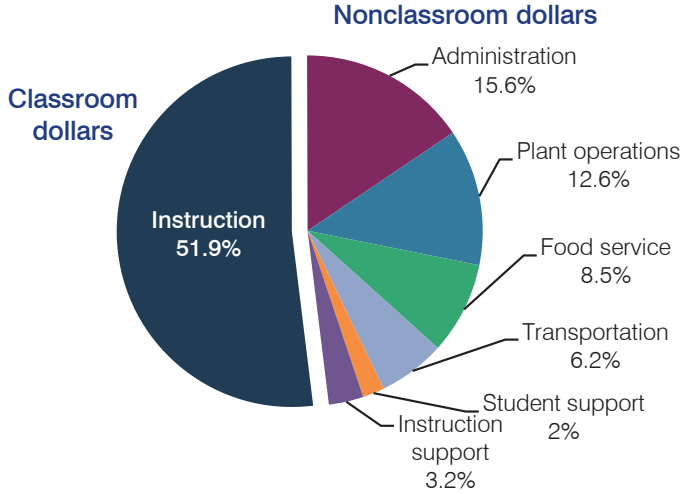
Picacho Elementary School District

Pinal County
 Efficiency peer groups 11 and T-11, Achievement peer group 18
 Legislative district(s): 8 and 11

District size, location: Very small, Rural
 Students attending: 194
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 19 percent. Spending in the classroom varied year to year, decreasing from 57.9 to 51.9 percent. Spending on nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration, plant operations, and instruction support increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,210	\$2,572	\$746
	Students per administrator	71	30	67
Plant operations	Cost per square foot	\$7.66	\$6.59	\$6.03
	Square footage per student	128	343	153
Food service	Cost per meal equivalent	\$2.81	\$4.93	\$2.58
Transportation	Cost per mile	\$2.32	\$1.64	\$3.55
	Cost per rider	\$474	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,566	\$7,756	\$15,203	\$7,496	\$10,658
Classroom dollars	4,480	4,026	7,647	4,031	6,520
Nonclassroom dollars:	4,086	3,730	7,556	3,465	4,138
Administration	1,178	1,210	2,572	746	1,138
Plant operations	1,088	981	2,148	924	1,015
Food service	772	660	851	396	412
Transportation	527	478	1,056	369	452
Student support	345	153	548	582	593
Instruction support	176	248	381	448	528

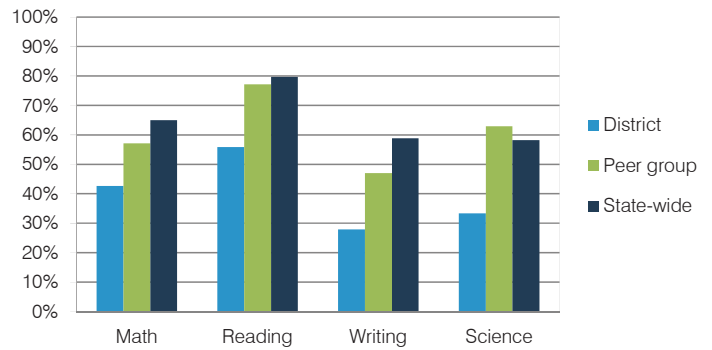
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



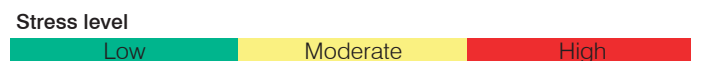
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	22%	24%	25%
Students per teacher	17.7	12.4	18.3
Average teacher salary	\$43,242	\$45,242	\$45,264
Amount from Proposition 301	\$2,788	\$2,827	\$3,784
Average years of teacher experience	16.7	13.6	10.9
Percentage of teachers in first 3 years	11%	12%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	Operating only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.7%, Increasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Marginally compliant



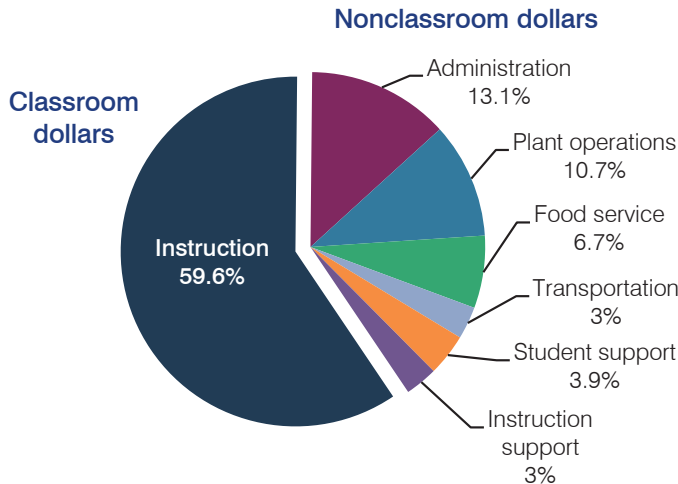
Pima Unified School District

Graham County
 Efficiency peer groups 5 and T-7, Achievement peer group 4
 Legislative district(s): 14

District size, location: Medium, Rural
 Students attending: 741
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 22 percent. Spending in the classroom varied year to year, decreasing overall from 60.4 to 59.6 percent. Overall, spending on administration increased and spending on food service increased slightly. Spending on instruction support decreased substantially, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$828	\$1,077	\$746
	Students per administrator	74	56	67
Plant operations	Cost per square foot	\$4.58	\$4.83	\$6.03
	Square footage per student	148	260	153
Food service	Cost per meal equivalent	\$4.05	\$3.14	\$2.58
Transportation	Cost per mile	\$3.24	\$3.06	\$3.55
	Cost per rider	\$593	\$677	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,151	\$6,325	\$8,465	\$7,496	\$10,658
Classroom dollars	4,093	3,768	4,259	4,031	6,520
Nonclassroom dollars:	3,058	2,557	4,206	3,465	4,138
Administration	1,017	828	1,077	746	1,138
Plant operations	757	679	1,237	924	1,015
Food service	488	427	419	396	412
Transportation	222	190	535	369	452
Student support	245	247	630	582	593
Instruction support	329	186	308	448	528

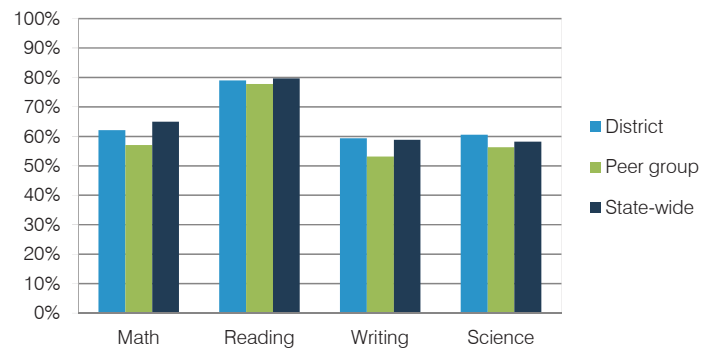
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2012)	93%	82%	77%
Poverty rate (2012)	19%	15%	25%
Students per teacher	17.0	16.5	18.3
Average teacher salary	\$34,664	\$40,197	\$45,264
Amount from Proposition 301	\$4,488	\$4,027	\$3,784
Average years of teacher experience	12.6	11.1	10.9
Percentage of teachers in first 3 years	29%	15%	19%

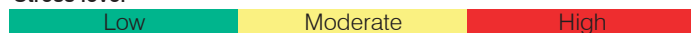
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

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

Stress level



Pine Strawberry Elementary School District

Gila County

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

Legislative district(s): 6

District size, location:

Very small, Rural

Students attending:

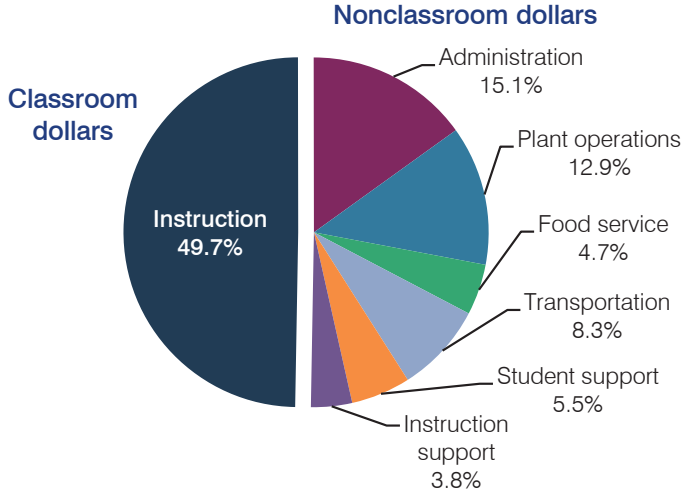
109

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 36 percent. Spending in the classroom varied year to year, decreasing overall from 50.7 to 49.7 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on transportation increased and spending on instruction support decreased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,474	\$2,572	\$746
	Students per administrator	22	30	67
Plant operations	Cost per square foot	\$4.85	\$6.59	\$6.03
	Square footage per student	610	343	153
Food service	Cost per meal equivalent	\$7.31	\$4.93	\$2.58
Transportation	Cost per mile	\$3.82	\$1.64	\$3.55
	Cost per rider	\$2,959	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$19,690	\$23,005	\$15,203	\$7,496	\$10,658
Classroom dollars	10,221	11,431	7,647	4,031	6,520
Nonclassroom dollars:	9,469	11,574	7,556	3,465	4,138
Administration	2,870	3,474	2,572	746	1,138
Plant operations	2,382	2,959	2,148	924	1,015
Food service	895	1,076	851	396	412
Transportation	1,492	1,921	1,056	369	452
Student support	968	1,276	548	582	593
Instruction support	862	868	381	448	528

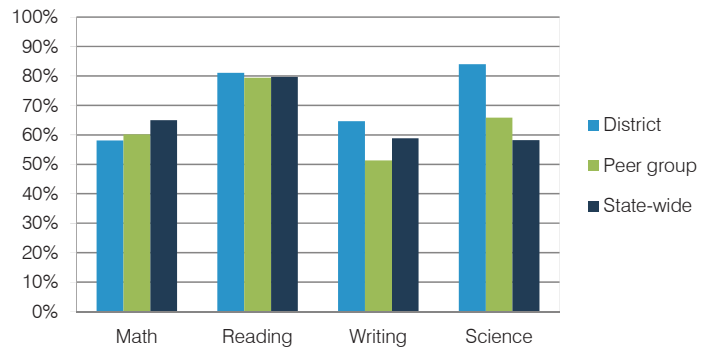
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	21%	19%	25%
Students per teacher	6.8	11.0	18.3
Average teacher salary	\$46,124	\$42,053	\$45,264
Amount from Proposition 301	\$2,692	\$2,981	\$3,784
Average years of teacher experience	9.1	12.6	10.9
Percentage of teachers in first 3 years	6%	11%	19%

Financial stress assessment

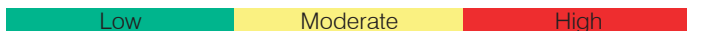
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

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

Stress level



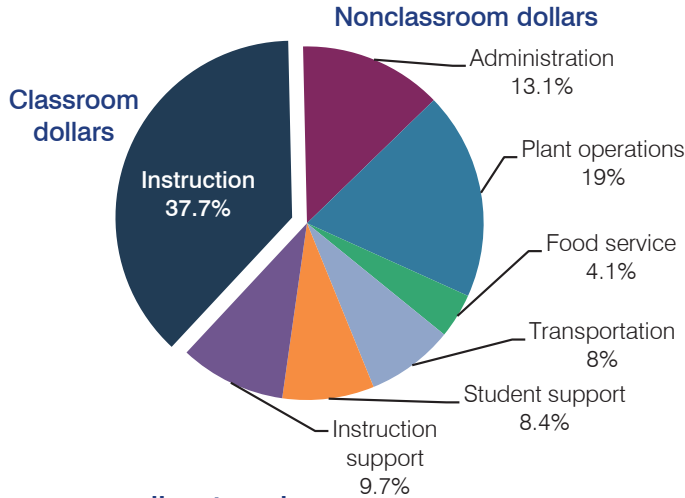
Pinon Unified School District

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

District size, location: Medium, Rural
 Students attending: 1,259
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 5 percent. Spending in the classroom varied year to year, decreasing overall from 42.1 to 37.7 percent. Overall, spending on instruction support increased substantially and spending on administration and plant operations increased. Spending on food service decreased slightly and spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,795	\$1,077	\$746
	Students per administrator	28	56	67
Plant operations	Cost per square foot	\$9.58	\$4.83	\$6.03
	Square footage per student	273	260	153
Food service	Cost per meal equivalent	\$2.25	\$3.14	\$2.58
Transportation	Cost per mile	\$3.18	\$1.97	\$3.55
	Cost per rider	\$1,944	\$1,010	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$13,984	\$13,757	\$8,465	\$7,496	\$10,658
Classroom dollars	5,434	5,192	4,259	4,031	6,520
Nonclassroom dollars:	8,550	8,565	4,206	3,465	4,138
Administration	1,861	1,795	1,077	746	1,138
Plant operations	2,625	2,619	1,237	924	1,015
Food service	622	568	419	396	412
Transportation	1,086	1,100	535	369	452
Student support	982	1,149	630	582	593
Instruction support	1,374	1,334	308	448	528

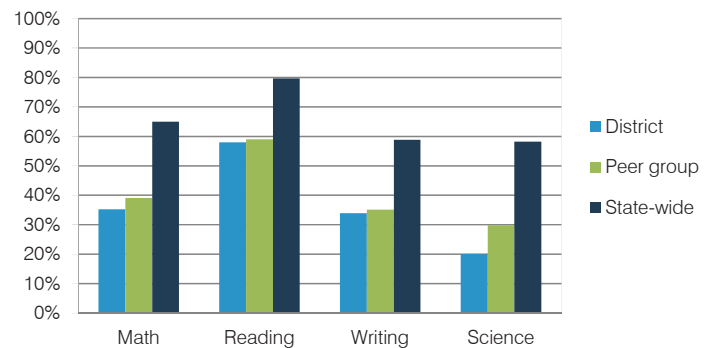
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	92%	94%
Graduation rate (2012)	65%	69%	77%
Poverty rate (2012)	48%	42%	25%
Students per teacher	14.1	15.1	18.3
Average teacher salary	\$45,563	\$42,614	\$45,264
Amount from Proposition 301	\$2,158	\$3,663	\$3,784
Average years of teacher experience	8.5	12.2	10.9
Percentage of teachers in first 3 years	28%	15%	19%

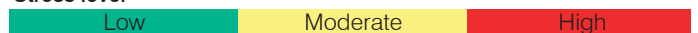
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

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

Stress level



Pomerene Elementary School District

Cochise County

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

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

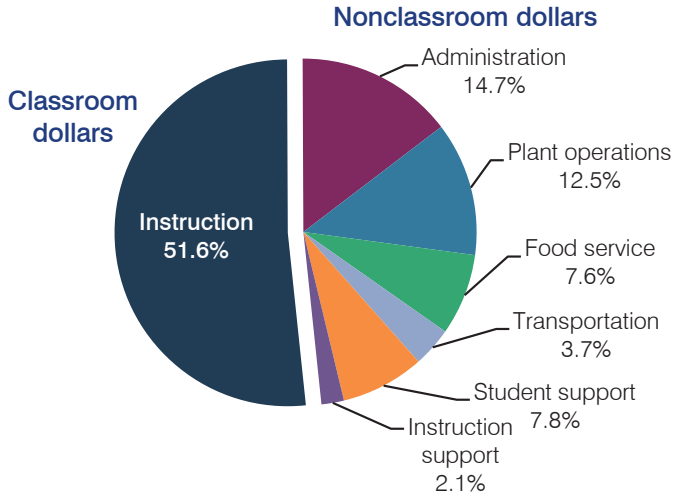
116

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 6 percent. Spending in the classroom varied year to year, decreasing overall from 56.2 to 51.6 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 substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,208	\$2,572	\$746
	Students per administrator	46	30	67
Plant operations	Cost per square foot	\$4.15	\$6.59	\$6.03
	Square footage per student	249	343	153
Food service	Cost per meal equivalent	\$3.73	\$4.93	\$2.58
Transportation	Cost per mile	\$3.68	\$1.64	\$3.55
	Cost per rider	\$546	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,500	\$8,255	\$15,203	\$7,496	\$10,658
Classroom dollars	4,580	4,263	7,647	4,031	6,520
Nonclassroom dollars:	3,920	3,992	7,556	3,465	4,138
Administration	1,050	1,208	2,572	746	1,138
Plant operations	1,011	1,032	2,148	924	1,015
Food service	656	625	851	396	412
Transportation	316	306	1,056	369	452
Student support	668	645	548	582	593
Instruction support	219	176	381	448	528

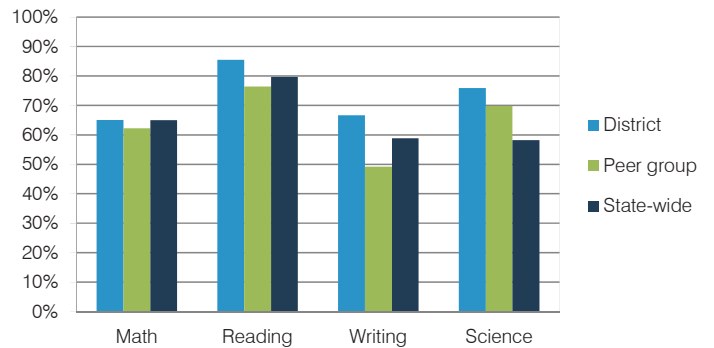
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	15%	11%	25%
Students per teacher	16.6	11.0	18.3
Average teacher salary	\$42,417	\$45,308	\$45,264
Amount from Proposition 301	\$2,891	\$2,639	\$3,784
Average years of teacher experience	8.0	11.7	10.9
Percentage of teachers in first 3 years	17%	7%	19%

Financial stress assessment

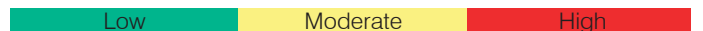
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

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

Stress level



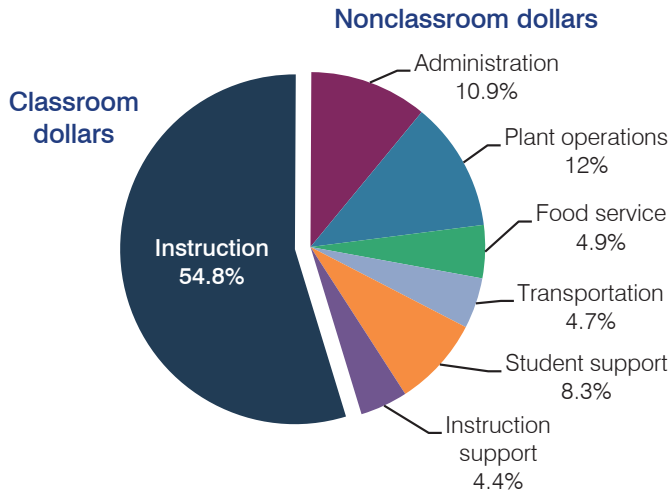
Prescott Unified School District

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

District size, location: Medium-Large, City
 Students attending: 4,854
 Number of schools: 8

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 4 percent. Spending in the classroom decreased overall from 62.2 to 54.8 percent. Overall, spending on administration increased substantially and spending on student support and instruction support increased. Spending on plant operations, transportation, and food service increased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$716	\$744	\$746
	Students per administrator	65	68	67
Plant operations	Cost per square foot	\$5.28	\$5.74	\$6.03
	Square footage per student	149	163	153
Food service	Cost per meal equivalent	\$3.07	\$2.84	\$2.58
Transportation	Cost per mile	\$3.21	\$4.05	\$3.55
	Cost per rider	\$942	\$1,000	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,459	\$6,553	\$7,062	\$7,496	\$10,658
Classroom dollars	3,599	3,590	3,779	4,031	6,520
Nonclassroom dollars:	2,860	2,963	3,283	3,465	4,138
Administration	628	716	744	746	1,138
Plant operations	858	788	929	924	1,015
Food service	326	322	329	396	412
Transportation	309	307	430	369	452
Student support	500	547	543	582	593
Instruction support	239	283	308	448	528

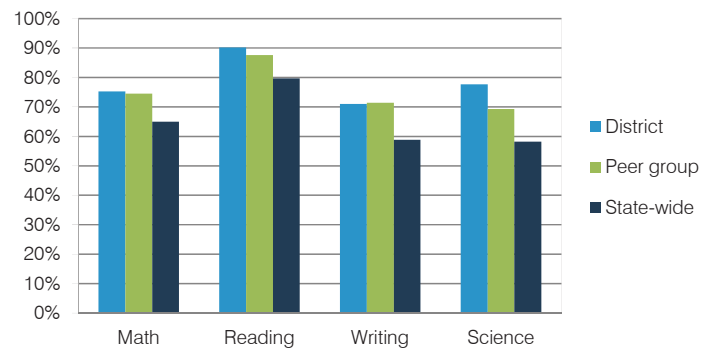
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	2	25%
B	6	75%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



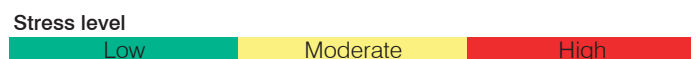
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	94%
Graduation rate (2012)	84%	88%	77%
Poverty rate (2012)	17%	14%	25%
Students per teacher	18.7	18.3	18.3
Average teacher salary	\$39,492	\$44,386	\$45,264
Amount from Proposition 301	\$4,162	\$4,054	\$3,784
Average years of teacher experience	11.2	11.0	10.9
Percentage of teachers in first 3 years	21%	16%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Marginally compliant



Quartzsite Elementary School District

La Paz County

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

Legislative district(s): 5

District size, location:

Small, Rural

Students attending:

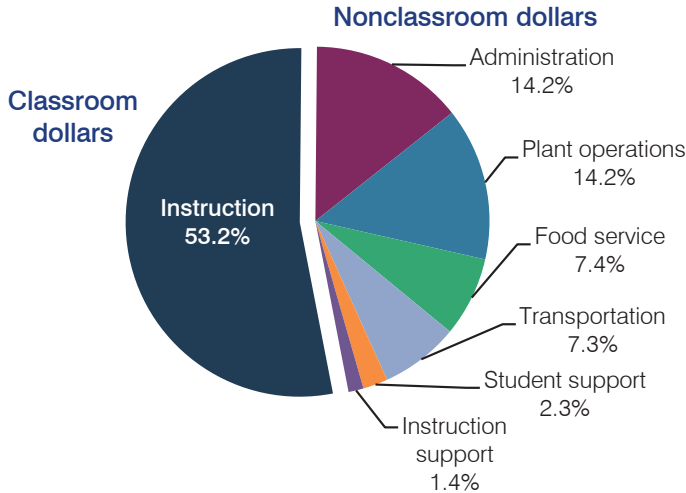
209

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil returned to 2008 levels, but spending in the classroom increased from 48.8 to 53.2 percent. Overall, spending on instruction support decreased substantially and spending on plant operations and student support decreased. Spending on transportation increased slightly, while spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,302	\$1,130	\$746
	Students per administrator	56	55	67
Plant operations	Cost per square foot	\$5.10	\$6.14	\$6.03
	Square footage per student	254	157	153
Food service	Cost per meal equivalent	\$2.82	\$2.74	\$2.58
Transportation	Cost per mile	\$2.43	\$3.06	\$3.55
	Cost per rider	\$602	\$677	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$9,324	\$9,143	\$8,518	\$7,496	\$10,658
Classroom dollars	4,261	4,865	4,624	4,031	6,520
Nonclassroom dollars:	5,063	4,278	3,894	3,465	4,138
Administration	1,486	1,302	1,130	746	1,138
Plant operations	1,651	1,294	976	924	1,015
Food service	616	676	511	396	412
Transportation	714	670	537	369	452
Student support	285	211	499	582	593
Instruction support	311	125	241	448	528

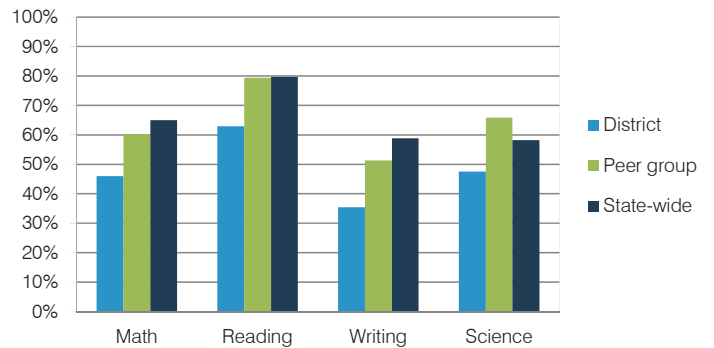
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	21%	19%	25%
Students per teacher	13.1	11.0	18.3
Average teacher salary	\$42,861	\$42,053	\$45,264
Amount from Proposition 301	\$4,032	\$2,981	\$3,784
Average years of teacher experience	7.6	12.6	10.9
Percentage of teachers in first 3 years	24%	11%	19%

Financial stress assessment

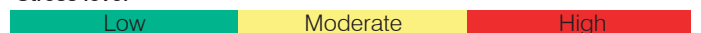
Overall financial stress level: **Moderate**

Measure: 2011 through 2013

Assessment

Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.1%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



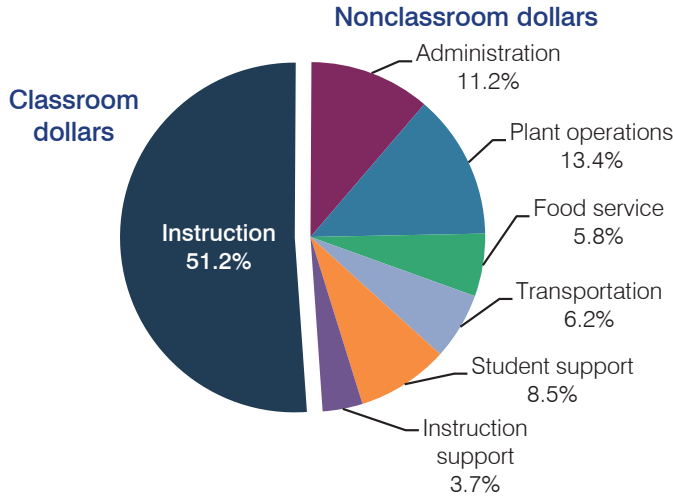
Queen Creek Unified School District

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: 4,789
 Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 15 percent. Spending in the classroom decreased from 60.7 to 51.2 percent. Overall, spending on plant operations and student support increased substantially, spending on administration and instruction support increased, and spending on food service and transportation increased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$823	\$744	\$746
	Students per administrator	68	68	67
Plant operations	Cost per square foot	\$6.32	\$5.74	\$6.03
	Square footage per student	156	163	153
Food service	Cost per meal equivalent	\$3.18	\$2.84	\$2.58
Transportation	Cost per mile	\$3.80	\$4.05	\$3.55
	Cost per rider	\$759	\$1,000	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,922	\$7,353	\$7,062	\$7,496	\$10,658
Classroom dollars	3,710	3,761	3,779	4,031	6,520
Nonclassroom dollars:	3,212	3,592	3,283	3,465	4,138
Administration	719	823	744	746	1,138
Plant operations	917	988	929	924	1,015
Food service	411	429	329	396	412
Transportation	388	455	430	369	452
Student support	616	623	543	582	593
Instruction support	161	274	308	448	528

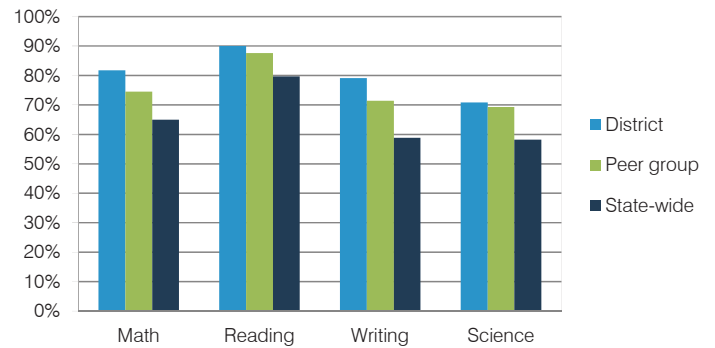
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	90%	88%	77%
Poverty rate (2012)	11%	14%	25%
Students per teacher	18.6	18.3	18.3
Average teacher salary	\$42,523	\$44,386	\$45,264
Amount from Proposition 301	\$4,574	\$4,054	\$3,784
Average years of teacher experience	9.6	11.0	10.9
Percentage of teachers in first 3 years	12%	16%	19%

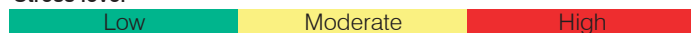
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

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

Stress level



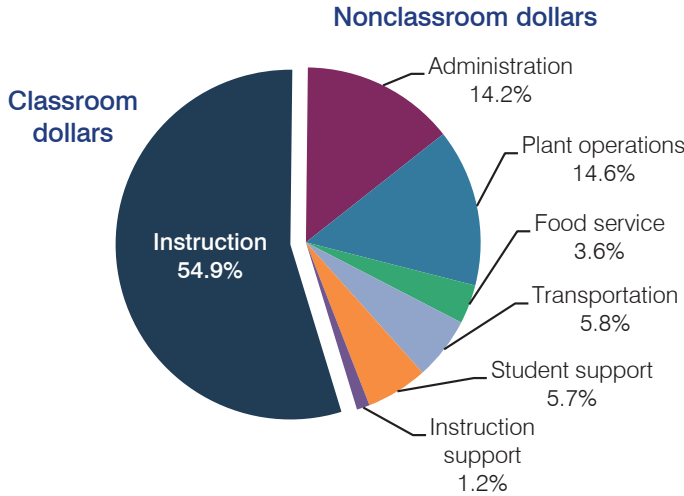
Ray Unified School District

Pinal County
 Efficiency peer groups 6 and T-10, Achievement peer group 4
 Legislative district(s): 8

District size, location: Small, Rural
 Students attending: 516
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 5 percent. Spending in the classroom decreased overall from 55.5 to 54.9 percent. Overall, spending on plant operations and student support increased and spending on transportation increased slightly. Spending on administration and instruction support decreased and spending on food service decreased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,264	\$1,571	\$746
	Students per administrator	39	43	67
Plant operations	Cost per square foot	\$3.53	\$4.94	\$6.03
	Square footage per student	371	318	153
Food service	Cost per meal equivalent	\$3.04	\$3.28	\$2.58
Transportation	Cost per mile	\$2.15	\$1.97	\$3.55
	Cost per rider	\$988	\$1,010	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$9,455	\$8,933	\$10,188	\$7,496	\$10,658
Classroom dollars	4,901	4,909	4,979	4,031	6,520
Nonclassroom dollars:	4,554	4,024	5,209	3,465	4,138
Administration	1,488	1,264	1,571	746	1,138
Plant operations	1,479	1,307	1,558	924	1,015
Food service	378	319	463	396	412
Transportation	478	519	509	369	452
Student support	532	507	647	582	593
Instruction support	199	108	461	448	528

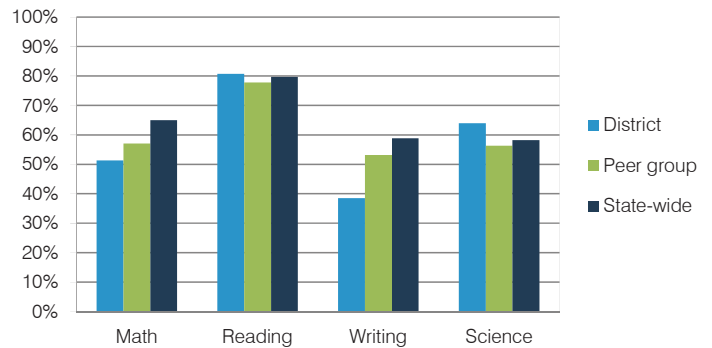
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	86%	82%	77%
Poverty rate (2012)	17%	15%	25%
Students per teacher	14.1	16.5	18.3
Average teacher salary	\$43,474	\$40,197	\$45,264
Amount from Proposition 301	\$3,997	\$4,027	\$3,784
Average years of teacher experience	14.3	11.1	10.9
Percentage of teachers in first 3 years	17%	15%	19%

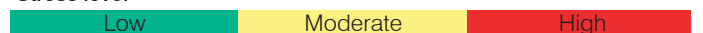
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

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

Stress level



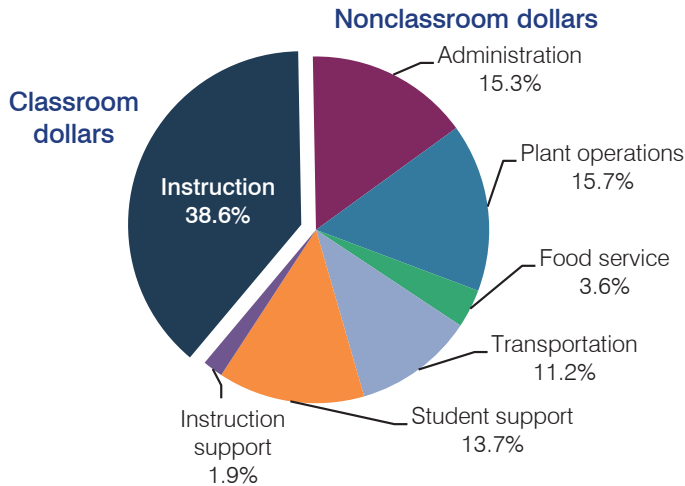
Red Mesa Unified School District

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

District size, location: Medium, Rural
 Students attending: 698
 Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment decreased by 13 percent, which contributed to the 21 percent increase in total spending per pupil. Spending in the classroom was fairly stable and was 38.6 percent in both fiscal years 2008 and 2013. Overall, spending on student support increased and spending on administration decreased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,659	\$1,077	\$746
	Students per administrator	27	56	67
Plant operations	Cost per square foot	\$8.32	\$4.83	\$6.03
	Square footage per student	326	260	153
Food service	Cost per meal equivalent	\$3.47	\$3.14	\$2.58
Transportation	Cost per mile	\$3.39	\$1.97	\$3.55
	Cost per rider	\$2,069	\$1,010	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$14,489	\$17,354	\$8,465	\$7,496	\$10,658
Classroom dollars	5,783	6,703	4,259	4,031	6,520
Nonclassroom dollars:	8,706	10,651	4,206	3,465	4,138
Administration	1,598	2,659	1,077	746	1,138
Plant operations	2,513	2,716	1,237	924	1,015
Food service	543	618	419	396	412
Transportation	1,554	1,951	535	369	452
Student support	2,112	2,378	630	582	593
Instruction support	386	329	308	448	528

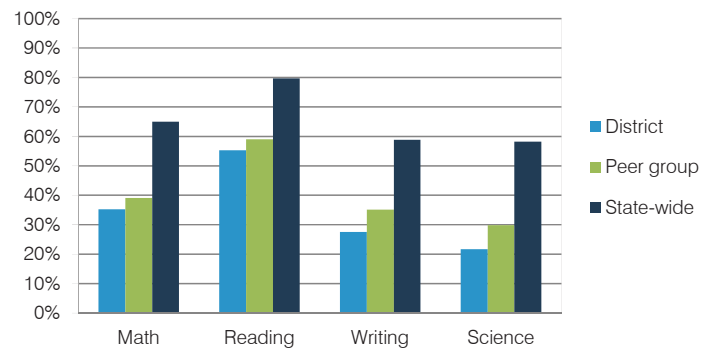
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	3	60%
D	2	40%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



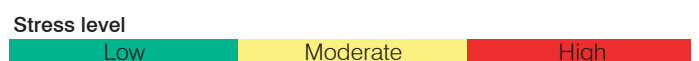
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	92%	94%
Graduation rate (2012)	56%	69%	77%
Poverty rate (2012)	43%	42%	25%
Students per teacher	11.8	15.1	18.3
Average teacher salary	\$42,427	\$42,614	\$45,264
Amount from Proposition 301	\$4,617	\$3,663	\$3,784
Average years of teacher experience	14.8	12.2	10.9
Percentage of teachers in first 3 years	11%	15%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Noncompliant



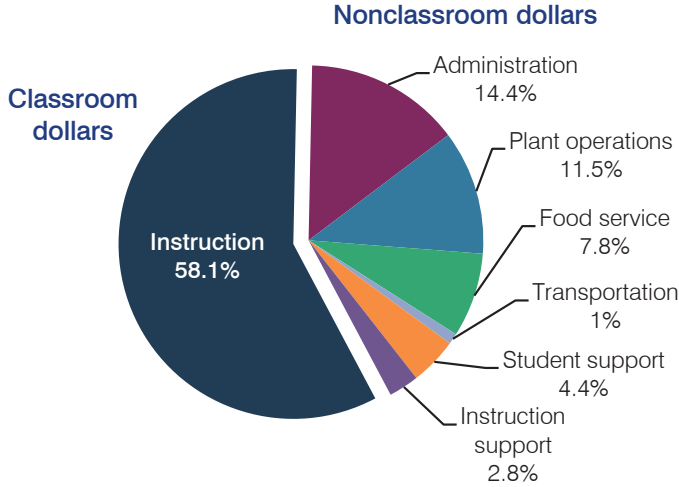
Red Rock Elementary School District

Pinal County
 Efficiency peer groups 10 and T-8, Achievement peer group 17
 Legislative district(s): 11

District size, location: Small, Rural
 Students attending: 281
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment more than doubled, which contributed to the 65 percent decrease in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 66.1 to 58.1 percent. Overall, spending on plant operations, food service, and student support increased substantially, while spending on administration decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$962	\$1,130	\$746
	Students per administrator	54	55	67
Plant operations	Cost per square foot	\$10.34	\$6.14	\$6.03
	Square footage per student	74	157	153
Food service	Cost per meal equivalent	\$2.66	\$2.74	\$2.58
Transportation	Cost per mile	\$0.74	\$2.52	\$3.55
	Cost per rider	\$151	\$797	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,617	\$6,678	\$8,518	\$7,496	\$10,658
Classroom dollars	3,423	3,882	4,624	4,031	6,520
Nonclassroom dollars:	3,194	2,796	3,894	3,465	4,138
Administration	1,161	962	1,130	746	1,138
Plant operations	837	770	976	924	1,015
Food service	483	517	511	396	412
Transportation	54	70	537	369	452
Student support	479	291	499	582	593
Instruction support	180	186	241	448	528

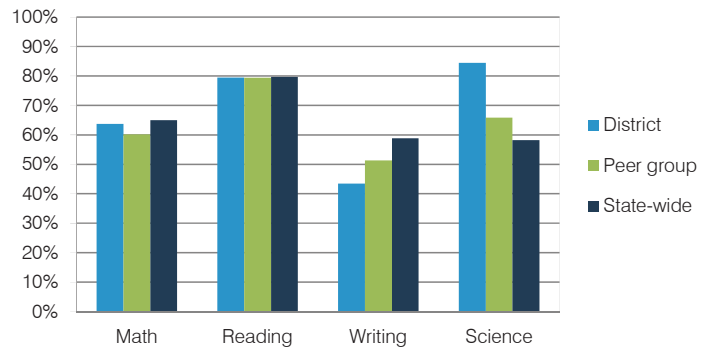
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



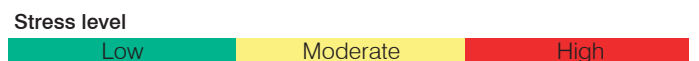
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	17%	19%	25%
Students per teacher	18.8	11.0	18.3
Average teacher salary	\$43,560	\$42,053	\$45,264
Amount from Proposition 301	\$3,427	\$2,981	\$3,784
Average years of teacher experience	13.1	12.6	10.9
Percentage of teachers in first 3 years	7%	11%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



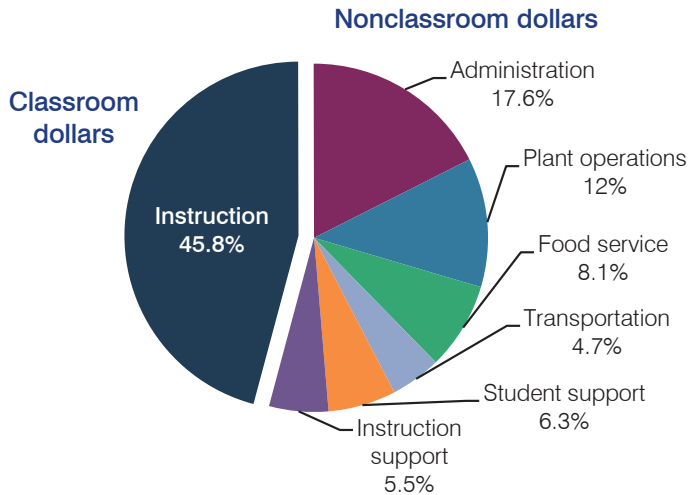
Riverside Elementary School District

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

District size, location: Medium, Suburb
 Students attending: 758
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 14 percent. Spending in the classroom decreased from 57.5 to 45.8 percent. Overall, spending on administration increased substantially, spending on plant operations, food service, transportation, and instruction support increased, and spending on student support increased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,552	\$791	\$746
	Students per administrator	38	69	67
Plant operations	Cost per square foot	\$5.13	\$6.28	\$6.03
	Square footage per student	206	138	153
Food service	Cost per meal equivalent	\$2.53	\$2.54	\$2.58
Transportation	Cost per mile	\$4.36	\$5.18	\$3.55
	Cost per rider	\$635	\$824	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,144	\$8,832	\$7,193	\$7,496	\$10,658
Classroom dollars	3,743	4,049	3,672	4,031	6,520
Nonclassroom dollars:	4,401	4,783	3,521	3,465	4,138
Administration	1,621	1,552	791	746	1,138
Plant operations	984	1,059	842	924	1,015
Food service	705	718	541	396	412
Transportation	364	413	273	369	452
Student support	412	560	541	582	593
Instruction support	315	481	533	448	528

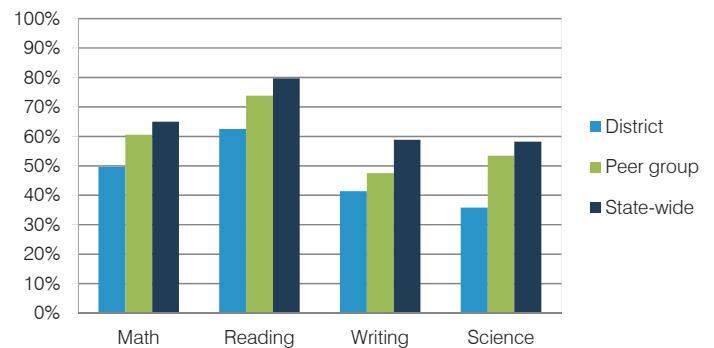
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	26%	25%	25%
Students per teacher	17.6	19.1	18.3
Average teacher salary	\$40,545	\$40,312	\$45,264
Amount from Proposition 301	\$2,962	\$3,530	\$3,784
Average years of teacher experience	7.9	7.4	10.9
Percentage of teachers in first 3 years	28%	31%	19%

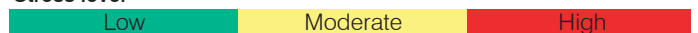
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.4%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



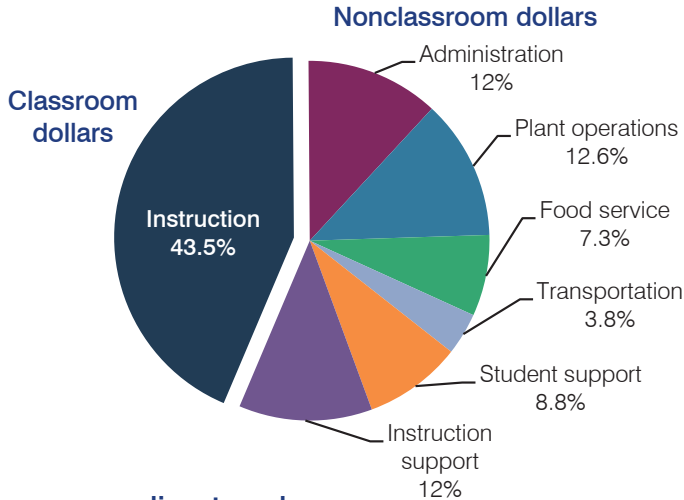
Roosevelt Elementary School District

Maricopa County
 Efficiency peer groups 7 and T-2, Achievement peer group 14
 Legislative district(s): 27

District size, location: Large, City
 Students attending: 9,557
 Number of schools: 18

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 5 percent. Spending in the classroom decreased from 56.4 to 43.5 percent. Overall, spending on plant operations, student support, and instruction support increased substantially and spending on food service and transportation increased. Spending on administration varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,061	\$664	\$746
	Students per administrator	52	76	67
Plant operations	Cost per square foot	\$6.90	\$6.19	\$6.03
	Square footage per student	163	130	153
Food service	Cost per meal equivalent	\$2.66	\$2.52	\$2.58
Transportation	Cost per mile	\$5.83	\$5.18	\$3.55
	Cost per rider	\$1,150	\$824	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,627	\$8,861	\$7,109	\$7,496	\$10,658
Classroom dollars	4,005	3,853	3,883	4,031	6,520
Nonclassroom dollars:	4,622	5,008	3,226	3,465	4,138
Administration	973	1,061	664	746	1,138
Plant operations	1,008	1,122	766	924	1,015
Food service	607	644	501	396	412
Transportation	321	335	298	369	452
Student support	723	784	520	582	593
Instruction support	990	1,062	477	448	528

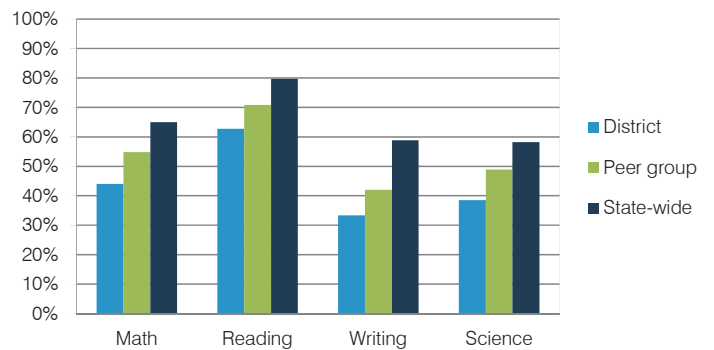
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	1	6%
B	2	11%
C	6	33%
D	8	44%
F	0	0%
Not rated	1	6%

Students who met state standards (AIMS)



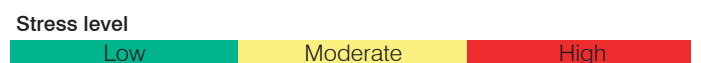
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	38%	37%	25%
Students per teacher	18.9	17.1	18.3
Average teacher salary	\$37,446	\$42,646	\$45,264
Amount from Proposition 301	\$1,050	\$2,598	\$3,784
Average years of teacher experience	8.0	9.5	10.9
Percentage of teachers in first 3 years	30%	24%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	Operating only
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	0.5%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



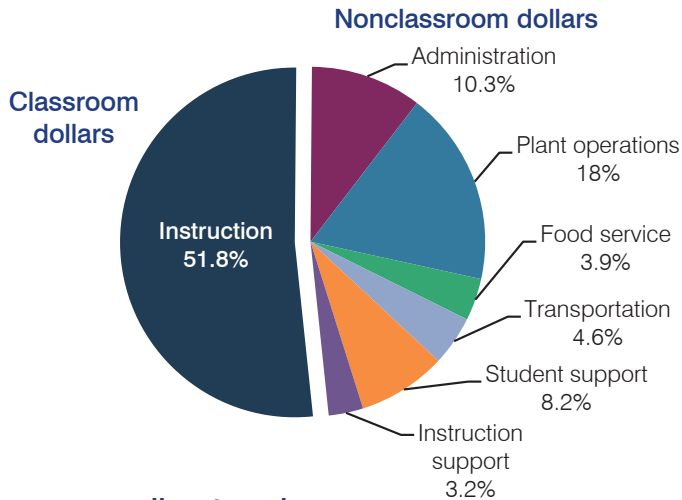
Round Valley Unified School District

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

District size, location: Medium, Rural
 Students attending: 1,277
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 12 percent. Spending in the classroom decreased overall from 54.3 to 51.8 percent. Overall, spending on plant operations increased substantially, spending on administration increased, and spending on student support increased slightly. Spending on transportation decreased and spending on instruction support decreased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$816	\$1,077	\$746
	Students per administrator	58	56	67
Plant operations	Cost per square foot	\$3.46	\$4.83	\$6.03
	Square footage per student	416	260	153
Food service	Cost per meal equivalent	\$4.22	\$3.14	\$2.58
Transportation	Cost per mile	\$2.27	\$2.42	\$3.55
	Cost per rider	\$729	\$1,013	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,439	\$7,952	\$8,465	\$7,496	\$10,658
Classroom dollars	4,441	4,116	4,259	4,031	6,520
Nonclassroom dollars:	3,998	3,836	4,206	3,465	4,138
Administration	774	816	1,077	746	1,138
Plant operations	1,538	1,437	1,237	924	1,015
Food service	247	307	419	396	412
Transportation	390	368	535	369	452
Student support	787	655	630	582	593
Instruction support	262	253	308	448	528

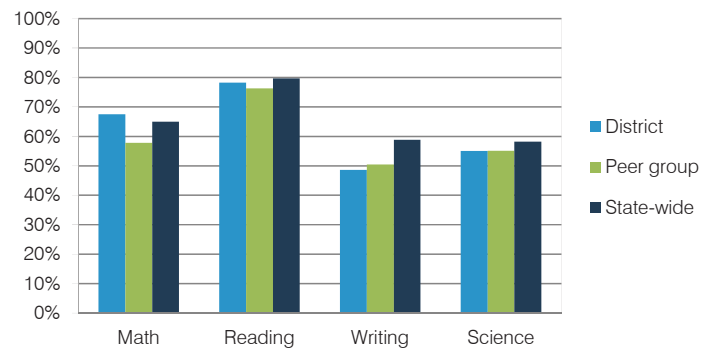
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



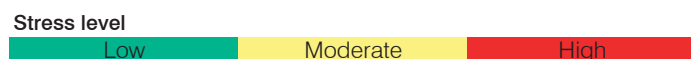
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	77%	83%	77%
Poverty rate (2012)	24%	24%	25%
Students per teacher	18.4	16.6	18.3
Average teacher salary	\$42,758	\$41,866	\$45,264
Amount from Proposition 301	\$7,373	\$4,192	\$3,784
Average years of teacher experience	13.5	11.7	10.9
Percentage of teachers in first 3 years	12%	16%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	2011, isolated
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.0%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



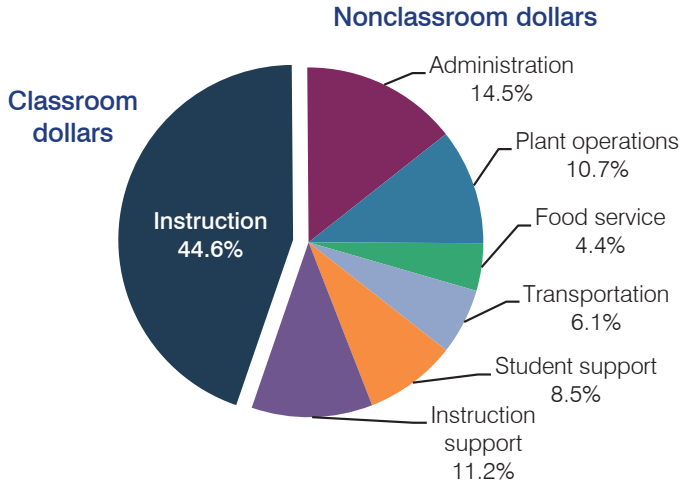
Sacaton Elementary School District

Pinal County
 Efficiency peer groups 10 and T-8, Achievement peer group 21
 Legislative district(s): 8

District size, location: Small, Rural
 Students attending: 420
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 24 percent. Spending in the classroom varied year to year, decreasing overall from 47.2 to 44.6 percent. Overall, spending on instruction support increased substantially and spending on student support increased slightly, while spending on plant operations decreased substantially and spending on transportation decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,029	\$1,130	\$746
	Students per administrator	32	55	67
Plant operations	Cost per square foot	\$6.28	\$6.14	\$6.03
	Square footage per student	355	157	153
Food service	Cost per meal equivalent	\$3.59	\$2.74	\$2.58
Transportation	Cost per mile	\$4.64	\$2.52	\$3.55
	Cost per rider	\$1,346	\$797	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$21,018	\$20,892	\$8,518	\$7,496	\$10,658
Classroom dollars	9,770	9,314	4,624	4,031	6,520
Nonclassroom dollars:	11,248	11,578	3,894	3,465	4,138
Administration	2,809	3,029	1,130	746	1,138
Plant operations	2,706	2,226	976	924	1,015
Food service	800	928	511	396	412
Transportation	1,250	1,269	537	369	452
Student support	1,438	1,783	499	582	593
Instruction support	2,245	2,343	241	448	528

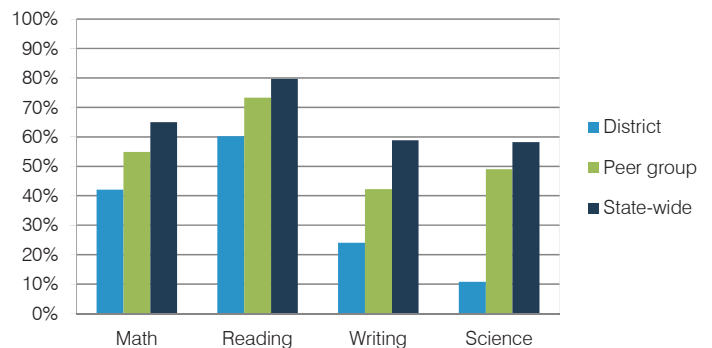
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	54%	52%	25%
Students per teacher	10.0	12.4	18.3
Average teacher salary	\$46,966	\$46,086	\$45,264
Amount from Proposition 301	\$2,342	\$2,755	\$3,784
Average years of teacher experience	7.4	11.5	10.9
Percentage of teachers in first 3 years	8%	16%	19%

Financial stress assessment

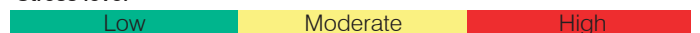
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	2011, isolated
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	Impact Aid Fund reserve
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



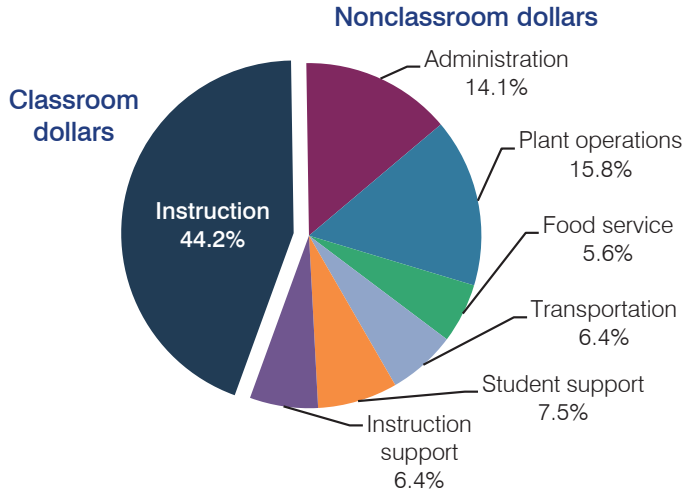
Saddle Mountain Unified School District

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

District size, location: Medium, Rural
 Students attending: 1,317
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 18 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 47.1 to 44.2 percent. Overall, spending on instruction support increased substantially and spending on student support increased, while spending on transportation decreased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,155	\$1,077	\$746
	Students per administrator	60	56	67
Plant operations	Cost per square foot	\$5.22	\$4.83	\$6.03
	Square footage per student	248	260	153
Food service	Cost per meal equivalent	\$2.58	\$3.14	\$2.58
Transportation	Cost per mile	\$2.65	\$2.52	\$3.55
	Cost per rider	\$784	\$797	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,532	\$8,183	\$8,465	\$7,496	\$10,658
Classroom dollars	3,960	3,617	4,259	4,031	6,520
Nonclassroom dollars:	4,572	4,566	4,206	3,465	4,138
Administration	1,062	1,155	1,077	746	1,138
Plant operations	1,183	1,295	1,237	924	1,015
Food service	486	460	419	396	412
Transportation	706	523	535	369	452
Student support	578	614	630	582	593
Instruction support	557	519	308	448	528

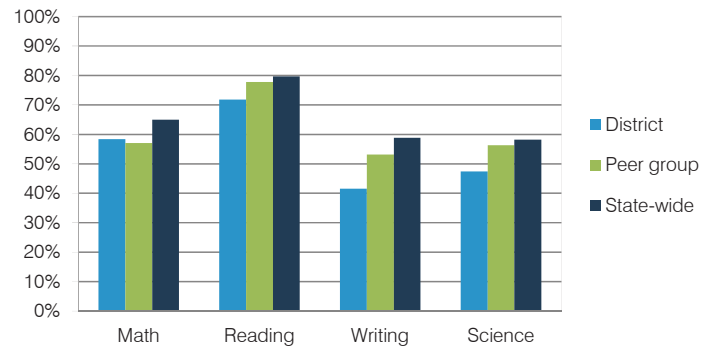
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	94%
Graduation rate (2012)	88%	82%	77%
Poverty rate (2012)	16%	15%	25%
Students per teacher	18.8	16.5	18.3
Average teacher salary	\$42,144	\$40,197	\$45,264
Amount from Proposition 301	\$3,867	\$4,027	\$3,784
Average years of teacher experience	8.7	11.1	10.9
Percentage of teachers in first 3 years	26%	15%	19%

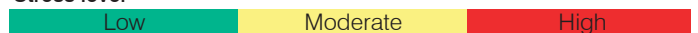
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	2.4%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



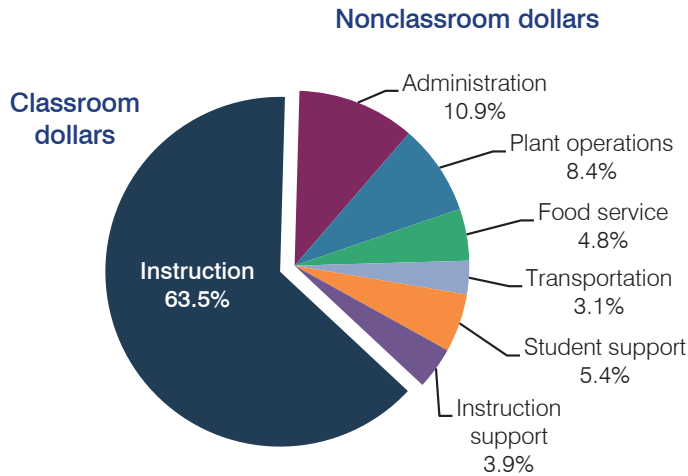
Safford Unified School District

Graham County
 Efficiency peer groups 4 and T-6, Achievement peer group 5
 Legislative district(s): 14

District size, location: Medium-Large, Town
 Students attending: 3,057
 Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 1 percent. Spending in the classroom varied year to year, increasing overall from 62.7 to 63.5 percent. Spending on plant operations decreased slightly, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$736	\$764	\$746
	Students per administrator	80	67	67
Plant operations	Cost per square foot	\$3.64	\$5.34	\$6.03
	Square footage per student	157	176	153
Food service	Cost per meal equivalent	\$2.58	\$2.67	\$2.58
Transportation	Cost per mile	\$3.24	\$3.58	\$3.55
	Cost per rider	\$419	\$462	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,271	\$6,791	\$7,187	\$7,496	\$10,658
Classroom dollars	3,840	4,314	3,779	4,031	6,520
Nonclassroom dollars:	2,431	2,477	3,408	3,465	4,138
Administration	695	736	764	746	1,138
Plant operations	579	570	921	924	1,015
Food service	353	328	364	396	412
Transportation	219	213	394	369	452
Student support	344	368	561	582	593
Instruction support	241	262	404	448	528

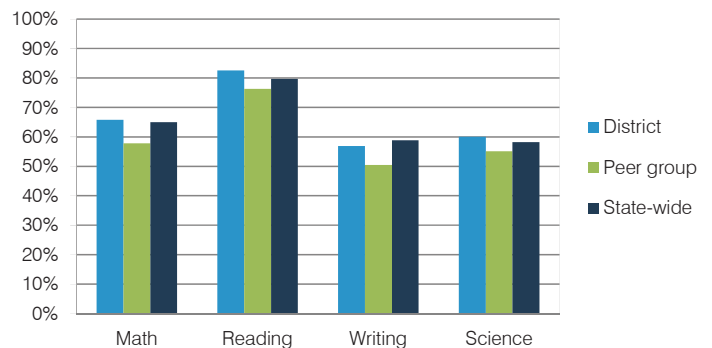
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	4	66%
C	1	17%
D	0	0%
F	0	0%
Not rated	1	17%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2012)	70%	83%	77%
Poverty rate (2012)	26%	24%	25%
Students per teacher	18.8	16.6	18.3
Average teacher salary	\$54,017	\$41,866	\$45,264
Amount from Proposition 301	\$8,085	\$4,192	\$3,784
Average years of teacher experience	12.9	11.7	10.9
Percentage of teachers in first 3 years	16%	16%	19%

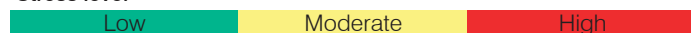
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

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

Stress level



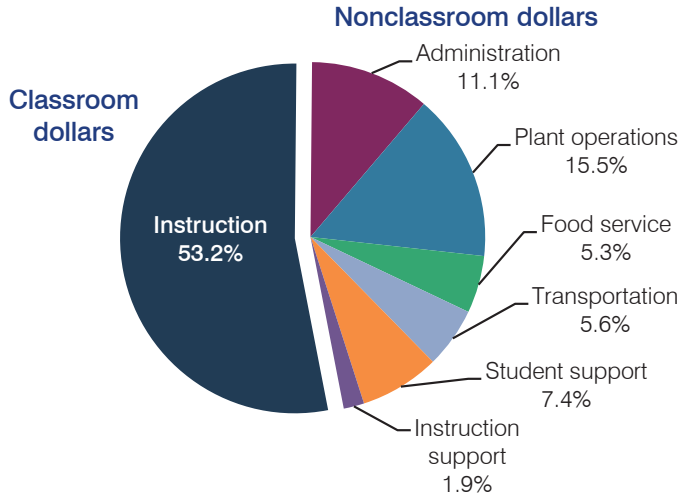
Sahuarita Unified School District

Pima County
 Efficiency peer groups 4 and T-7, Achievement peer group 4
 Legislative district(s): 2 and 14

District size, location: Medium-Large, Rural
 Students attending: 5,198
 Number of schools: 8

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 54.7 to 53.2 percent. Overall, spending on administration and plant operations increased, while spending on food service decreased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$712	\$764	\$746
	Students per administrator	64	67	67
Plant operations	Cost per square foot	\$6.77	\$5.34	\$6.03
	Square footage per student	146	176	153
Food service	Cost per meal equivalent	\$2.48	\$2.67	\$2.58
Transportation	Cost per mile	\$2.99	\$3.06	\$3.55
	Cost per rider	\$666	\$677	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,451	\$6,405	\$7,187	\$7,496	\$10,658
Classroom dollars	3,471	3,409	3,779	4,031	6,520
Nonclassroom dollars:	2,980	2,996	3,408	3,465	4,138
Administration	622	712	764	746	1,138
Plant operations	1,023	989	921	924	1,015
Food service	321	342	364	396	412
Transportation	347	359	394	369	452
Student support	490	474	561	582	593
Instruction support	177	120	404	448	528

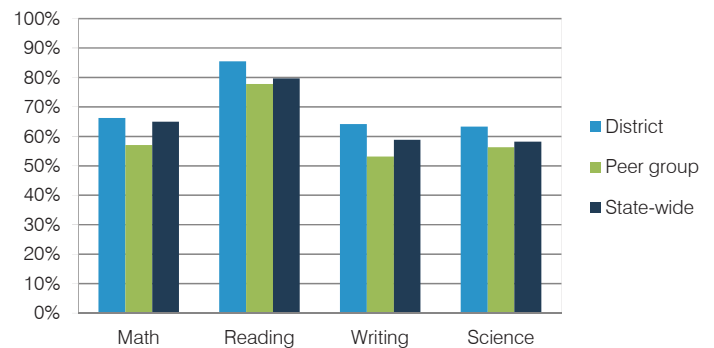
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	2	25%
B	3	38%
C	2	25%
D	1	12%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2012)	78%	82%	77%
Poverty rate (2012)	13%	15%	25%
Students per teacher	18.4	16.5	18.3
Average teacher salary	\$38,469	\$40,197	\$45,264
Amount from Proposition 301	\$3,462	\$4,027	\$3,784
Average years of teacher experience	9.9	11.1	10.9
Percentage of teachers in first 3 years	23%	15%	19%

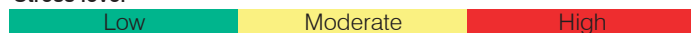
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

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

Stress level



Salome Consolidated Elementary School District

La Paz County

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

Legislative district(s): 5

District size, location:

Very small, Rural

Students attending:

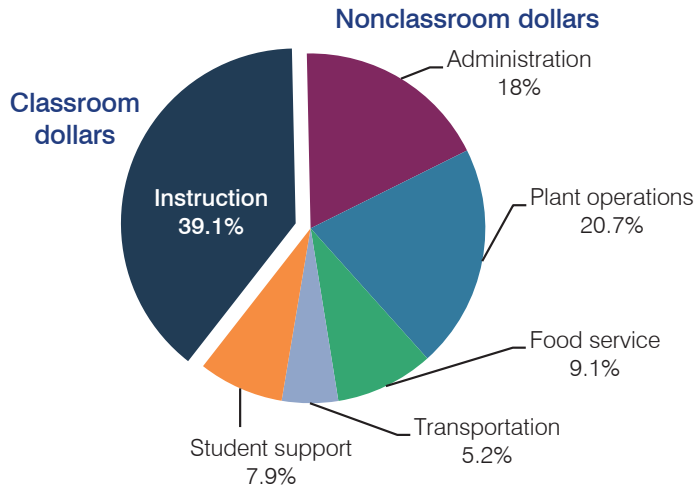
96

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 15 percent. Spending in the classroom varied year to year, ranging from a high of 49.5 percent to a low of 34.5 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations increased and spending on administration decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,069	\$2,572	\$746
	Students per administrator	39	30	67
Plant operations	Cost per square foot	\$7.99	\$6.59	\$6.03
	Square footage per student	299	343	153
Food service	Cost per meal equivalent	\$3.79	\$4.93	\$2.58
Transportation	Cost per mile	\$1.88	\$1.64	\$3.55
	Cost per rider	\$836	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$13,165	\$11,518	\$15,203	\$7,496	\$10,658
Classroom dollars	4,538	4,499	7,647	4,031	6,520
Nonclassroom dollars:	8,627	7,019	7,556	3,465	4,138
Administration	2,700	2,069	2,572	746	1,138
Plant operations	2,667	2,386	2,148	924	1,015
Food service	1,265	1,050	851	396	412
Transportation	567	601	1,056	369	452
Student support	1,326	913	548	582	593
Instruction support	102	0	381	448	528

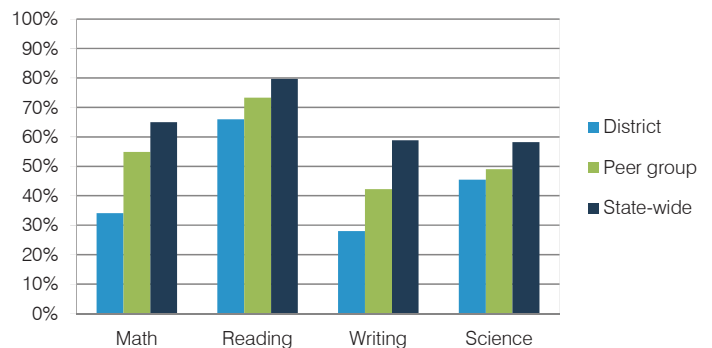
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	52%	52%	25%
Students per teacher	17.3	12.4	18.3
Average teacher salary	\$39,986	\$46,086	\$45,264
Amount from Proposition 301	\$2,325	\$2,755	\$3,784
Average years of teacher experience	12.0	11.5	10.9
Percentage of teachers in first 3 years	0%	16%	19%

Financial stress assessment

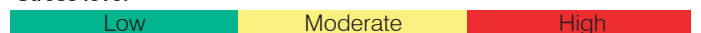
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

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

Stress level



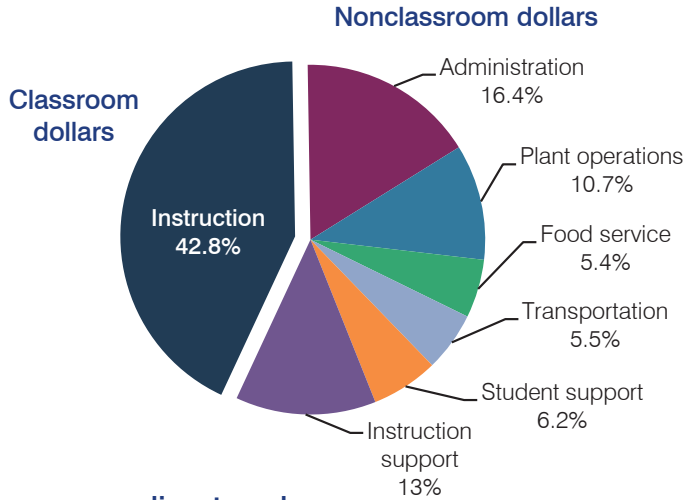
San Carlos Unified School District

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

District size, location: Medium, Rural
 Students attending: 1,339
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 16 percent. Spending in the classroom decreased from 50.7 to 42.8 percent. Overall, spending on administration and instruction support increased substantially and spending on plant operations and student support decreased substantially. Spending on food service decreased, while spending on transportation remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,323	\$1,077	\$746
	Students per administrator	67	56	67
Plant operations	Cost per square foot	\$5.03	\$4.83	\$6.03
	Square footage per student	302	260	153
Food service	Cost per meal equivalent	\$2.98	\$3.14	\$2.58
Transportation	Cost per mile	\$4.44	\$3.06	\$3.55
	Cost per rider	\$1,015	\$677	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$13,070	\$14,187	\$8,465	\$7,496	\$10,658
Classroom dollars	5,425	6,067	4,259	4,031	6,520
Nonclassroom dollars:	7,645	8,120	4,206	3,465	4,138
Administration	1,890	2,323	1,077	746	1,138
Plant operations	1,331	1,522	1,237	924	1,015
Food service	653	770	419	396	412
Transportation	785	780	535	369	452
Student support	956	883	630	582	593
Instruction support	2,030	1,842	308	448	528

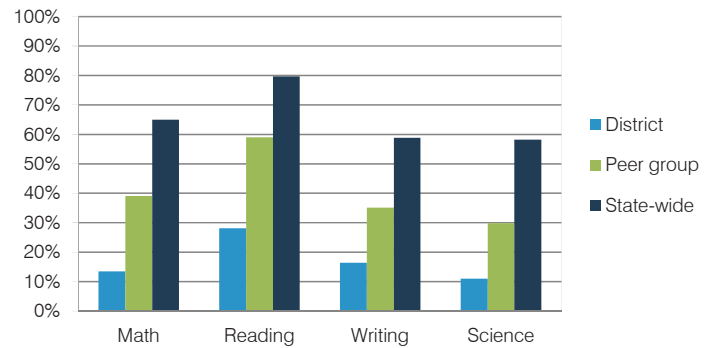
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	89%	92%	94%
Graduation rate (2012)	54%	69%	77%
Poverty rate (2012)	41%	42%	25%
Students per teacher	14.2	15.1	18.3
Average teacher salary	\$45,858	\$42,614	\$45,264
Amount from Proposition 301	\$427	\$3,663	\$3,784
Average years of teacher experience	9.6	12.2	10.9
Percentage of teachers in first 3 years	11%	15%	19%

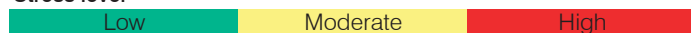
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

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

Stress level



San Fernando Elementary School District

Pima County

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

Legislative district(s): 2

District size, location:

Very small, Rural

Students attending:

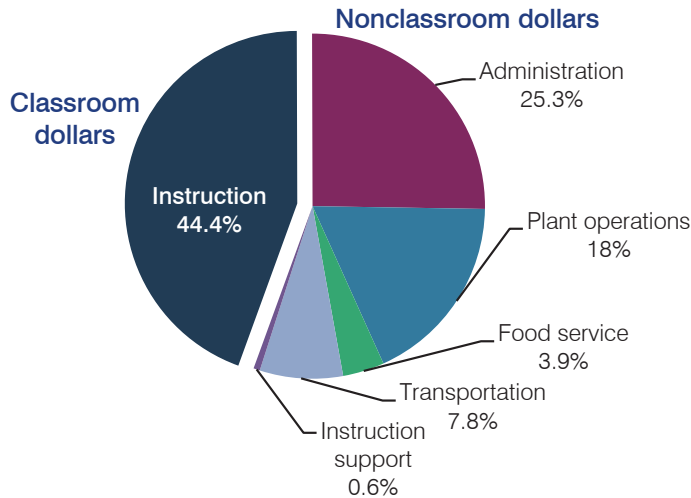
23

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 9 percent. Spending in the classroom decreased overall from 51.2 to 44.4 percent. Spending on all nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on administration and food service increased substantially and spending on plant operations and transportation decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,139	\$2,572	\$746
	Students per administrator	11	30	67
Plant operations	Cost per square foot	\$6.65	\$6.59	\$6.03
	Square footage per student	337	343	153
Food service	Cost per meal equivalent	N/A	\$4.93	\$2.58
Transportation	Cost per mile	\$1.81	\$1.64	\$3.55
	Cost per rider	\$7,266	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$23,513	\$12,404	\$15,203	\$7,496	\$10,658
Classroom dollars	11,730	5,509	7,647	4,031	6,520
Nonclassroom dollars:	11,783	6,895	7,556	3,465	4,138
Administration	4,912	3,139	2,572	746	1,138
Plant operations	4,252	2,236	2,148	924	1,015
Food service	528	483	851	396	412
Transportation	1,594	961	1,056	369	452
Student support	7	0	548	582	593
Instruction support	490	76	381	448	528

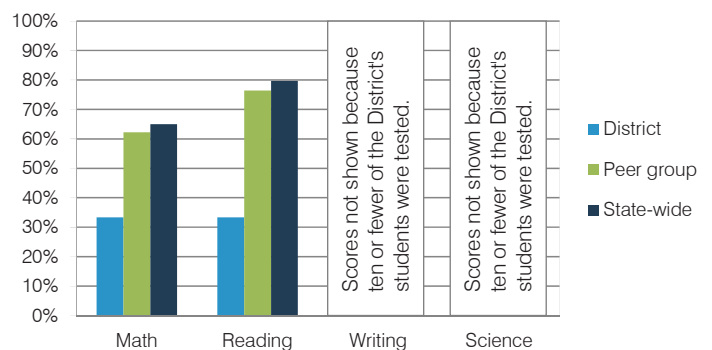
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	97%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	0%	11%	25%
Students per teacher	11.3	11.0	18.3
Average teacher salary	N/A	\$45,308	\$45,264
Amount from Proposition 301	N/A	\$2,639	\$3,784
Average years of teacher experience	N/A	11.7	10.9
Percentage of teachers in first 3 years	N/A	7%	19%

Financial stress assessment

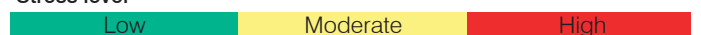
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

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

Stress level



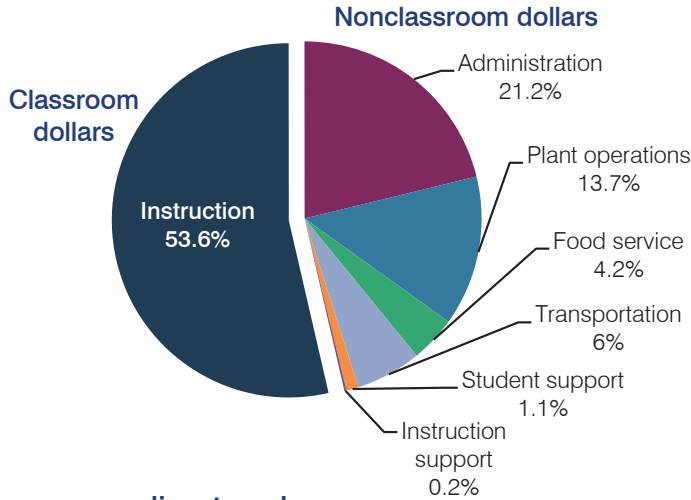
San Simon Unified School District

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

District size, location: Very small, Rural
 Students attending: 110
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 12 percent. Spending in the classroom decreased overall from 54.3 to 53.6 percent. Spending on most nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on administration and transportation increased and spending on plant operations decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,781	\$2,572	\$746
	Students per administrator	27	30	67
Plant operations	Cost per square foot	\$5.99	\$6.59	\$6.03
	Square footage per student	410	343	153
Food service	Cost per meal equivalent	\$4.48	\$4.93	\$2.58
Transportation	Cost per mile	\$1.05	\$1.64	\$3.55
	Cost per rider	\$1,332	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$21,646	\$17,876	\$15,203	\$7,496	\$10,658
Classroom dollars	11,301	9,577	7,647	4,031	6,520
Nonclassroom dollars:	10,345	8,299	7,556	3,465	4,138
Administration	4,063	3,781	2,572	746	1,138
Plant operations	3,744	2,457	2,148	924	1,015
Food service	973	756	851	396	412
Transportation	909	1,068	1,056	369	452
Student support	416	202	548	582	593
Instruction support	240	35	381	448	528

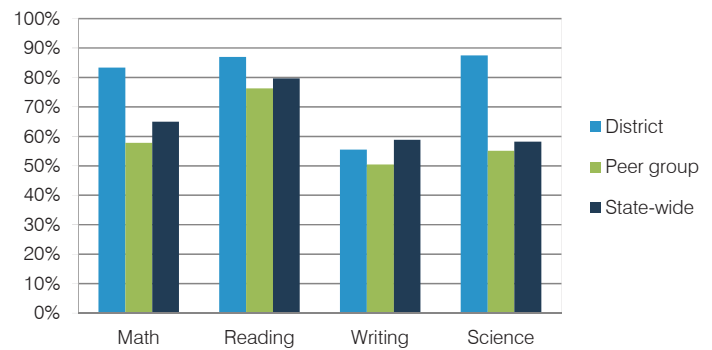
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2012)	88%	83%	77%
Poverty rate (2012)	26%	24%	25%
Students per teacher	8.4	16.6	18.3
Average teacher salary	\$49,941	\$41,866	\$45,264
Amount from Proposition 301	\$1,898	\$4,192	\$3,784
Average years of teacher experience	15.5	11.7	10.9
Percentage of teachers in first 3 years	0%	16%	19%

Financial stress assessment

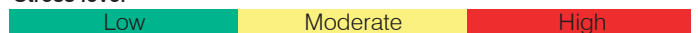
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

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

Stress level



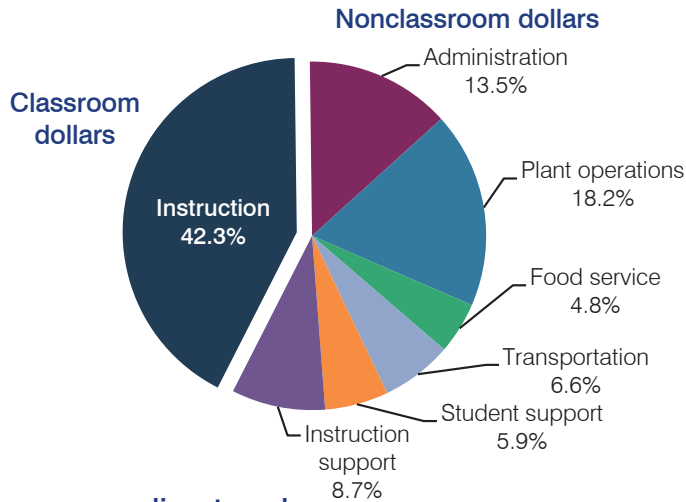
Sanders Unified School District

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

District size, location: Medium, Rural
 Students attending: 756
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment decreased by 26 percent, which contributed to the 47 percent increase in total spending per pupil. Spending in the classroom decreased from 49.1 to 42.3 percent. Overall, spending on instruction support increased substantially and spending on plant operations and student support increased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,195	\$1,077	\$746
	Students per administrator	32	56	67
Plant operations	Cost per square foot	\$6.50	\$4.83	\$6.03
	Square footage per student	455	260	153
Food service	Cost per meal equivalent	\$3.02	\$3.14	\$2.58
Transportation	Cost per mile	\$2.43	\$2.42	\$3.55
	Cost per rider	\$1,324	\$1,013	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$14,642	\$16,237	\$8,465	\$7,496	\$10,658
Classroom dollars	6,161	6,875	4,259	4,031	6,520
Nonclassroom dollars:	8,481	9,362	4,206	3,465	4,138
Administration	2,053	2,195	1,077	746	1,138
Plant operations	2,548	2,954	1,237	924	1,015
Food service	681	774	419	396	412
Transportation	982	1,074	535	369	452
Student support	853	951	630	582	593
Instruction support	1,364	1,414	308	448	528

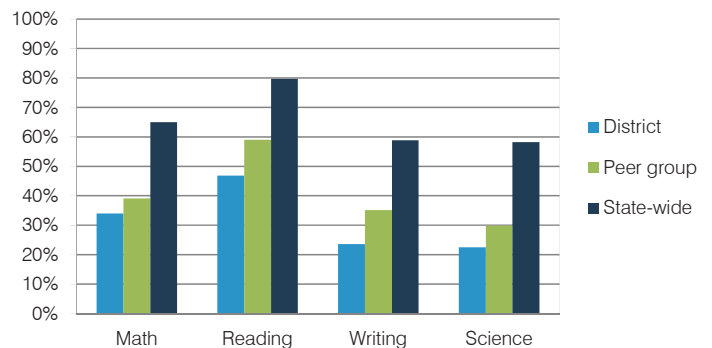
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	90%	92%	94%
Graduation rate (2012)	69%	69%	77%
Poverty rate (2012)	44%	42%	25%
Students per teacher	11.1	15.1	18.3
Average teacher salary	\$41,185	\$42,614	\$45,264
Amount from Proposition 301	\$2,624	\$3,663	\$3,784
Average years of teacher experience	9.4	12.2	10.9
Percentage of teachers in first 3 years	39%	15%	19%

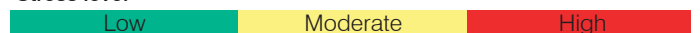
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

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

Stress level



Santa Cruz Elementary School District

Santa Cruz County

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

Legislative district(s): 2

District size, location:

Students attending:

Number of schools:

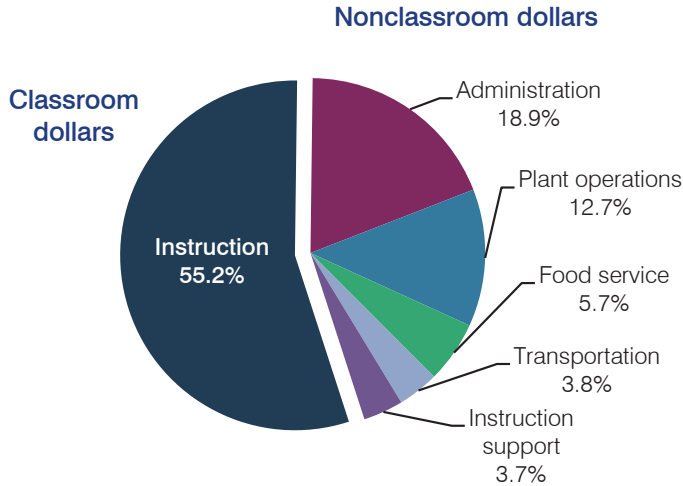
Very small, Rural

167

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 25 percent. Spending in the classroom varied year to year, decreasing overall from 58.8 to 55.2 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on instruction support increased substantially and spending on transportation decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,216	\$2,572	\$746
	Students per administrator	42	30	67
Plant operations	Cost per square foot	\$11.03	\$6.59	\$6.03
	Square footage per student	134	343	153
Food service	Cost per meal equivalent	\$3.55	\$4.93	\$2.58
Transportation	Cost per mile	\$0.88	\$1.64	\$3.55
	Cost per rider	\$585	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$8,408	\$11,715	\$15,203	\$7,496	\$10,658
Classroom dollars	4,332	6,465	7,647	4,031	6,520
Nonclassroom dollars:	4,076	5,250	7,556	3,465	4,138
Administration	1,322	2,216	2,572	746	1,138
Plant operations	1,187	1,483	2,148	924	1,015
Food service	592	671	851	396	412
Transportation	439	448	1,056	369	452
Student support	2	0	548	582	593
Instruction support	534	432	381	448	528

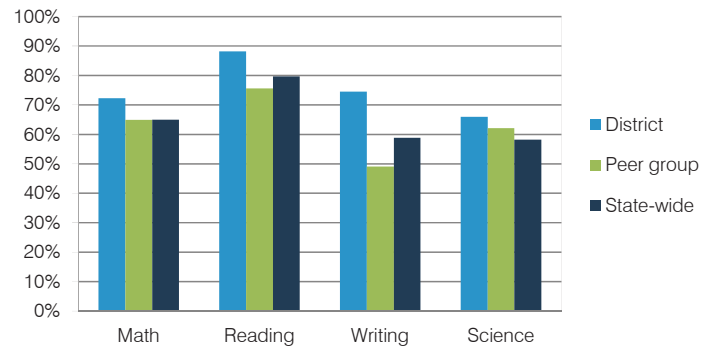
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	31%	30%	25%
Students per teacher	13.9	13.9	18.3
Average teacher salary	\$51,695	\$41,809	\$45,264
Amount from Proposition 301	\$4,414	\$3,665	\$3,784
Average years of teacher experience	13.0	12.3	10.9
Percentage of teachers in first 3 years	0%	12%	19%

Financial stress assessment

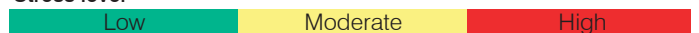
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.3%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



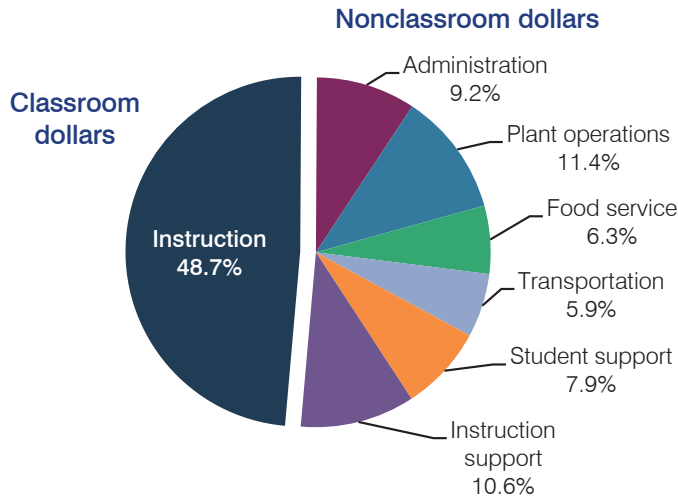
Santa Cruz Valley Unified School District

Santa Cruz County
 Efficiency peer groups 4 and T-7, Achievement peer group 6
 Legislative district(s): 2

District size, location: Medium-Large, Rural
 Students attending: 3,234
 Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 7 percent. Spending in the classroom decreased overall from 56.7 to 48.7 percent. Overall, spending on student support and instruction support increased substantially and spending on plant operations increased. Spending on transportation decreased, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$675	\$764	\$746
	Students per administrator	62	67	67
Plant operations	Cost per square foot	\$5.40	\$5.34	\$6.03
	Square footage per student	154	176	153
Food service	Cost per meal equivalent	\$2.69	\$2.67	\$2.58
Transportation	Cost per mile	\$2.74	\$3.06	\$3.55
	Cost per rider	\$633	\$677	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,470	\$7,305	\$7,187	\$7,496	\$10,658
Classroom dollars	4,000	3,555	3,779	4,031	6,520
Nonclassroom dollars:	3,470	3,750	3,408	3,465	4,138
Administration	602	675	764	746	1,138
Plant operations	789	831	921	924	1,015
Food service	464	460	364	396	412
Transportation	522	435	394	369	452
Student support	468	575	561	582	593
Instruction support	625	774	404	448	528

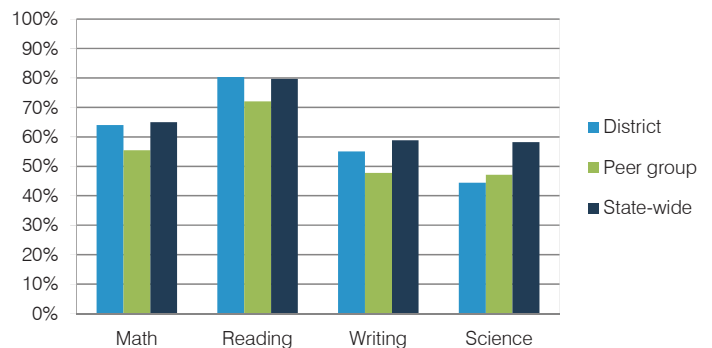
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2012)	80%	80%	77%
Poverty rate (2012)	28%	33%	25%
Students per teacher	17.3	15.3	18.3
Average teacher salary	\$39,949	\$43,207	\$45,264
Amount from Proposition 301	\$3,829	\$3,525	\$3,784
Average years of teacher experience	8.5	11.9	10.9
Percentage of teachers in first 3 years	28%	20%	19%

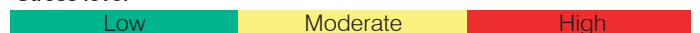
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

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

Stress level



Santa Cruz Valley Union High School District

Pinal County

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

Legislative district(s): 8 and 11

District size, location:

Small, Town

Students attending:

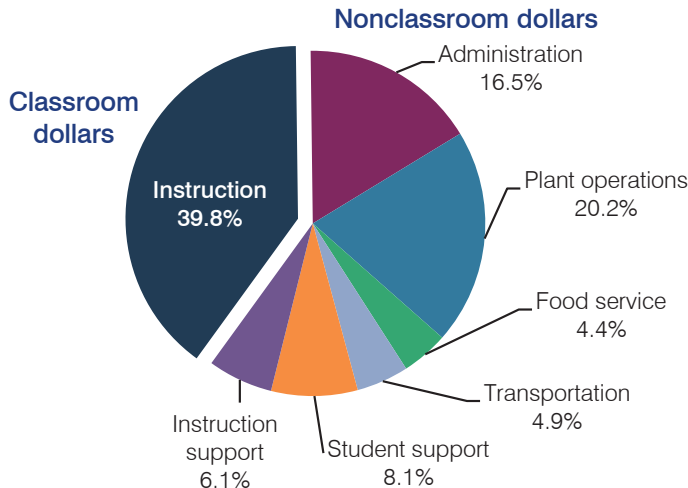
356

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment decreased by 32 percent, which contributed to the 25 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 41.5 to 39.8 percent. Overall, spending on administration decreased substantially, while spending on plant operations increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,833	\$1,571	\$746
	Students per administrator	40	43	67
Plant operations	Cost per square foot	\$5.28	\$4.94	\$6.03
	Square footage per student	426	318	153
Food service	Cost per meal equivalent	\$3.13	\$3.28	\$2.58
Transportation	Cost per mile	\$2.66	\$1.97	\$3.55
	Cost per rider	\$1,372	\$1,010	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$11,403	\$11,147	\$10,188	\$7,496	\$10,658
Classroom dollars	4,924	4,440	4,979	4,031	6,520
Nonclassroom dollars:	6,479	6,707	5,209	3,465	4,138
Administration	1,897	1,833	1,571	746	1,138
Plant operations	2,180	2,252	1,558	924	1,015
Food service	487	494	463	396	412
Transportation	523	544	509	369	452
Student support	836	897	647	582	593
Instruction support	556	687	461	448	528

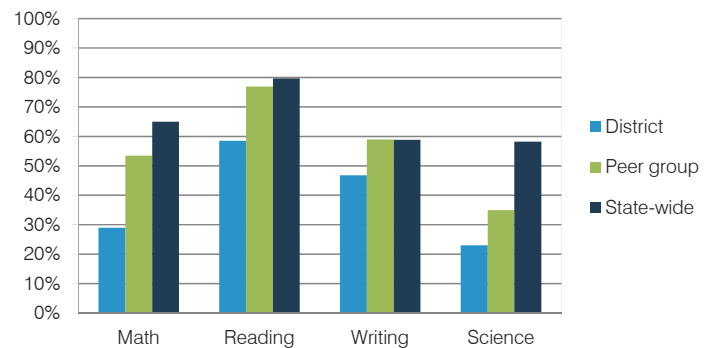
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	94%
Graduation rate (2012)	67%	74%	77%
Poverty rate (2012)	28%	25%	25%
Students per teacher	19.8	16.6	18.3
Average teacher salary	\$47,297	\$44,454	\$45,264
Amount from Proposition 301	\$7,941	\$5,749	\$3,784
Average years of teacher experience	12.3	11.4	10.9
Percentage of teachers in first 3 years	6%	21%	19%

Financial stress assessment

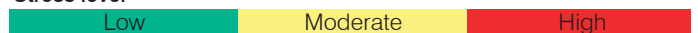
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

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

Stress level



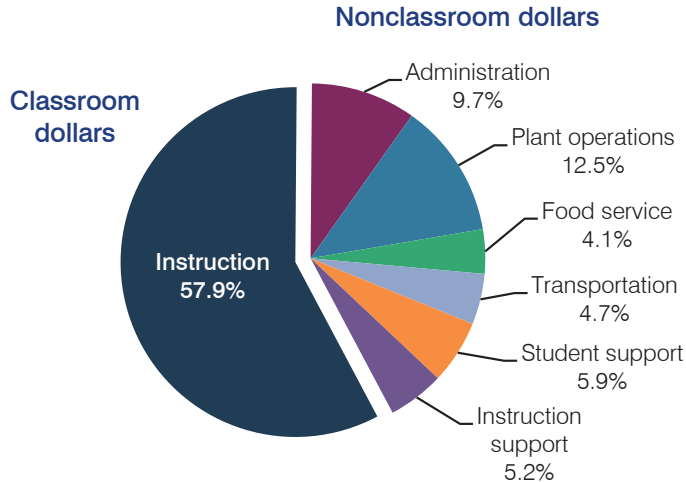
Scottsdale Unified School District

Maricopa County
 Efficiency peer groups 1 and T-5, Achievement peer group 2
 Legislative district(s): 23, 24, 26 and 28

District size, location: Very large, City
 Students attending: 24,544
 Number of schools: 30

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 8 percent. Spending in the classroom varied year to year, decreasing overall from 60.4 to 57.9 percent. Overall, spending on plant operations increased substantially and spending on administration increased. Spending on student support and instruction support decreased, while spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$731	\$640	\$746
	Students per administrator	63	80	67
Plant operations	Cost per square foot	\$5.11	\$5.91	\$6.03
	Square footage per student	185	145	153
Food service	Cost per meal equivalent	\$2.52	\$2.62	\$2.58
Transportation	Cost per mile	\$4.11	\$3.54	\$3.55
	Cost per rider	\$1,678	\$1,359	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$7,449	\$7,570	\$7,185	\$7,496	\$10,658
Classroom dollars	4,373	4,387	4,074	4,031	6,520
Nonclassroom dollars:	3,076	3,183	3,111	3,465	4,138
Administration	679	731	640	746	1,138
Plant operations	884	947	855	924	1,015
Food service	318	313	325	396	412
Transportation	371	358	346	369	452
Student support	459	442	571	582	593
Instruction support	365	392	374	448	528

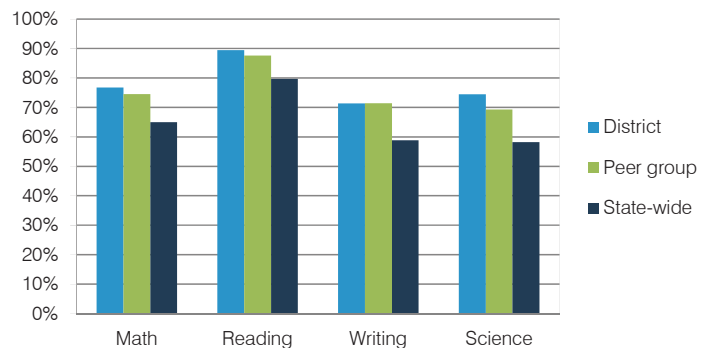
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	15	50%
B	10	33%
C	5	17%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	90%	88%	77%
Poverty rate (2012)	13%	14%	25%
Students per teacher	16.4	18.3	18.3
Average teacher salary	\$46,150	\$44,386	\$45,264
Amount from Proposition 301	\$3,222	\$4,054	\$3,784
Average years of teacher experience	13.5	11.0	10.9
Percentage of teachers in first 3 years	10%	16%	19%

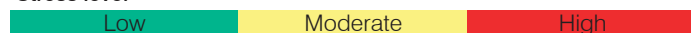
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.4%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



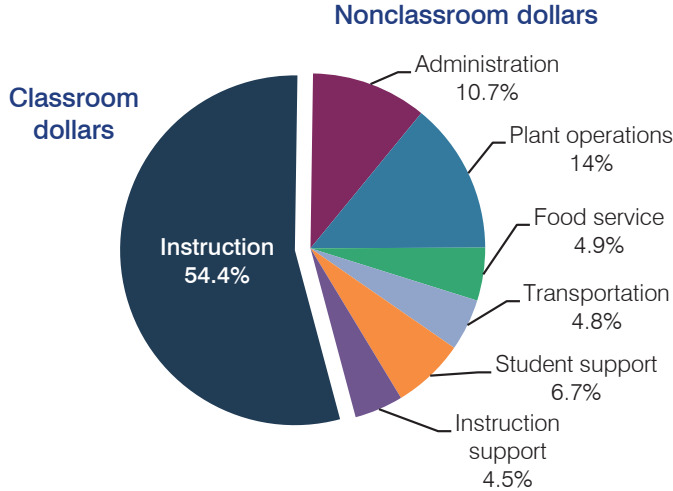
Sedona-Oak Creek Joint Unified School District

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

District size, location: Medium, Town
 Students attending: 1,222
 Number of schools: 3

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 55.1 to 54.4 percent. Overall, spending on instruction support increased slightly and spending on plant operations decreased slightly. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$850	\$1,077	\$746
	Students per administrator	64	56	67
Plant operations	Cost per square foot	\$3.56	\$4.83	\$6.03
	Square footage per student	310	260	153
Food service	Cost per meal equivalent	\$3.64	\$3.14	\$2.58
Transportation	Cost per mile	\$4.68	\$3.06	\$3.55
	Cost per rider	\$780	\$677	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,209	\$7,910	\$8,465	\$7,496	\$10,658
Classroom dollars	3,848	4,304	4,259	4,031	6,520
Nonclassroom dollars:	3,361	3,606	4,206	3,465	4,138
Administration	781	850	1,077	746	1,138
Plant operations	1,034	1,105	1,237	924	1,015
Food service	380	385	419	396	412
Transportation	357	378	535	369	452
Student support	519	532	630	582	593
Instruction support	290	356	308	448	528

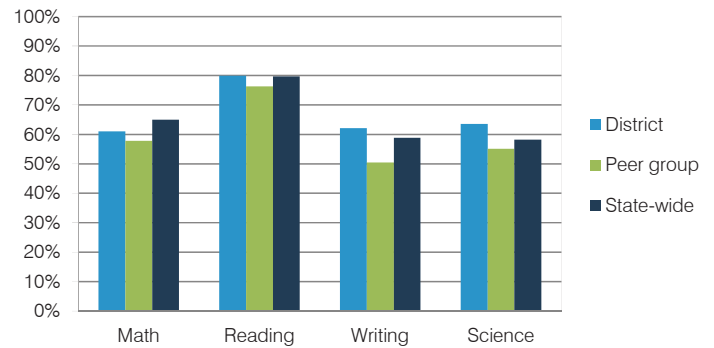
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	83%	83%	77%
Poverty rate (2012)	25%	24%	25%
Students per teacher	17.6	16.6	18.3
Average teacher salary	\$42,009	\$41,866	\$45,264
Amount from Proposition 301	\$5,240	\$4,192	\$3,784
Average years of teacher experience	10.6	11.7	10.9
Percentage of teachers in first 3 years	31%	16%	19%

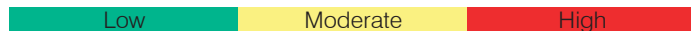
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

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

Stress level



Seligman Unified School District

Yavapai County

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

Legislative district(s): 1

District size, location:

Very small, Rural

Students attending:

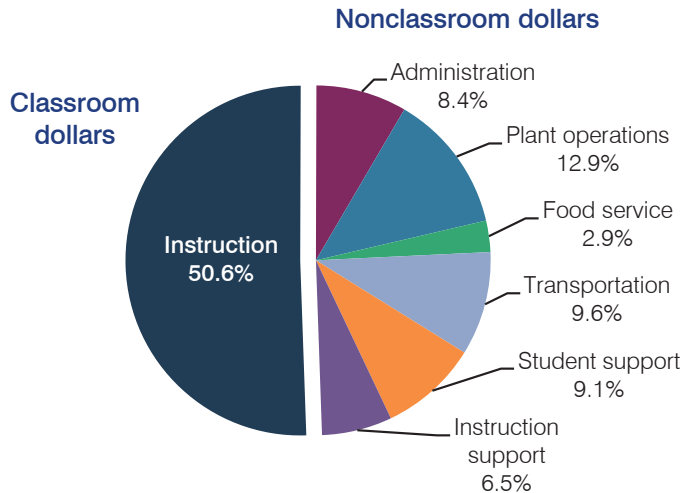
150

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 23 percent. Spending in the classroom decreased overall from 54.2 to 50.6 percent. Spending on nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on student support and instruction support increased substantially and spending on plant operations decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,683	\$2,572	\$746
	Students per administrator	24	30	67
Plant operations	Cost per square foot	\$4.29	\$6.59	\$6.03
	Square footage per student	604	343	153
Food service	Cost per meal equivalent	\$3.40	\$4.93	\$2.58
Transportation	Cost per mile	\$1.42	\$1.64	\$3.55
	Cost per rider	\$1,537	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$18,920	\$20,123	\$15,203	\$7,496	\$10,658
Classroom dollars	9,793	10,183	7,647	4,031	6,520
Nonclassroom dollars:	9,127	9,940	7,556	3,465	4,138
Administration	1,901	1,683	2,572	746	1,138
Plant operations	2,300	2,590	2,148	924	1,015
Food service	552	590	851	396	412
Transportation	1,412	1,942	1,056	369	452
Student support	1,911	1,828	548	582	593
Instruction support	1,051	1,307	381	448	528

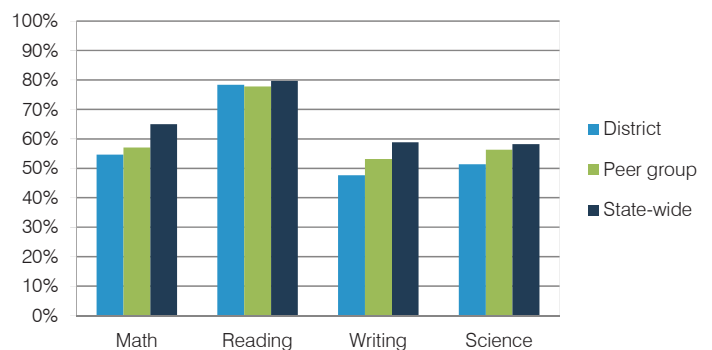
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	61%	82%	77%
Poverty rate (2012)	12%	15%	25%
Students per teacher	7.9	16.5	18.3
Average teacher salary	\$42,661	\$40,197	\$45,264
Amount from Proposition 301	\$3,239	\$4,027	\$3,784
Average years of teacher experience	11.4	11.1	10.9
Percentage of teachers in first 3 years	7%	15%	19%

Financial stress assessment

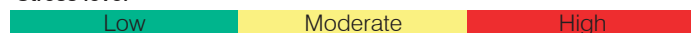
Overall financial stress level: **Moderate**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.5%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

Stress level



Sentinel Elementary School District

Maricopa County

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

Legislative district(s): 4

District size, location:

Very small, Rural

Students attending:

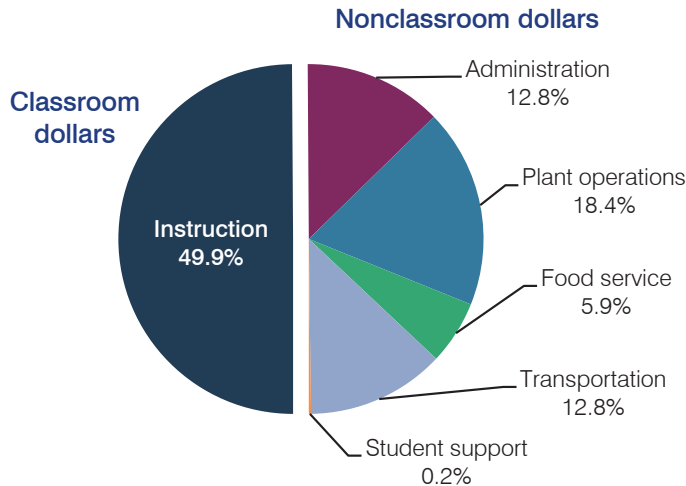
32

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 23 percent. Spending in the classroom decreased overall from 53 to 49.9 percent. Spending on nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on plant operations increased substantially, spending on administration increased, and spending on transportation decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,746	\$2,572	\$746
	Students per administrator	27	30	67
Plant operations	Cost per square foot	\$12.63	\$6.59	\$6.03
	Square footage per student	427	343	153
Food service	Cost per meal equivalent	\$7.60	\$4.93	\$2.58
Transportation	Cost per mile	\$2.18	\$1.64	\$3.55
	Cost per rider	\$3,725	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$28,756	\$29,244	\$15,203	\$7,496	\$10,658
Classroom dollars	14,436	14,581	7,647	4,031	6,520
Nonclassroom dollars:	14,320	14,663	7,556	3,465	4,138
Administration	3,836	3,746	2,572	746	1,138
Plant operations	5,171	5,387	2,148	924	1,015
Food service	1,600	1,720	851	396	412
Transportation	3,637	3,745	1,056	369	452
Student support	76	65	548	582	593
Instruction support	0	0	381	448	528

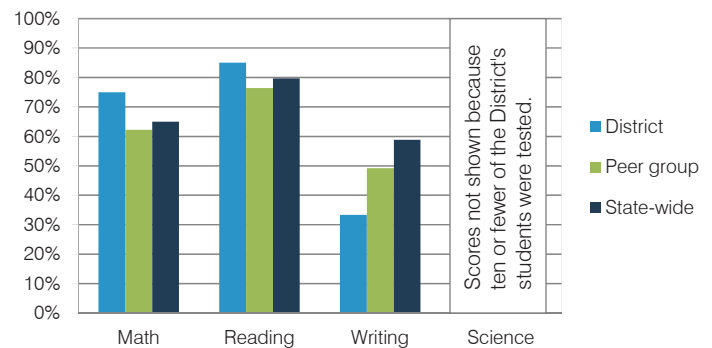
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	12%	11%	25%
Students per teacher	7.6	11.0	18.3
Average teacher salary	\$53,874	\$45,308	\$45,264
Amount from Proposition 301	\$1,311	\$2,639	\$3,784
Average years of teacher experience	12.7	11.7	10.9
Percentage of teachers in first 3 years	22%	7%	19%

Financial stress assessment

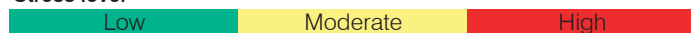
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

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

Stress level



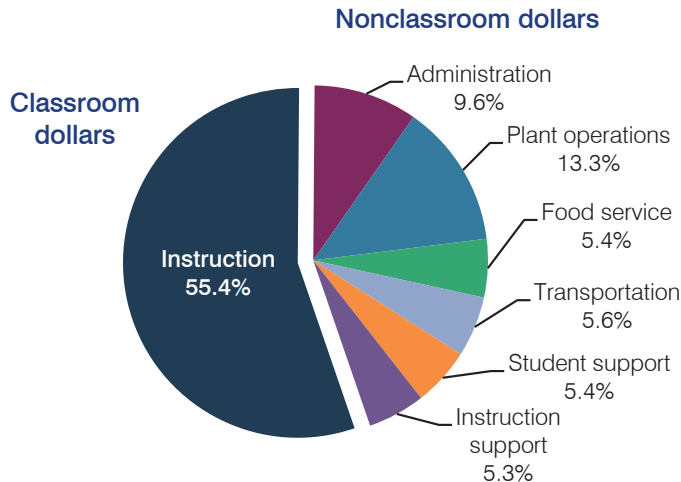
Show Low Unified School District

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

District size, location: Medium-Large, Town
 Students attending: 2,357
 Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 8 percent. Spending in the classroom varied year to year, decreasing overall from 56.5 to 55.4 percent. Overall, spending on student support decreased substantially and spending on plant operations and instruction support increased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$671	\$764	\$746
	Students per administrator	61	67	67
Plant operations	Cost per square foot	\$4.98	\$5.34	\$6.03
	Square footage per student	186	176	153
Food service	Cost per meal equivalent	\$3.25	\$2.67	\$2.58
Transportation	Cost per mile	\$2.55	\$2.52	\$3.55
	Cost per rider	\$869	\$797	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,044	\$6,962	\$7,187	\$7,496	\$10,658
Classroom dollars	3,720	3,855	3,779	4,031	6,520
Nonclassroom dollars:	3,324	3,107	3,408	3,465	4,138
Administration	740	671	764	746	1,138
Plant operations	944	929	921	924	1,015
Food service	392	374	364	396	412
Transportation	369	393	394	369	452
Student support	364	374	561	582	593
Instruction support	515	366	404	448	528

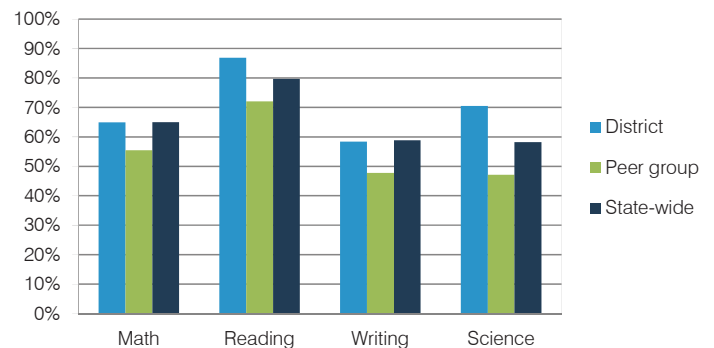
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



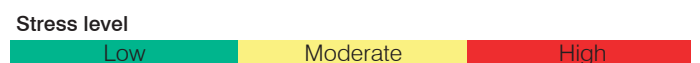
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	94%
Graduation rate (2012)	88%	80%	77%
Poverty rate (2012)	32%	33%	25%
Students per teacher	21.4	15.3	18.3
Average teacher salary	\$45,807	\$43,207	\$45,264
Amount from Proposition 301	\$3,255	\$3,525	\$3,784
Average years of teacher experience	13.6	11.9	10.9
Percentage of teachers in first 3 years	13%	20%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	0.5%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



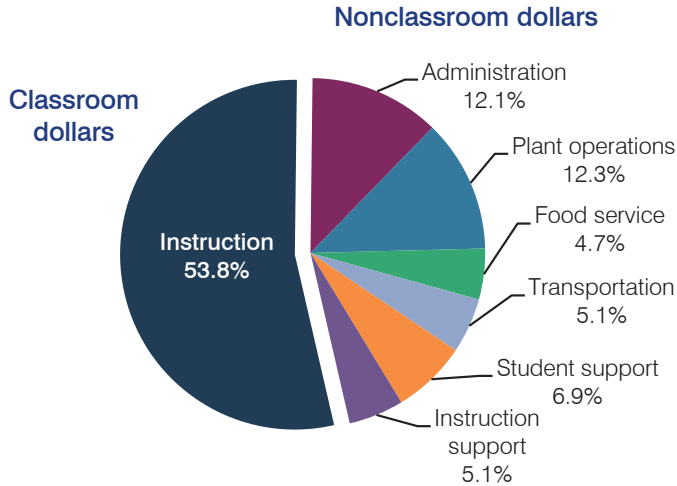
Sierra Vista Unified School District

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

District size, location: Medium-Large, Town
 Students attending: 5,511
 Number of schools: 8

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 10 percent. Spending in the classroom decreased from 54.3 to 53.8 percent. Overall, spending on administration increased and spending on plant operations decreased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$822	\$764	\$746
	Students per administrator	61	67	67
Plant operations	Cost per square foot	\$5.36	\$5.34	\$6.03
	Square footage per student	155	176	153
Food service	Cost per meal equivalent	\$2.99	\$2.67	\$2.58
Transportation	Cost per mile	\$3.48	\$3.06	\$3.55
	Cost per rider	\$971	\$677	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,631	\$6,772	\$7,187	\$7,496	\$10,658
Classroom dollars	3,529	3,645	3,779	4,031	6,520
Nonclassroom dollars:	3,102	3,127	3,408	3,465	4,138
Administration	792	822	764	746	1,138
Plant operations	904	833	921	924	1,015
Food service	288	317	364	396	412
Transportation	342	345	394	369	452
Student support	461	466	561	582	593
Instruction support	315	344	404	448	528

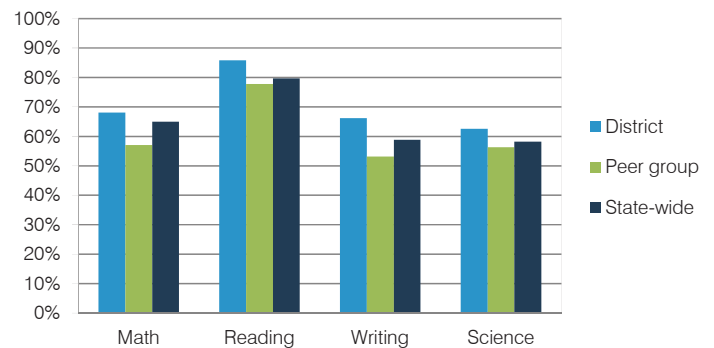
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	13%
B	6	75%
C	1	13%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	89%	82%	77%
Poverty rate (2012)	18%	15%	25%
Students per teacher	19.5	16.5	18.3
Average teacher salary	\$45,159	\$40,197	\$45,264
Amount from Proposition 301	\$5,677	\$4,027	\$3,784
Average years of teacher experience	12.0	11.1	10.9
Percentage of teachers in first 3 years	11%	15%	19%

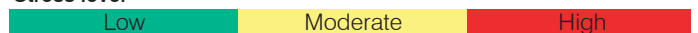
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

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

Stress level



Skull Valley Elementary School District

Yavapai County

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

Legislative district(s): 1

District size, location:

Very small, Rural

Students attending:

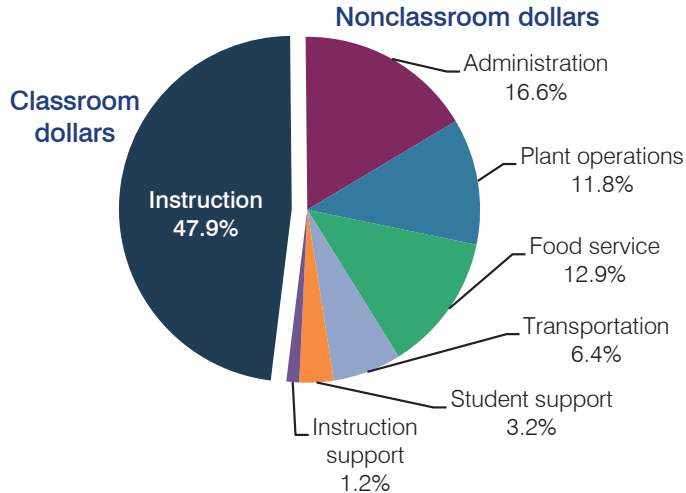
23

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 23 percent. Spending in the classroom varied year to year, decreasing from 57.1 to 47.9 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration increased substantially and spending on transportation decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,713	\$2,572	\$746
	Students per administrator	19	30	67
Plant operations	Cost per square foot	\$5.22	\$6.59	\$6.03
	Square footage per student	371	343	153
Food service	Cost per meal equivalent	\$15.27	\$4.93	\$2.58
Transportation	Cost per mile	\$1.08	\$1.64	\$3.55
	Cost per rider	\$490	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$15,392	\$16,336	\$15,203	\$7,496	\$10,658
Classroom dollars	8,360	7,825	7,647	4,031	6,520
Nonclassroom dollars:	7,032	8,511	7,556	3,465	4,138
Administration	1,576	2,713	2,572	746	1,138
Plant operations	1,633	1,937	2,148	924	1,015
Food service	1,668	2,103	851	396	412
Transportation	1,062	1,042	1,056	369	452
Student support	600	518	548	582	593
Instruction support	493	198	381	448	528

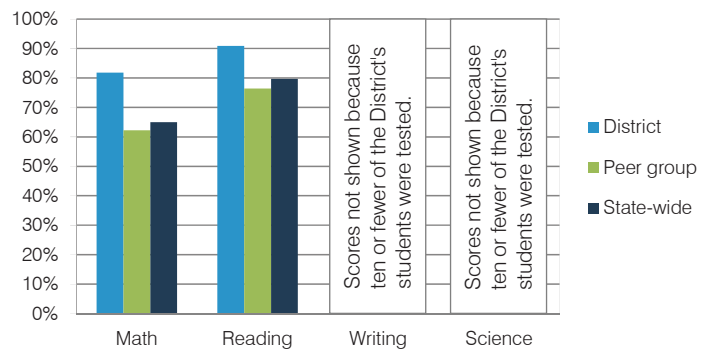
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	16%	11%	25%
Students per teacher	9.2	11.0	18.3
Average teacher salary	\$41,892	\$45,308	\$45,264
Amount from Proposition 301	\$1,668	\$2,639	\$3,784
Average years of teacher experience	14.3	11.7	10.9
Percentage of teachers in first 3 years	0%	7%	19%

Financial stress assessment

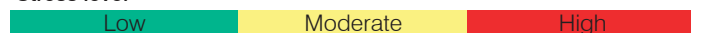
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

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

Stress level



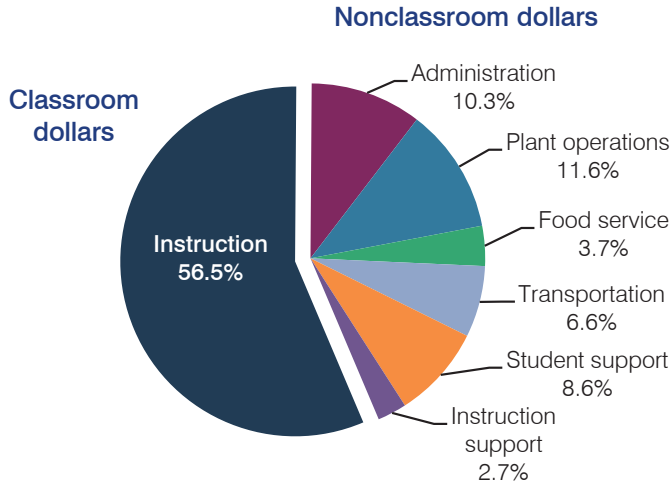
Snowflake Unified School District

Navajo County
 Efficiency peer groups 4 and T-8, Achievement peer group 5
 Legislative district(s): 6

District size, location: Medium-Large, Town
 Students attending: 2,413
 Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 12 percent. Spending in the classroom decreased from 59.6 to 56.5 percent. Overall, spending on administration increased substantially and spending on transportation increased slightly, while spending on plant operations decreased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$650	\$764	\$746
	Students per administrator	63	67	67
Plant operations	Cost per square foot	\$4.13	\$5.34	\$6.03
	Square footage per student	177	176	153
Food service	Cost per meal equivalent	\$3.10	\$2.67	\$2.58
Transportation	Cost per mile	\$4.98	\$2.52	\$3.55
	Cost per rider	\$1,055	\$797	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,176	\$6,319	\$7,187	\$7,496	\$10,658
Classroom dollars	3,468	3,573	3,779	4,031	6,520
Nonclassroom dollars:	2,708	2,746	3,408	3,465	4,138
Administration	675	650	764	746	1,138
Plant operations	716	732	921	924	1,015
Food service	231	232	364	396	412
Transportation	399	417	394	369	452
Student support	554	547	561	582	593
Instruction support	133	168	404	448	528

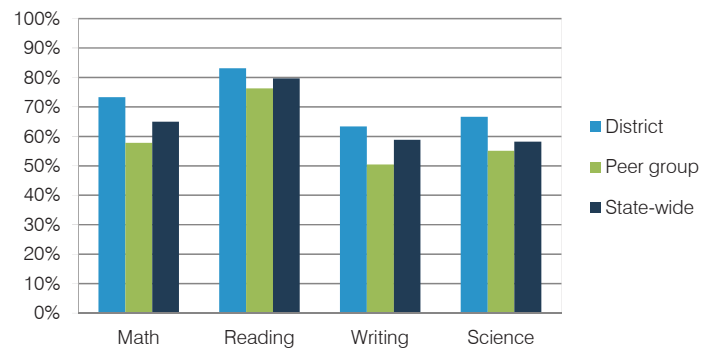
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	94%	83%	77%
Poverty rate (2012)	22%	24%	25%
Students per teacher	21.7	16.6	18.3
Average teacher salary	\$41,990	\$41,866	\$45,264
Amount from Proposition 301	\$4,668	\$4,192	\$3,784
Average years of teacher experience	15.9	11.7	10.9
Percentage of teachers in first 3 years	6%	16%	19%

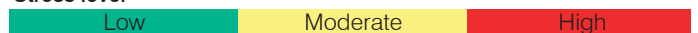
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

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

Stress level



Solomon Elementary School District

Graham County

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

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

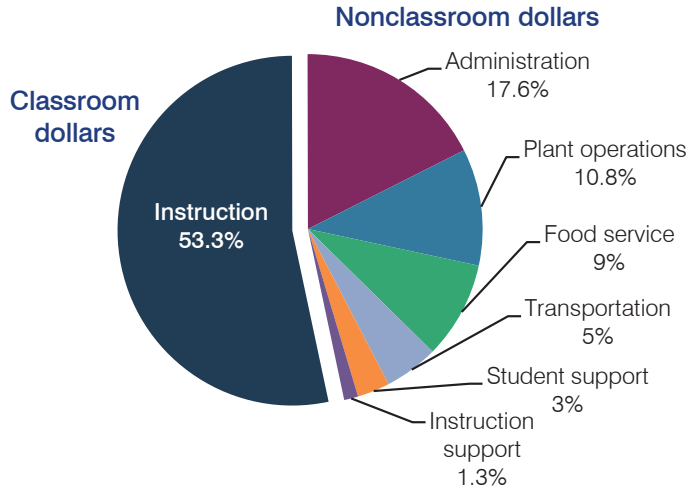
178

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 7 percent. Spending in the classroom varied year to year, ranging from a high of 54.1 to a low of 51.6 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration increased substantially and spending on plant operations decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,388	\$2,572	\$746
	Students per administrator	59	30	67
Plant operations	Cost per square foot	\$3.41	\$6.59	\$6.03
	Square footage per student	249	343	153
Food service	Cost per meal equivalent	\$3.29	\$4.93	\$2.58
Transportation	Cost per mile	\$1.72	\$1.64	\$3.55
	Cost per rider	\$321	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,348	\$7,889	\$15,203	\$7,496	\$10,658
Classroom dollars	4,365	4,206	7,647	4,031	6,520
Nonclassroom dollars:	3,983	3,683	7,556	3,465	4,138
Administration	1,368	1,388	2,572	746	1,138
Plant operations	1,038	849	2,148	924	1,015
Food service	679	710	851	396	412
Transportation	403	392	1,056	369	452
Student support	325	240	548	582	593
Instruction support	170	104	381	448	528

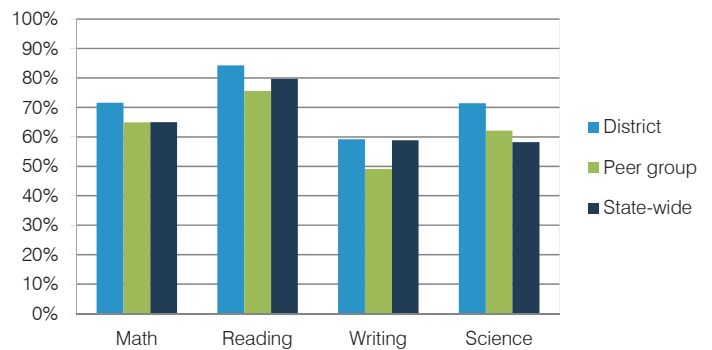
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	33%	30%	25%
Students per teacher	15.7	13.9	18.3
Average teacher salary	\$38,726	\$41,809	\$45,264
Amount from Proposition 301	\$3,184	\$3,665	\$3,784
Average years of teacher experience	12.9	12.3	10.9
Percentage of teachers in first 3 years	10%	12%	19%

Financial stress assessment

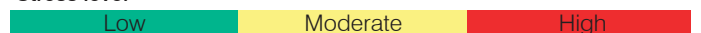
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

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

Stress level



Somerton Elementary School District

Yuma County

Efficiency peer groups 9 and T-6, Achievement peer group 19

Legislative district(s): 4

District size, location:

Medium-Large, Town

Students attending:

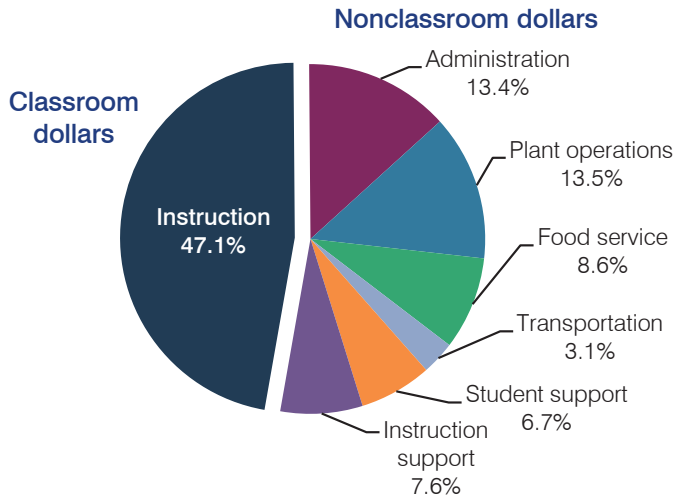
2,586

Number of schools:

5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 8 percent. Spending in the classroom varied year to year, decreasing overall from 47.9 to 47.1 percent. Overall, spending on plant operations increased substantially, while spending on administration and student support decreased slightly. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$932	\$883	\$746
	Students per administrator	65	65	67
Plant operations	Cost per square foot	\$7.74	\$6.31	\$6.03
	Square footage per student	121	135	153
Food service	Cost per meal equivalent	\$2.68	\$2.63	\$2.58
Transportation	Cost per mile	\$2.91	\$3.58	\$3.55
	Cost per rider	\$567	\$462	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,875	\$6,929	\$7,185	\$7,496	\$10,658
Classroom dollars	3,207	3,263	3,621	4,031	6,520
Nonclassroom dollars:	3,668	3,666	3,564	3,465	4,138
Administration	951	932	883	746	1,138
Plant operations	911	934	836	924	1,015
Food service	554	597	535	396	412
Transportation	216	214	431	369	452
Student support	460	464	435	582	593
Instruction support	576	525	444	448	528

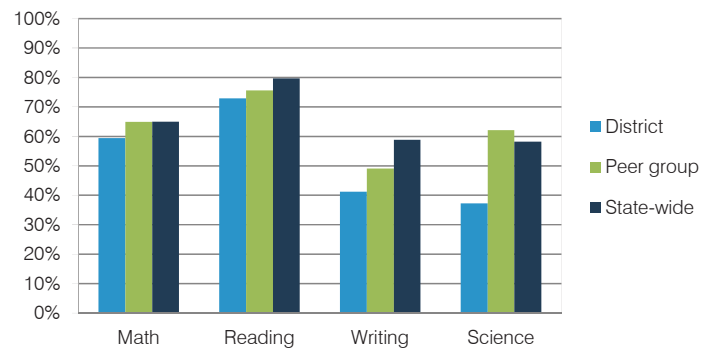
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	33%	30%	25%
Students per teacher	19.3	13.9	18.3
Average teacher salary	\$39,085	\$41,809	\$45,264
Amount from Proposition 301	\$2,820	\$3,665	\$3,784
Average years of teacher experience	7.0	12.3	10.9
Percentage of teachers in first 3 years	31%	12%	19%

Financial stress assessment

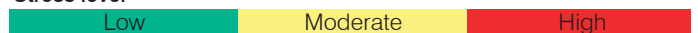
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.5%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



Sonoita Elementary School District

Santa Cruz County

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

Legislative district(s): 2

District size, location:

Very small, Rural

Students attending:

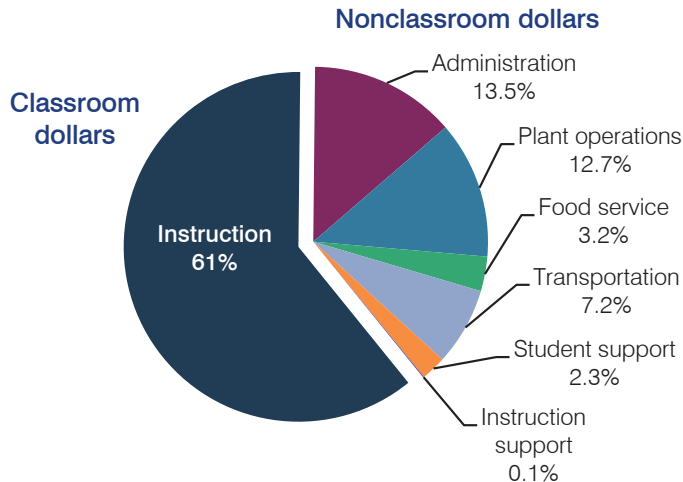
108

Number of schools:

1

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 65.7 to 61 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration, food service, and transportation increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,304	\$2,572	\$746
	Students per administrator	31	30	67
Plant operations	Cost per square foot	\$7.41	\$6.59	\$6.03
	Square footage per student	294	343	153
Food service	Cost per meal equivalent	\$3.92	\$4.93	\$2.58
Transportation	Cost per mile	\$1.29	\$1.64	\$3.55
	Cost per rider	\$1,402	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$19,057	\$17,139	\$15,203	\$7,496	\$10,658
Classroom dollars	11,035	10,457	7,647	4,031	6,520
Nonclassroom dollars:	8,022	6,682	7,556	3,465	4,138
Administration	2,635	2,304	2,572	746	1,138
Plant operations	3,006	2,177	2,148	924	1,015
Food service	616	548	851	396	412
Transportation	1,142	1,231	1,056	369	452
Student support	554	398	548	582	593
Instruction support	69	24	381	448	528

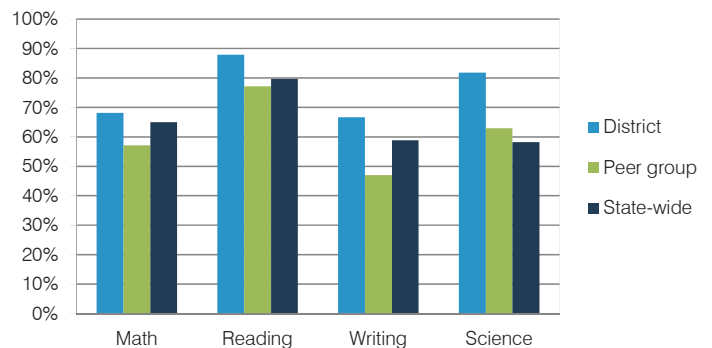
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	24%	24%	25%
Students per teacher	8.3	12.4	18.3
Average teacher salary	\$49,679	\$45,242	\$45,264
Amount from Proposition 301	\$474	\$2,827	\$3,784
Average years of teacher experience	12.9	13.6	10.9
Percentage of teachers in first 3 years	8%	12%	19%

Financial stress assessment

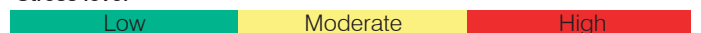
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	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



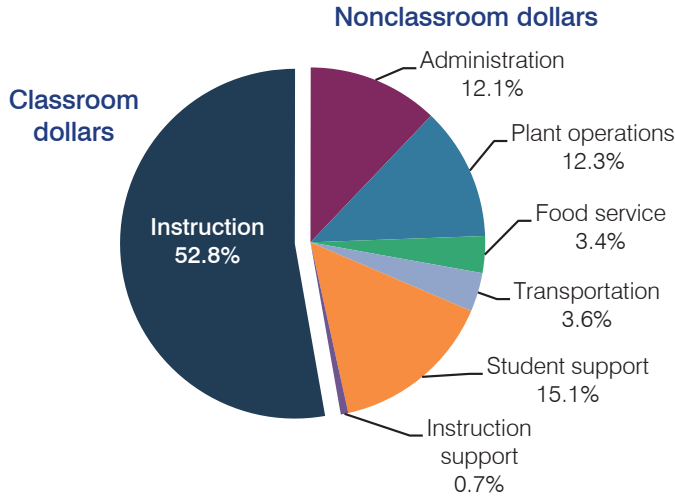
St. David Unified School District

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

District size, location: Small, Rural
 Students attending: 401
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 3 percent. Spending in the classroom decreased overall from 57.5 to 52.8 percent. Overall, spending on student support increased substantially and spending on food service increased, while spending on plant operations decreased slightly. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,110	\$1,571	\$746
	Students per administrator	46	43	67
Plant operations	Cost per square foot	\$5.80	\$4.94	\$6.03
	Square footage per student	195	318	153
Food service	Cost per meal equivalent	\$3.69	\$3.28	\$2.58
Transportation	Cost per mile	\$2.77	\$3.58	\$3.55
	Cost per rider	\$445	\$462	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,736	\$9,180	\$10,188	\$7,496	\$10,658
Classroom dollars	4,792	4,849	4,979	4,031	6,520
Nonclassroom dollars:	3,944	4,331	5,209	3,465	4,138
Administration	1,017	1,110	1,571	746	1,138
Plant operations	1,009	1,132	1,558	924	1,015
Food service	335	313	463	396	412
Transportation	328	333	509	369	452
Student support	1,244	1,382	647	582	593
Instruction support	11	61	461	448	528

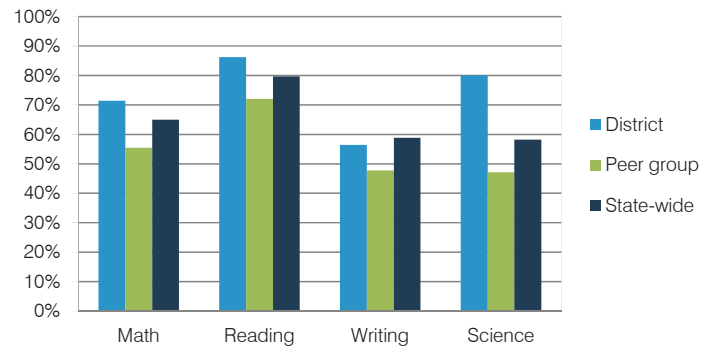
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2012)	100%	80%	77%
Poverty rate (2012)	28%	33%	25%
Students per teacher	13.4	15.3	18.3
Average teacher salary	\$44,476	\$43,207	\$45,264
Amount from Proposition 301	\$3,710	\$3,525	\$3,784
Average years of teacher experience	12.8	11.9	10.9
Percentage of teachers in first 3 years	20%	20%	19%

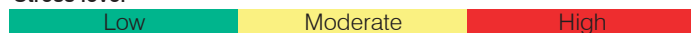
Financial stress assessment

Overall financial stress level: **High**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	Operating and capital
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	0.7%, Varying
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Noncompliant

Stress level



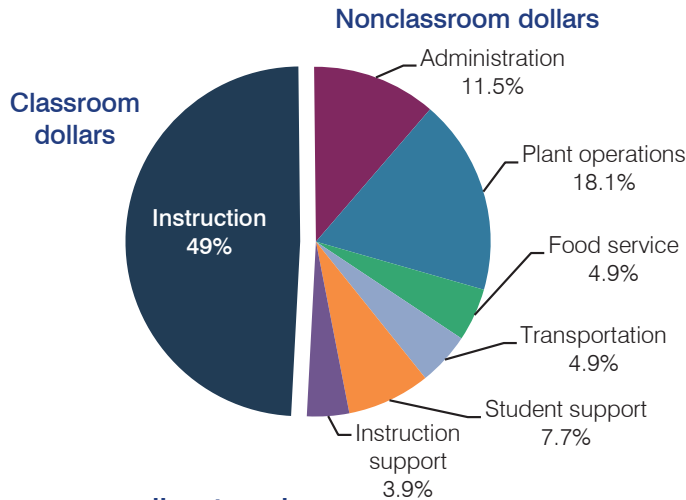
St. Johns Unified School District

Apache County
 Efficiency peer groups 5 and T-10, Achievement peer group 6
 Legislative district(s): 7

District size, location: Medium, Town
 Students attending: 808
 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 was very inconsistent year to year, decreasing overall from 53.6 to 49 percent. Overall, spending on plant operations increased substantially and spending on instruction support increased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,052	\$1,077	\$746
	Students per administrator	42	56	67
Plant operations	Cost per square foot	\$4.50	\$4.83	\$6.03
	Square footage per student	368	260	153
Food service	Cost per meal equivalent	\$4.60	\$3.14	\$2.58
Transportation	Cost per mile	\$1.81	\$1.97	\$3.55
	Cost per rider	\$973	\$1,010	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,874	\$9,148	\$8,465	\$7,496	\$10,658
Classroom dollars	4,346	4,480	4,259	4,031	6,520
Nonclassroom dollars:	4,528	4,668	4,206	3,465	4,138
Administration	997	1,052	1,077	746	1,138
Plant operations	1,570	1,653	1,237	924	1,015
Food service	459	453	419	396	412
Transportation	479	451	535	369	452
Student support	635	707	630	582	593
Instruction support	388	352	308	448	528

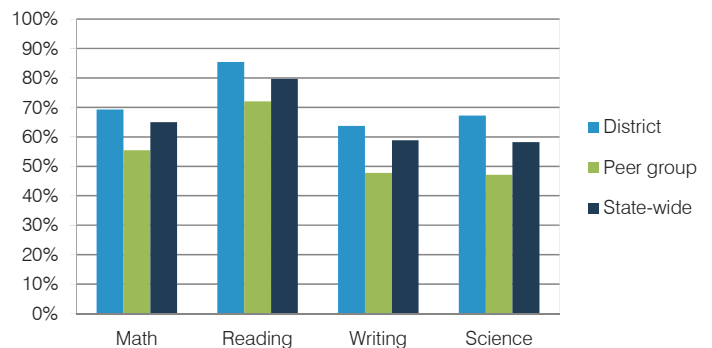
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



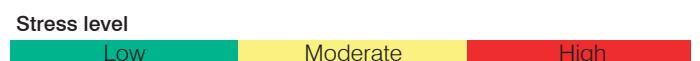
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	94%
Graduation rate (2012)	88%	80%	77%
Poverty rate (2012)	28%	33%	25%
Students per teacher	14.8	15.3	18.3
Average teacher salary	\$41,128	\$43,207	\$45,264
Amount from Proposition 301	\$3,908	\$3,525	\$3,784
Average years of teacher experience	14.2	11.9	10.9
Percentage of teachers in first 3 years	8%	20%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	Operating only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	0.6%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



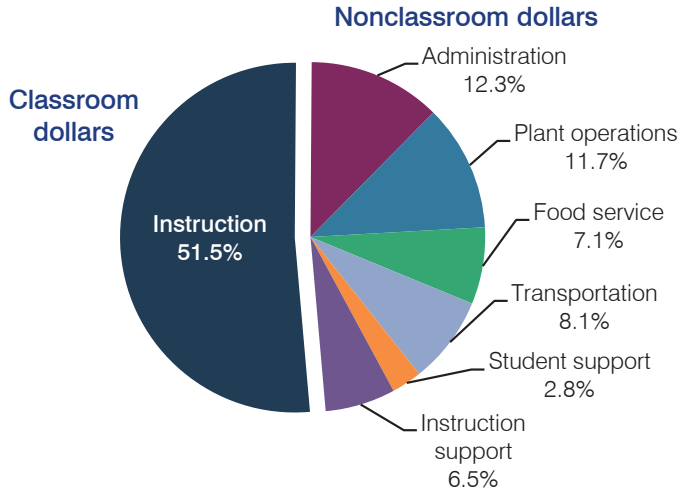
Stanfield Elementary School District

Pinal County
 Efficiency peer groups 10 and T-8, Achievement peer group 19
 Legislative district(s): 4 and 11

District size, location: Small, Rural
 Students attending: 555
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 6 percent. Spending in the classroom increased from 47.2 to 51.5 percent. Overall, spending on student support decreased substantially and spending on transportation decreased. Spending on instruction support increased slightly, while spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,110	\$1,130	\$746
	Students per administrator	65	55	67
Plant operations	Cost per square foot	\$5.99	\$6.14	\$6.03
	Square footage per student	175	157	153
Food service	Cost per meal equivalent	\$2.74	\$2.74	\$2.58
Transportation	Cost per mile	\$2.66	\$2.52	\$3.55
	Cost per rider	\$894	\$797	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,593	\$9,014	\$8,518	\$7,496	\$10,658
Classroom dollars	4,452	4,643	4,624	4,031	6,520
Nonclassroom dollars:	4,141	4,371	3,894	3,465	4,138
Administration	919	1,110	1,130	746	1,138
Plant operations	1,015	1,050	976	924	1,015
Food service	622	643	511	396	412
Transportation	665	728	537	369	452
Student support	212	251	499	582	593
Instruction support	708	589	241	448	528

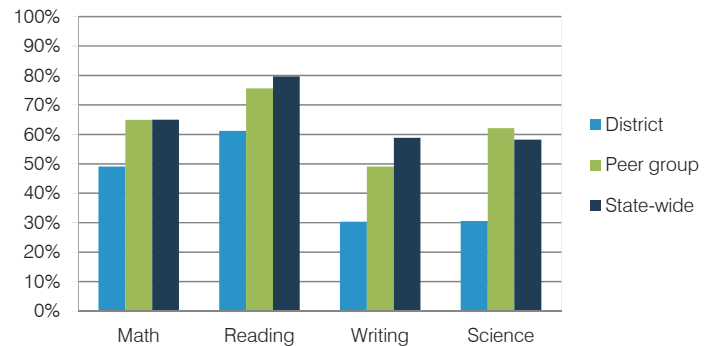
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	33%	30%	25%
Students per teacher	13.9	13.9	18.3
Average teacher salary	\$41,843	\$41,809	\$45,264
Amount from Proposition 301	\$3,687	\$3,665	\$3,784
Average years of teacher experience	9.2	12.3	10.9
Percentage of teachers in first 3 years	20%	12%	19%

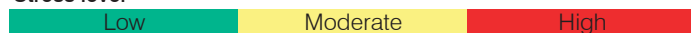
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

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

Stress level



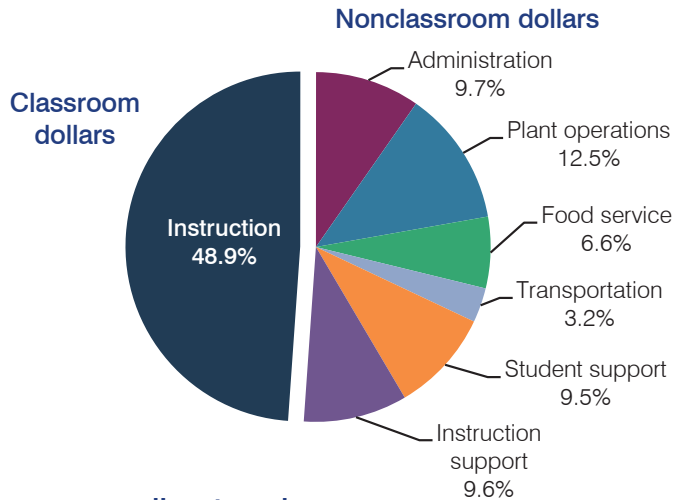
Sunnyside Unified School District

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: 16,638
 Number of schools: 21

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 16 percent. Spending in the classroom decreased from 55.2 to 48.9 percent. Overall, spending on instruction support increased substantially, spending on administration and plant operations increased, and spending on food service increased slightly. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$654	\$658	\$746
	Students per administrator	62	68	67
Plant operations	Cost per square foot	\$7.59	\$6.23	\$6.03
	Square footage per student	112	145	153
Food service	Cost per meal equivalent	\$2.62	\$2.58	\$2.58
Transportation	Cost per mile	\$2.99	\$6.28	\$3.55
	Cost per rider	\$559	\$582	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,004	\$6,759	\$7,059	\$7,496	\$10,658
Classroom dollars	3,527	3,304	3,824	4,031	6,520
Nonclassroom dollars:	3,477	3,455	3,235	3,465	4,138
Administration	625	654	658	746	1,138
Plant operations	853	848	896	924	1,015
Food service	464	446	332	396	412
Transportation	202	216	351	369	452
Student support	673	643	524	582	593
Instruction support	660	648	474	448	528

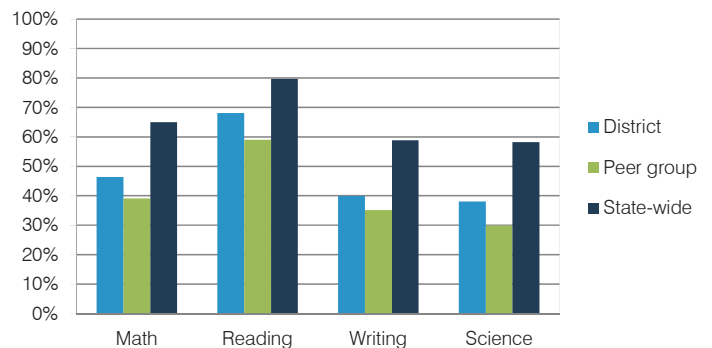
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	7	33%
C	6	29%
D	7	33%
F	0	0%
Not rated	1	5%

Students who met state standards (AIMS)



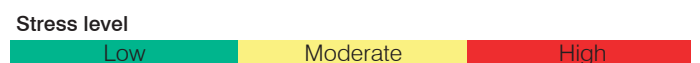
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	92%	94%
Graduation rate (2012)	73%	69%	77%
Poverty rate (2012)	44%	42%	25%
Students per teacher	19.6	15.1	18.3
Average teacher salary	\$41,611	\$42,614	\$45,264
Amount from Proposition 301	\$3,979	\$3,663	\$3,784
Average years of teacher experience	11.2	12.2	10.9
Percentage of teachers in first 3 years	20%	15%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	2.7%, Increasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant



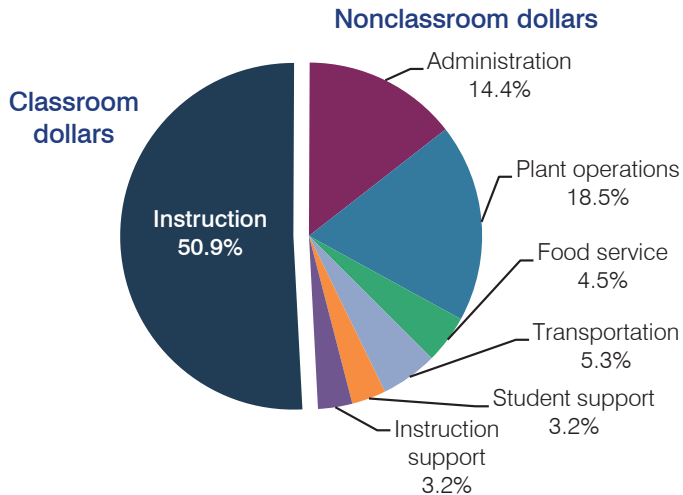
Superior Unified School District

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

District size, location: Small, Town
 Students attending: 411
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 5 percent. Spending in the classroom decreased overall from 54.2 to 50.9 percent. Overall, spending on plant operations increased substantially and spending on transportation increased, while spending on food service and student support decreased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,397	\$1,571	\$746
	Students per administrator	46	43	67
Plant operations	Cost per square foot	\$5.95	\$4.94	\$6.03
	Square footage per student	301	318	153
Food service	Cost per meal equivalent	\$3.28	\$3.28	\$2.58
Transportation	Cost per mile	\$5.31	\$3.58	\$3.55
	Cost per rider	\$693	\$462	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,710	\$9,693	\$10,188	\$7,496	\$10,658
Classroom dollars	4,550	4,933	4,979	4,031	6,520
Nonclassroom dollars:	4,160	4,760	5,209	3,465	4,138
Administration	1,157	1,397	1,571	746	1,138
Plant operations	1,343	1,790	1,558	924	1,015
Food service	395	439	463	396	412
Transportation	515	518	509	369	452
Student support	285	307	647	582	593
Instruction support	465	309	461	448	528

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

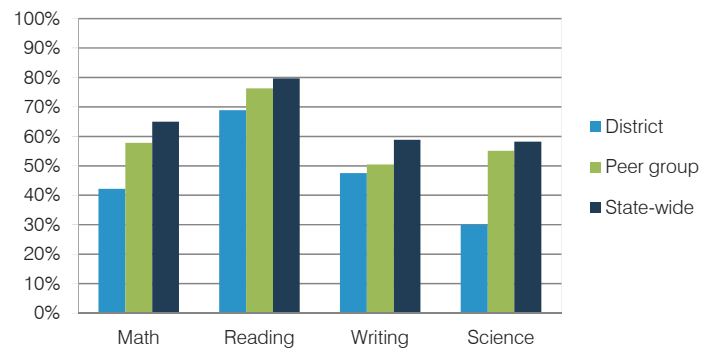
ADE-reported district and school letter grades

District grade: **C**

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

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

Students who met state standards (AIMS)



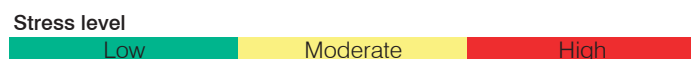
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2012)	97%	83%	77%
Poverty rate (2012)	26%	24%	25%
Students per teacher	17.1	16.6	18.3
Average teacher salary	\$42,378	\$41,866	\$45,264
Amount from Proposition 301	\$2,725	\$4,192	\$3,784
Average years of teacher experience	12.4	11.7	10.9
Percentage of teachers in first 3 years	14%	16%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant



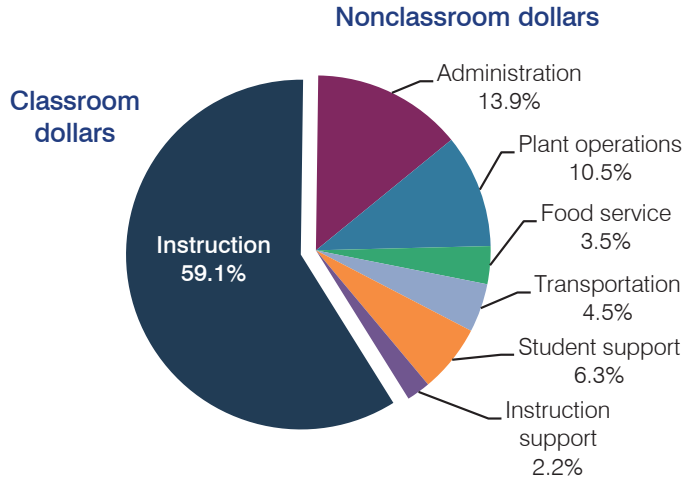
Tanque Verde Unified School District

Pima County
 Efficiency peer groups 3 and T-4, Achievement peer group 1
 Legislative district(s): 10 and 14

District size, location: Medium, Suburb
 Students attending: 1,837
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment increased by 41 percent, which contributed to the 26 percent decrease in total spending per pupil. Spending in the classroom was very inconsistent year to year, ranging from a high of 60.8 percent to a low of 55 percent. Overall, spending on administration increased and spending on instruction support decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$960	\$744	\$746
	Students per administrator	68	68	67
Plant operations	Cost per square foot	\$4.23	\$5.74	\$6.03
	Square footage per student	171	163	153
Food service	Cost per meal equivalent	\$2.64	\$2.84	\$2.58
Transportation	Cost per mile	\$2.71	\$3.41	\$3.55
	Cost per rider	\$926	\$1,047	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,261	\$6,897	\$7,062	\$7,496	\$10,658
Classroom dollars	4,207	4,078	3,779	4,031	6,520
Nonclassroom dollars:	3,054	2,819	3,283	3,465	4,138
Administration	1,001	960	744	746	1,138
Plant operations	734	724	929	924	1,015
Food service	281	243	329	396	412
Transportation	368	307	430	369	452
Student support	460	434	543	582	593
Instruction support	210	151	308	448	528

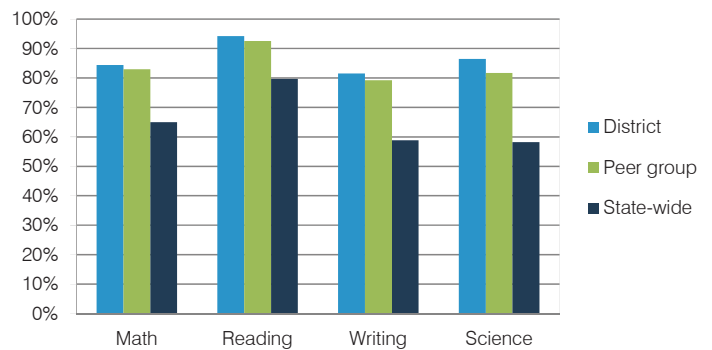
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Students who met state standards (AIMS)



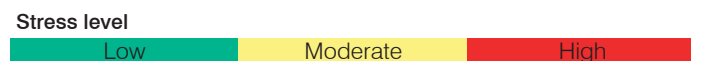
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	93%	91%	77%
Poverty rate (2012)	8%	9%	25%
Students per teacher	15.6	18.2	18.3
Average teacher salary	\$40,389	\$42,657	\$45,264
Amount from Proposition 301	\$3,237	\$3,841	\$3,784
Average years of teacher experience	14.1	11.0	10.9
Percentage of teachers in first 3 years	9%	17%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	2.7%, Decreasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant



Tempe Elementary School District

Maricopa County

Efficiency peer groups 7 and T-2, Achievement peer group 14

Legislative district(s): 18, 26 and 27

District size, location:

Students attending:

Number of schools:

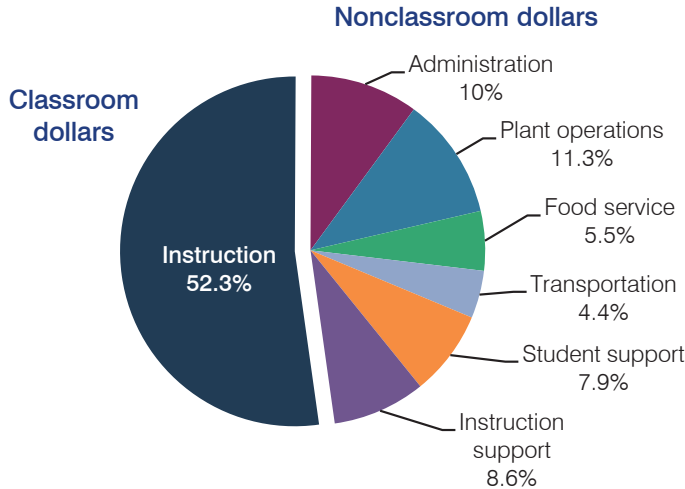
Large, City

11,044

20

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 6 percent. Spending in the classroom decreased from 55.3 to 52.3 percent. Overall, spending on plant operations and instruction support increased slightly, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$842	\$664	\$746
	Students per administrator	63	76	67
Plant operations	Cost per square foot	\$6.41	\$6.19	\$6.03
	Square footage per student	148	130	153
Food service	Cost per meal equivalent	\$2.46	\$2.52	\$2.58
Transportation	Cost per mile	\$4.45	\$5.18	\$3.55
	Cost per rider	\$703	\$824	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,436	\$8,419	\$7,109	\$7,496	\$10,658
Classroom dollars	4,444	4,404	3,883	4,031	6,520
Nonclassroom dollars:	3,992	4,015	3,226	3,465	4,138
Administration	874	842	664	746	1,138
Plant operations	925	950	766	924	1,015
Food service	435	464	501	396	412
Transportation	387	370	298	369	452
Student support	699	668	520	582	593
Instruction support	672	721	477	448	528

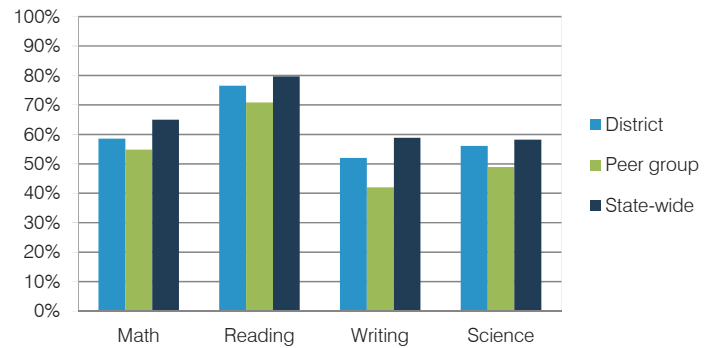
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	37%	37%	25%
Students per teacher	15.6	17.1	18.3
Average teacher salary	\$40,242	\$42,646	\$45,264
Amount from Proposition 301	\$3,210	\$2,598	\$3,784
Average years of teacher experience	9.9	9.5	10.9
Percentage of teachers in first 3 years	18%	24%	19%

Financial stress assessment

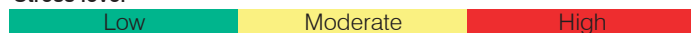
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.6%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



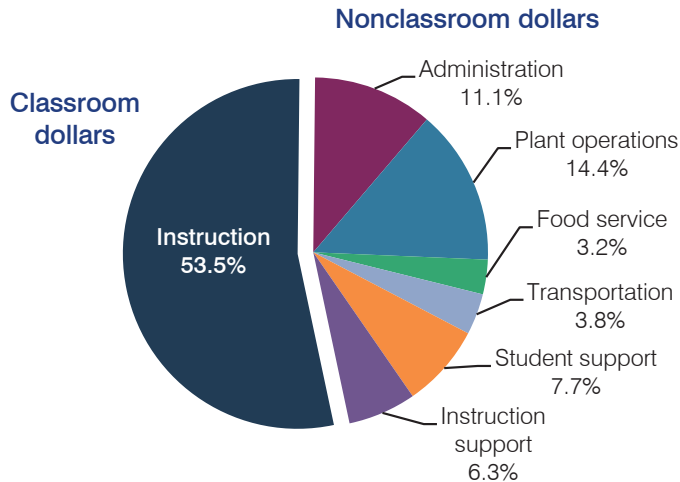
Tempe Union High School District

Maricopa County
 Efficiency peer groups 2 and T-3, Achievement peer group 8
 Legislative district(s): 18, 26 and 27

District size, location: Large, City
 Students attending: 13,680
 Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 4 percent. Spending in the classroom decreased from 58.2 to 53.5 percent. Overall, spending on administration, plant operations and transportation increased, while spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$805	\$658	\$746
	Students per administrator	71	68	67
Plant operations	Cost per square foot	\$6.14	\$6.23	\$6.03
	Square footage per student	170	145	153
Food service	Cost per meal equivalent	\$2.51	\$2.58	\$2.58
Transportation	Cost per mile	\$3.91	\$4.05	\$3.55
	Cost per rider	\$950	\$1,000	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,953	\$7,239	\$7,059	\$7,496	\$10,658
Classroom dollars	3,739	3,876	3,824	4,031	6,520
Nonclassroom dollars:	3,214	3,363	3,235	3,465	4,138
Administration	718	805	658	746	1,138
Plant operations	1,040	1,045	896	924	1,015
Food service	229	230	332	396	412
Transportation	242	278	351	369	452
Student support	546	558	524	582	593
Instruction support	439	447	474	448	528

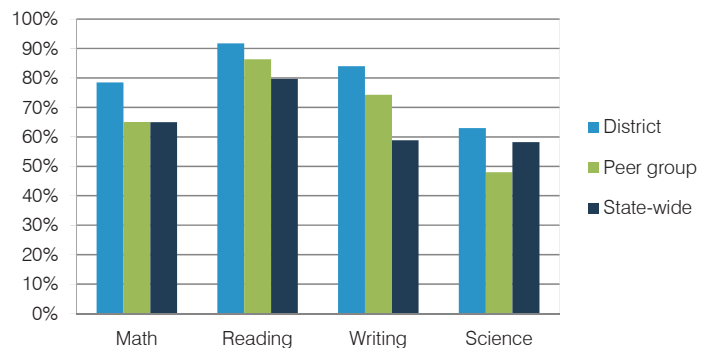
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	5	72%
B	1	14%
C	0	0%
D	0	0%
F	0	0%
Not rated	1	14%

Students who met state standards (AIMS)



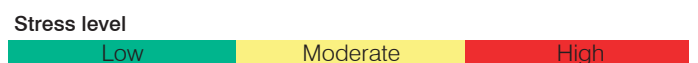
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	90%	85%	77%
Poverty rate (2012)	15%	18%	25%
Students per teacher	21.4	21.4	18.3
Average teacher salary	\$53,387	\$46,473	\$45,264
Amount from Proposition 301	\$5,136	\$4,933	\$3,784
Average years of teacher experience	12.2	9.5	10.9
Percentage of teachers in first 3 years	13%	21%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.3%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



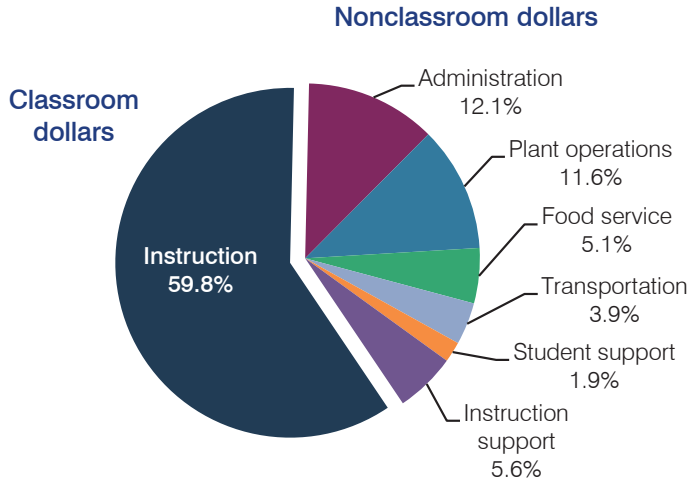
Thatcher Unified School District

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

District size, location: Medium, Town
 Students attending: 1,521
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 15 percent. Spending in the classroom decreased overall from 62.2 to 59.8 percent. Overall, spending on instruction support increased substantially, spending on food service increased slightly, and spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$686	\$1,077	\$746
	Students per administrator	73	56	67
Plant operations	Cost per square foot	\$3.63	\$4.83	\$6.03
	Square footage per student	182	260	153
Food service	Cost per meal equivalent	\$3.69	\$3.14	\$2.58
Transportation	Cost per mile	\$2.92	\$3.58	\$3.55
	Cost per rider	\$434	\$462	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$5,531	\$5,687	\$8,465	\$7,496	\$10,658
Classroom dollars	3,192	3,401	4,259	4,031	6,520
Nonclassroom dollars:	2,339	2,286	4,206	3,465	4,138
Administration	750	686	1,077	746	1,138
Plant operations	586	661	1,237	924	1,015
Food service	289	289	419	396	412
Transportation	248	221	535	369	452
Student support	182	107	630	582	593
Instruction support	284	322	308	448	528

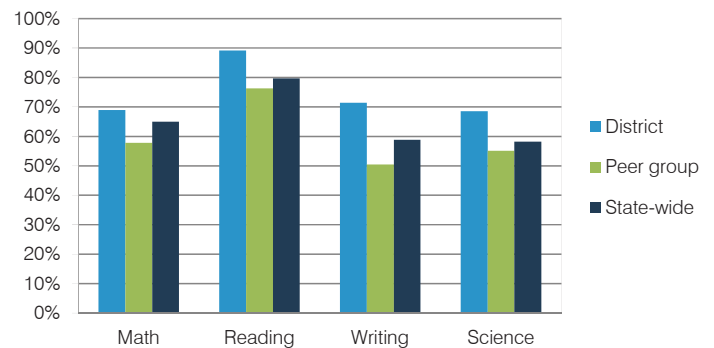
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2012)	90%	83%	77%
Poverty rate (2012)	21%	24%	25%
Students per teacher	19.8	16.6	18.3
Average teacher salary	\$38,850	\$41,866	\$45,264
Amount from Proposition 301	\$5,212	\$4,192	\$3,784
Average years of teacher experience	13.5	11.7	10.9
Percentage of teachers in first 3 years	12%	16%	19%

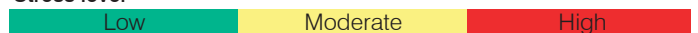
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

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

Stress level



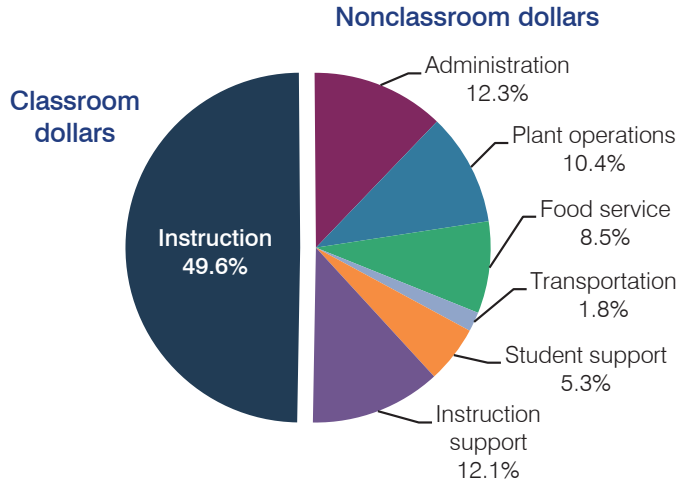
Tolleson Elementary School District

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

District size, location: Medium-Large, Suburb
 Students attending: 2,534
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 5 percent. Spending in the classroom varied year to year, decreasing overall from 52.3 to 49.6 percent. Overall, spending on instruction support increased substantially and spending on food service increased slightly, while spending on administration decreased substantially and spending on student support decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$895	\$791	\$746
	Students per administrator	77	69	67
Plant operations	Cost per square foot	\$5.83	\$6.28	\$6.03
	Square footage per student	130	138	153
Food service	Cost per meal equivalent	\$2.37	\$2.54	\$2.58
Transportation	Cost per mile	\$5.73	\$5.18	\$3.55
	Cost per rider	\$748	\$824	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,572	\$7,277	\$7,193	\$7,496	\$10,658
Classroom dollars	3,302	3,609	3,672	4,031	6,520
Nonclassroom dollars:	3,270	3,668	3,521	3,465	4,138
Administration	952	895	791	746	1,138
Plant operations	709	759	842	924	1,015
Food service	574	618	541	396	412
Transportation	135	133	273	369	452
Student support	452	382	541	582	593
Instruction support	448	881	533	448	528

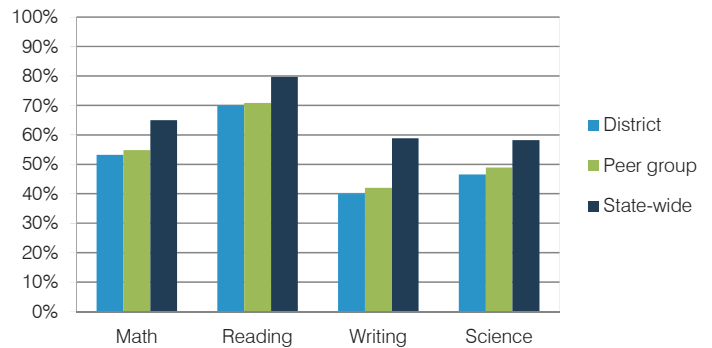
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



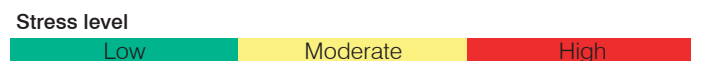
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	31%	37%	25%
Students per teacher	18.2	17.1	18.3
Average teacher salary	\$42,544	\$42,646	\$45,264
Amount from Proposition 301	\$1,997	\$2,598	\$3,784
Average years of teacher experience	8.8	9.5	10.9
Percentage of teachers in first 3 years	27%	24%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	Operating and capital
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	1.3%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



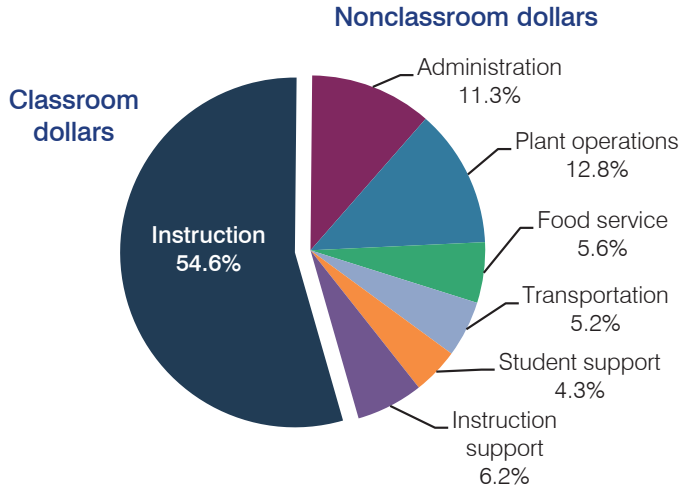
Tolleson Union High School District

Maricopa County
 Efficiency peer groups 2 and T-4, Achievement peer group 8
 Legislative district(s): 19, 27 and 29

District size, location: Large, Suburb
 Students attending: 9,961
 Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 11 percent. Spending in the classroom varied year to year, decreasing overall from 55.3 to 54.6 percent. Overall, spending on student support decreased substantially, while spending on administration, food service, and instruction support increased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$680	\$658	\$746
	Students per administrator	87	68	67
Plant operations	Cost per square foot	\$5.83	\$6.23	\$6.03
	Square footage per student	132	145	153
Food service	Cost per meal equivalent	\$2.30	\$2.58	\$2.58
Transportation	Cost per mile	\$4.03	\$3.41	\$3.55
	Cost per rider	\$1,115	\$1,047	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,316	\$5,990	\$7,059	\$7,496	\$10,658
Classroom dollars	3,563	3,269	3,824	4,031	6,520
Nonclassroom dollars:	2,753	2,721	3,235	3,465	4,138
Administration	684	680	658	746	1,138
Plant operations	799	767	896	924	1,015
Food service	298	333	332	396	412
Transportation	322	312	351	369	452
Student support	244	255	524	582	593
Instruction support	406	374	474	448	528

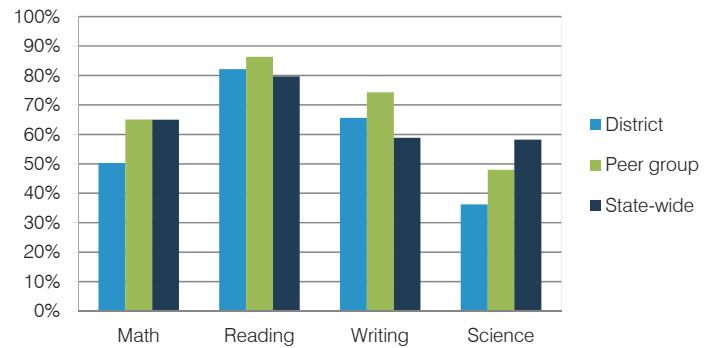
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2012)	82%	85%	77%
Poverty rate (2012)	23%	18%	25%
Students per teacher	19.7	21.4	18.3
Average teacher salary	\$39,948	\$46,473	\$45,264
Amount from Proposition 301	\$4,396	\$4,933	\$3,784
Average years of teacher experience	7.8	9.5	10.9
Percentage of teachers in first 3 years	27%	21%	19%

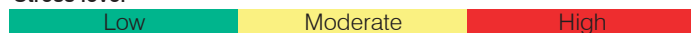
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

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

Stress level



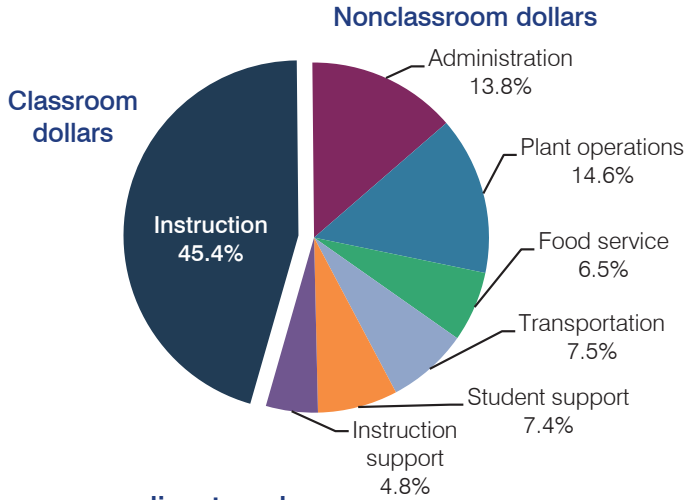
Toltec Elementary School District

Pinal County
 Efficiency peer groups 9 and T-6, Achievement peer group 17
 Legislative district(s): 11

District size, location: Medium, Rural
 Students attending: 1,079
 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 decreased overall from 58 to 45.4 percent. Overall, spending on administration, plant operations, and student support increased substantially. Spending on transportation and instruction support increased, while spending on food service decreased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$860	\$883	\$746
	Students per administrator	77	65	67
Plant operations	Cost per square foot	\$6.09	\$6.31	\$6.03
	Square footage per student	149	135	153
Food service	Cost per meal equivalent	\$2.51	\$2.63	\$2.58
Transportation	Cost per mile	\$3.57	\$3.58	\$3.55
	Cost per rider	\$355	\$462	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,400	\$6,215	\$7,185	\$7,496	\$10,658
Classroom dollars	2,872	2,824	3,621	4,031	6,520
Nonclassroom dollars:	3,528	3,391	3,564	3,465	4,138
Administration	806	860	883	746	1,138
Plant operations	888	905	836	924	1,015
Food service	372	403	535	396	412
Transportation	502	468	431	369	452
Student support	382	457	435	582	593
Instruction support	578	298	444	448	528

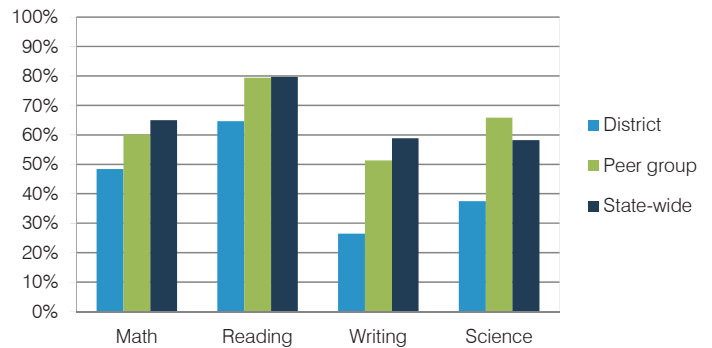
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



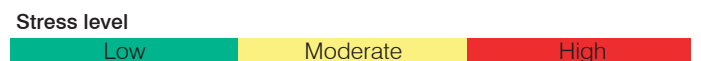
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	21%	19%	25%
Students per teacher	18.3	11.0	18.3
Average teacher salary	\$34,149	\$42,053	\$45,264
Amount from Proposition 301	\$1,815	\$2,981	\$3,784
Average years of teacher experience	8.5	12.6	10.9
Percentage of teachers in first 3 years	13%	11%	19%

Financial stress assessment

Overall financial stress level: **High**

Measure: 2011 through 2013	Assessment
Number of students attending district	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	1.8%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



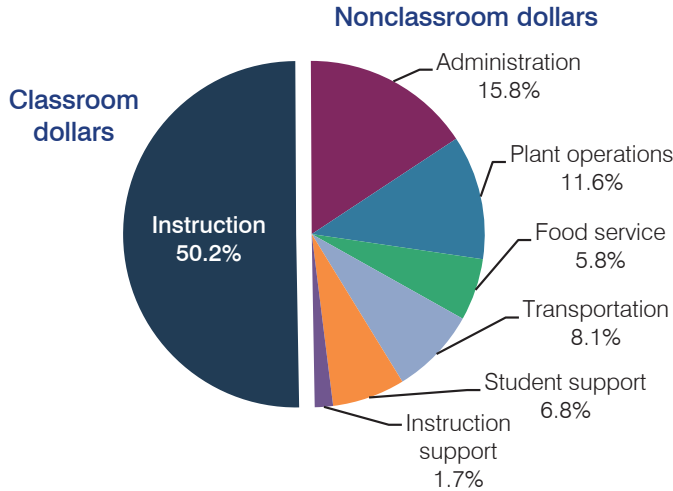
Tombstone Unified School District

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

District size, location: Medium, Town
 Students attending: 904
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 6 percent. Spending in the classroom was very inconsistent year to year, increasing overall from 47.2 to 50.2 percent. Overall, spending on plant operations and student support decreased substantially, while spending on transportation increased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,389	\$1,077	\$746
	Students per administrator	40	56	67
Plant operations	Cost per square foot	\$3.97	\$4.83	\$6.03
	Square footage per student	256	260	153
Food service	Cost per meal equivalent	\$3.31	\$3.14	\$2.58
Transportation	Cost per mile	\$2.13	\$2.42	\$3.55
	Cost per rider	\$870	\$1,013	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,065	\$8,759	\$8,465	\$7,496	\$10,658
Classroom dollars	3,812	4,397	4,259	4,031	6,520
Nonclassroom dollars:	4,253	4,362	4,206	3,465	4,138
Administration	1,302	1,389	1,077	746	1,138
Plant operations	1,049	1,016	1,237	924	1,015
Food service	440	508	419	396	412
Transportation	636	707	535	369	452
Student support	610	597	630	582	593
Instruction support	216	145	308	448	528

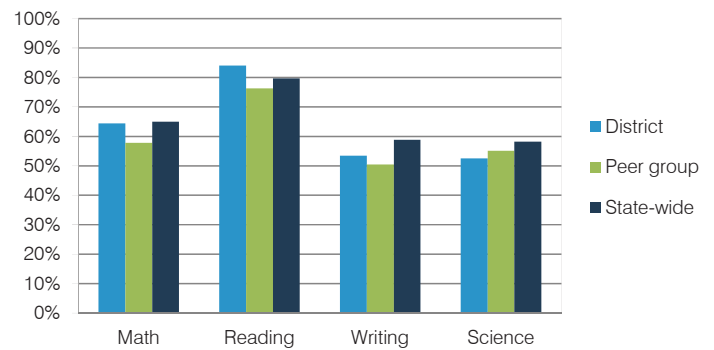
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



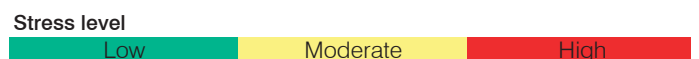
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2012)	92%	83%	77%
Poverty rate (2012)	21%	24%	25%
Students per teacher	16.3	16.6	18.3
Average teacher salary	\$41,684	\$41,866	\$45,264
Amount from Proposition 301	\$3,110	\$4,192	\$3,784
Average years of teacher experience	10.6	11.7	10.9
Percentage of teachers in first 3 years	12%	16%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Increase
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	Impact Aid Fund reserve
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Tonto Basin Elementary School District

Gila County

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

Legislative district(s): 6

District size, location:

Very small, Rural

Students attending:

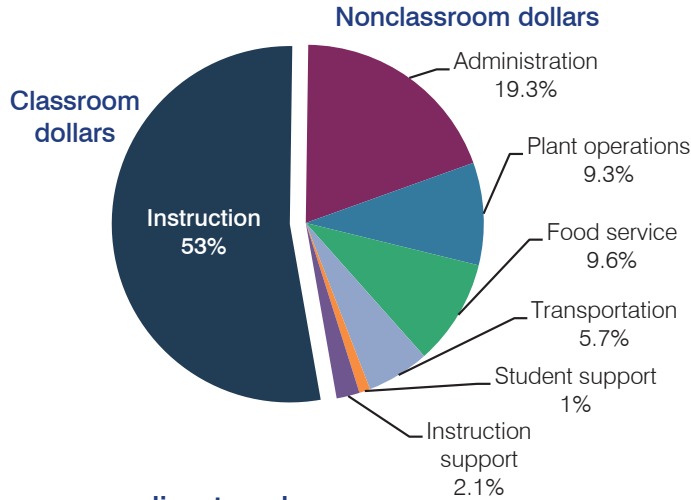
69

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 1 percent. Spending in the classroom decreased overall from 54 to 53 percent. Spending on some nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on administration and instruction support increased and spending on transportation decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,908	\$2,572	\$746
	Students per administrator	23	30	67
Plant operations	Cost per square foot	\$6.02	\$6.59	\$6.03
	Square footage per student	232	343	153
Food service	Cost per meal equivalent	\$4.65	\$4.93	\$2.58
Transportation	Cost per mile	\$1.45	\$1.64	\$3.55
	Cost per rider	\$804	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$15,468	\$15,093	\$15,203	\$7,496	\$10,658
Classroom dollars	8,039	7,999	7,647	4,031	6,520
Nonclassroom dollars:	7,429	7,094	7,556	3,465	4,138
Administration	3,217	2,908	2,572	746	1,138
Plant operations	1,520	1,398	2,148	924	1,015
Food service	1,474	1,453	851	396	412
Transportation	864	868	1,056	369	452
Student support	205	154	548	582	593
Instruction support	149	313	381	448	528

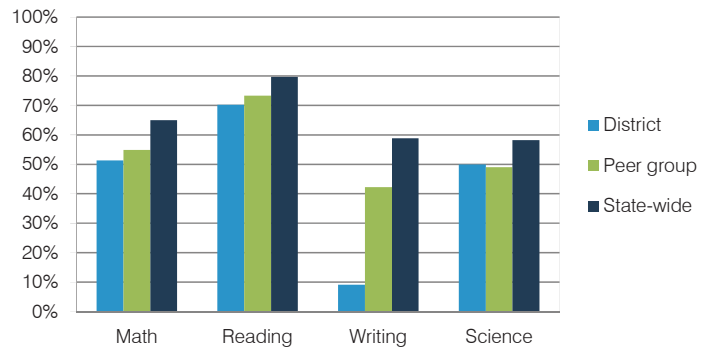
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	55%	52%	25%
Students per teacher	13.7	12.4	18.3
Average teacher salary	\$57,839	\$46,086	\$45,264
Amount from Proposition 301	\$2,534	\$2,755	\$3,784
Average years of teacher experience	17.3	11.5	10.9
Percentage of teachers in first 3 years	0%	16%	19%

Financial stress assessment

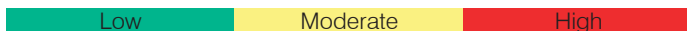
Overall financial stress level: **Moderate**

Measure: 2011 through 2013

Assessment

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

Stress level



Topock Elementary School District

Mohave County

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

Legislative district(s): 5

District size, location:

Very small, Rural

Students attending:

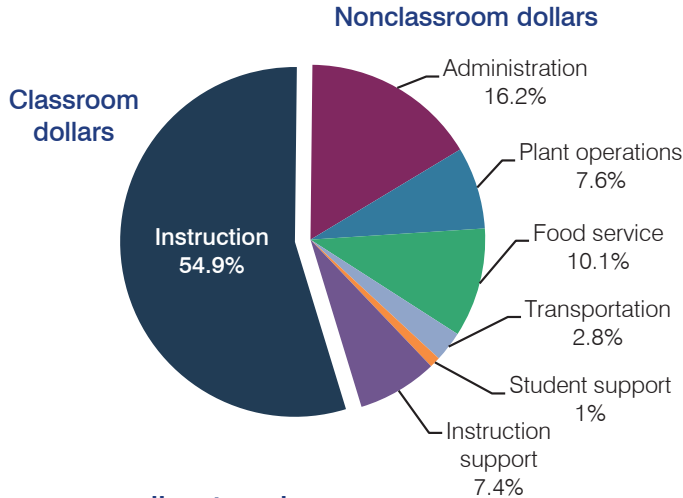
132

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 10 percent. Spending in the classroom varied year to year, increasing overall from 52.4 to 54.9 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration decreased substantially and spending on food service increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,686	\$2,572	\$746
	Students per administrator	44	30	67
Plant operations	Cost per square foot	\$3.97	\$6.59	\$6.03
	Square footage per student	199	343	153
Food service	Cost per meal equivalent	\$1.92	\$4.93	\$2.58
Transportation	Cost per mile	\$1.53	\$1.64	\$3.55
	Cost per rider	\$287	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$8,940	\$10,402	\$15,203	\$7,496	\$10,658
Classroom dollars	5,245	5,709	7,647	4,031	6,520
Nonclassroom dollars:	3,695	4,693	7,556	3,465	4,138
Administration	1,801	1,686	2,572	746	1,138
Plant operations	1,316	790	2,148	924	1,015
Food service	117	1,046	851	396	412
Transportation	317	294	1,056	369	452
Student support	86	107	548	582	593
Instruction support	58	770	381	448	528

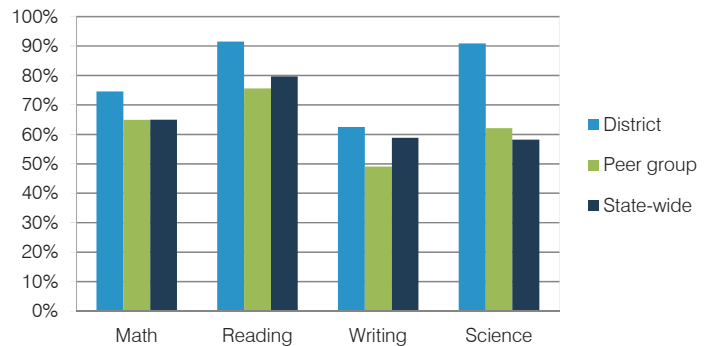
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	33%	30%	25%
Students per teacher	14.6	13.9	18.3
Average teacher salary	\$36,239	\$41,809	\$45,264
Amount from Proposition 301	\$6,876	\$3,665	\$3,784
Average years of teacher experience	8.4	12.3	10.9
Percentage of teachers in first 3 years	29%	12%	19%

Financial stress assessment

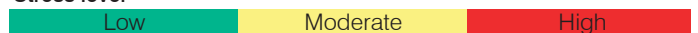
Overall financial stress level: **High**

Measure: 2011 through 2013

Assessment

Number of students attending district	Steady
Spending exceeded operating/capital budgets	Operating and capital
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	0.7%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Noncompliant

Stress level



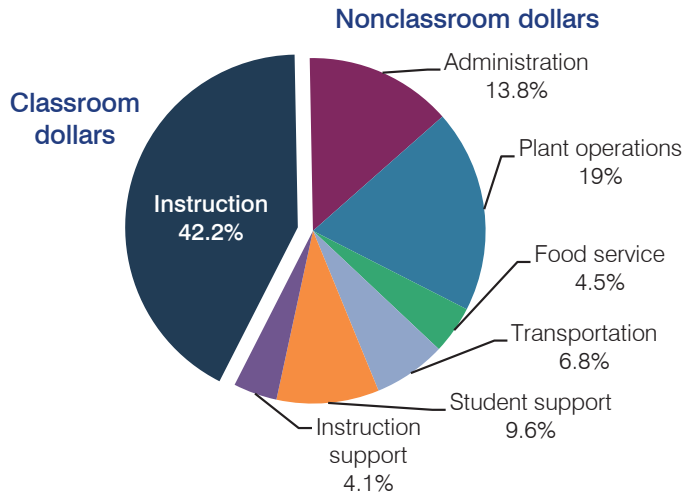
Tuba City Unified School District

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

District size, location: Medium, Town
 Students attending: 1,659
 Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 2 percent. Spending in the classroom varied year to year, decreasing overall from 43.7 to 42.2 percent. Overall, spending on administration and plant operations increased substantially and spending on instruction support decreased substantially. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,761	\$1,077	\$746
	Students per administrator	37	56	67
Plant operations	Cost per square foot	\$6.27	\$4.83	\$6.03
	Square footage per student	385	260	153
Food service	Cost per meal equivalent	\$2.39	\$3.14	\$2.58
Transportation	Cost per mile	\$2.52	\$2.42	\$3.55
	Cost per rider	\$924	\$1,013	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$13,374	\$12,751	\$8,465	\$7,496	\$10,658
Classroom dollars	5,713	5,378	4,259	4,031	6,520
Nonclassroom dollars:	7,661	7,373	4,206	3,465	4,138
Administration	1,835	1,761	1,077	746	1,138
Plant operations	2,514	2,418	1,237	924	1,015
Food service	529	573	419	396	412
Transportation	910	864	535	369	452
Student support	1,188	1,229	630	582	593
Instruction support	685	528	308	448	528

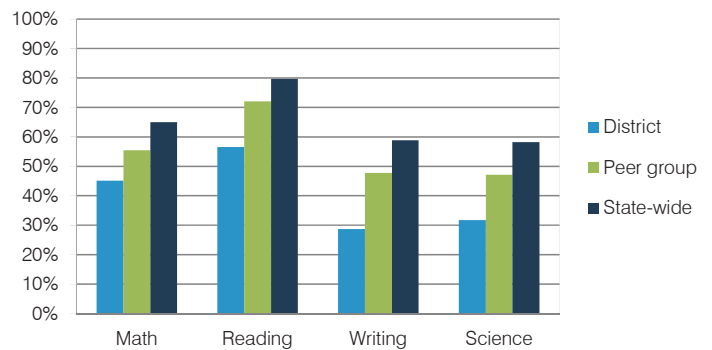
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	5	72%
D	1	14%
F	0	0%
Not rated	1	14%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	90%	93%	94%
Graduation rate (2012)	62%	80%	77%
Poverty rate (2012)	34%	33%	25%
Students per teacher	15.0	15.3	18.3
Average teacher salary	\$50,037	\$43,207	\$45,264
Amount from Proposition 301	\$2,689	\$3,525	\$3,784
Average years of teacher experience	12.0	11.9	10.9
Percentage of teachers in first 3 years	3%	20%	19%

Financial stress assessment

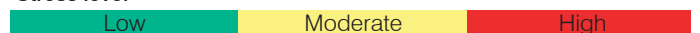
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.1%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Stress level



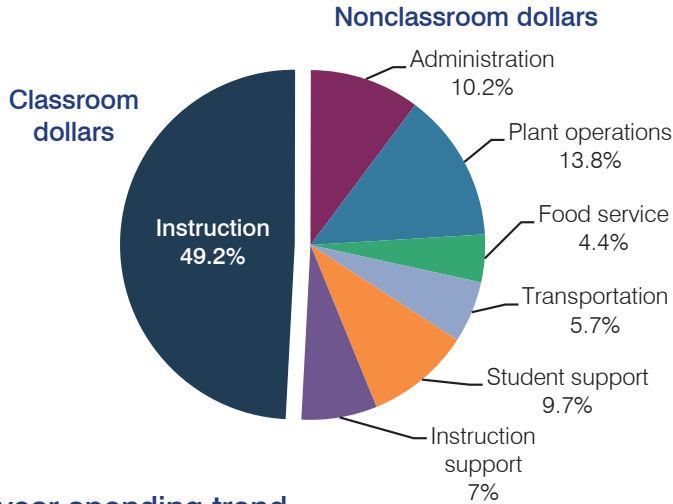
Tucson Unified School District

Pima County
 Efficiency peer groups 1 and T-5, Achievement peer group 3
 Legislative district(s): 2, 3, 4, 9 and 10

District size, location: Very large, City
 Students attending: 48,189
 Number of schools: 99

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 5 percent. Spending in the classroom decreased from 53.4 to 49.2 percent. Spending on plant operations increased substantially, spending on administration increased, and spending on food service, transportation, and student support increased slightly. Spending on instruction support decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$865	\$640	\$746
	Students per administrator	62	80	67
Plant operations	Cost per square foot	\$6.52	\$5.91	\$6.03
	Square footage per student	178	145	153
Food service	Cost per meal equivalent	\$2.76	\$2.62	\$2.58
Transportation	Cost per mile	\$4.42	\$3.54	\$3.55
	Cost per rider	\$2,579	\$1,359	\$1,015

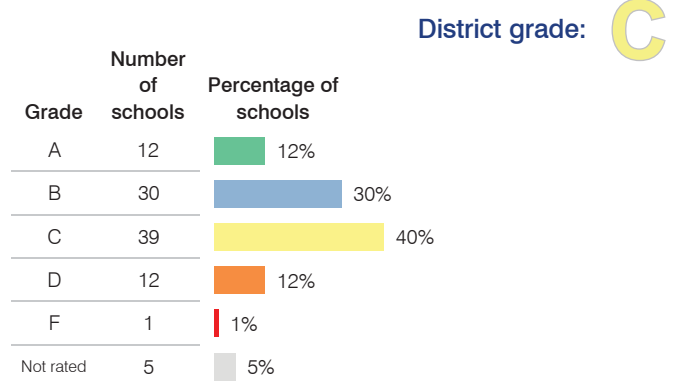
Very low Low Comparable High Very high

Per pupil spending by operational area

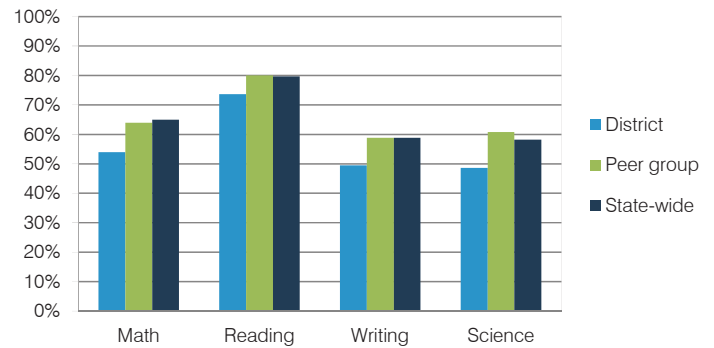
	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,751	\$8,421	\$7,185	\$7,496	\$10,658
Classroom dollars	4,429	4,139	4,074	4,031	6,520
Nonclassroom dollars:	4,322	4,282	3,111	3,465	4,138
Administration	854	865	640	746	1,138
Plant operations	1,156	1,162	855	924	1,015
Food service	371	369	325	396	412
Transportation	479	481	346	369	452
Student support	862	816	571	582	593
Instruction support	600	589	374	448	528

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades



Students who met state standards (AIMS)



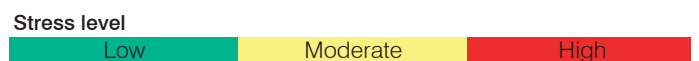
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	94%
Graduation rate (2012)	80%	80%	77%
Poverty rate (2012)	30%	25%	25%
Students per teacher	17.9	17.9	18.3
Average teacher salary	\$46,592	\$44,916	\$45,264
Amount from Proposition 301	\$3,140	\$3,845	\$3,784
Average years of teacher experience	11.9	12.0	10.9
Percentage of teachers in first 3 years	17%	18%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Concentrated decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
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



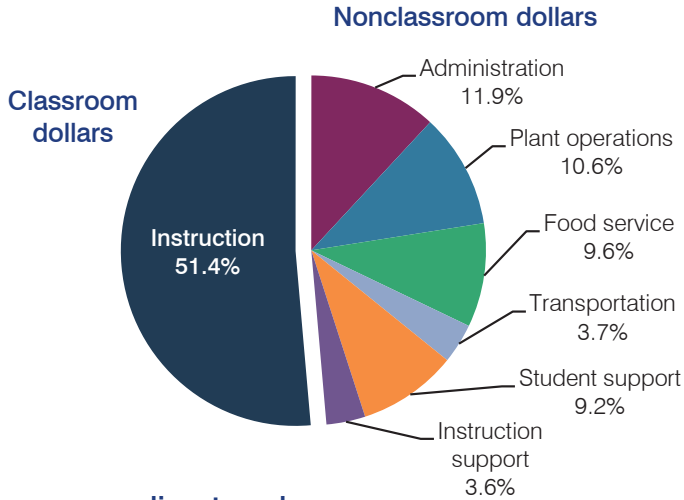
Union Elementary School District

Maricopa County
 Efficiency peer groups 8 and T-1, Achievement peer group 13
 Legislative district(s): 19

District size, location: Medium, Suburb
 Students attending: 1,657
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 6 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 55 to 51.4 percent. Spending on food service and student support increased substantially and spending on plant operations increased. Spending on administration decreased substantially and spending on instruction support decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$753	\$791	\$746
	Students per administrator	82	69	67
Plant operations	Cost per square foot	\$5.49	\$6.28	\$6.03
	Square footage per student	122	138	153
Food service	Cost per meal equivalent	\$2.23	\$2.54	\$2.58
Transportation	Cost per mile	\$6.27	\$6.28	\$3.55
	Cost per rider	\$503	\$582	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,427	\$6,316	\$7,193	\$7,496	\$10,658
Classroom dollars	3,457	3,247	3,672	4,031	6,520
Nonclassroom dollars:	2,970	3,069	3,521	3,465	4,138
Administration	782	753	791	746	1,138
Plant operations	620	672	842	924	1,015
Food service	625	606	541	396	412
Transportation	241	233	273	369	452
Student support	551	579	541	582	593
Instruction support	151	226	533	448	528

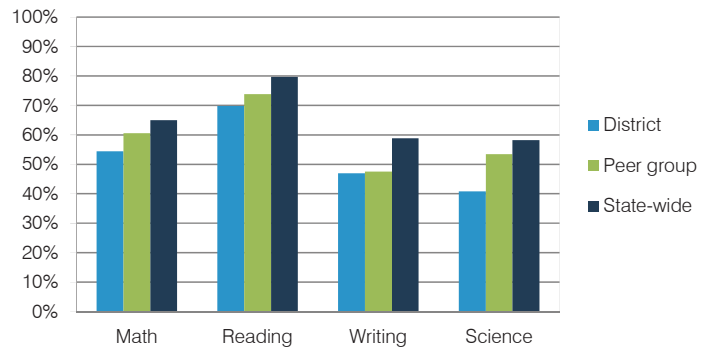
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



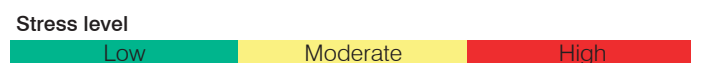
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	24%	25%	25%
Students per teacher	20.7	19.1	18.3
Average teacher salary	\$40,253	\$40,312	\$45,264
Amount from Proposition 301	\$2,506	\$3,530	\$3,784
Average years of teacher experience	6.5	7.4	10.9
Percentage of teachers in first 3 years	32%	31%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013	Assessment
Number of students attending district	Increase
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.5%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



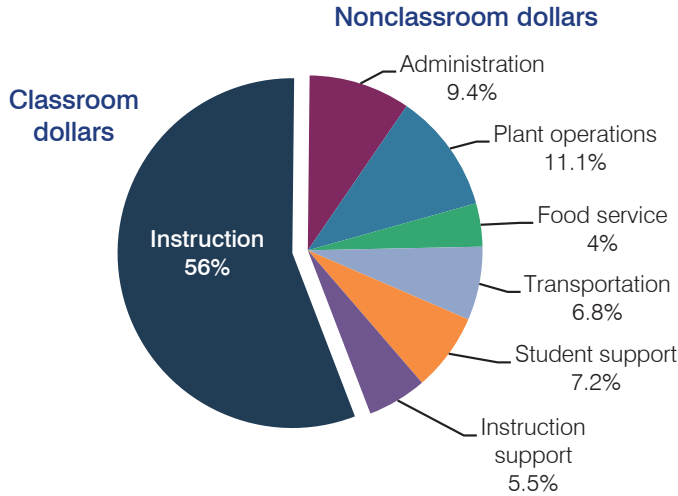
Vail Unified School District

Pima County
 Efficiency peer groups 2 and T-8, Achievement peer group 1
 Legislative district(s): 2, 10 and 14

District size, location: Large, Rural
 Students attending: 11,015
 Number of schools: 17

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 3 percent. Spending in the classroom decreased from 59.9 to 56 percent. Spending on instruction support increased substantially and spending on administration and transportation increased. Spending on plant operations decreased slightly, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$629	\$658	\$746
	Students per administrator	57	68	67
Plant operations	Cost per square foot	\$6.98	\$6.23	\$6.03
	Square footage per student	106	145	153
Food service	Cost per meal equivalent	\$1.87	\$2.58	\$2.58
Transportation	Cost per mile	\$2.98	\$2.52	\$3.55
	Cost per rider	\$1,192	\$797	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,367	\$6,695	\$7,059	\$7,496	\$10,658
Classroom dollars	3,555	3,750	3,824	4,031	6,520
Nonclassroom dollars:	2,812	2,945	3,235	3,465	4,138
Administration	542	629	658	746	1,138
Plant operations	809	742	896	924	1,015
Food service	281	268	332	396	412
Transportation	414	452	351	369	452
Student support	480	483	524	582	593
Instruction support	286	371	474	448	528

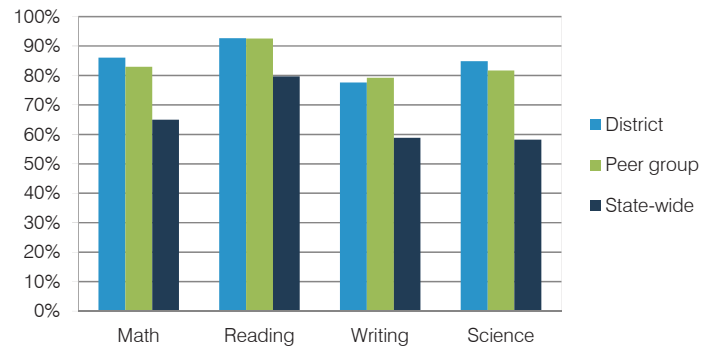
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	16	94%
B	0	0%
C	0	0%
D	0	0%
F	0	0%
Not rated	1	6%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	92%	91%	77%
Poverty rate (2012)	8%	9%	25%
Students per teacher	18.4	18.2	18.3
Average teacher salary	\$40,164	\$42,657	\$45,264
Amount from Proposition 301	\$4,071	\$3,841	\$3,784
Average years of teacher experience	7.9	11.0	10.9
Percentage of teachers in first 3 years	24%	17%	19%

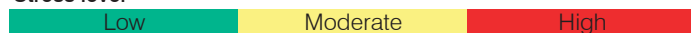
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

Measure	Assessment
Number of students attending district	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.4%, Decreasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant

Stress level



Valentine Elementary School District

Mohave County

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

Legislative district(s): 5

District size, location:

Very small, Rural

Students attending:

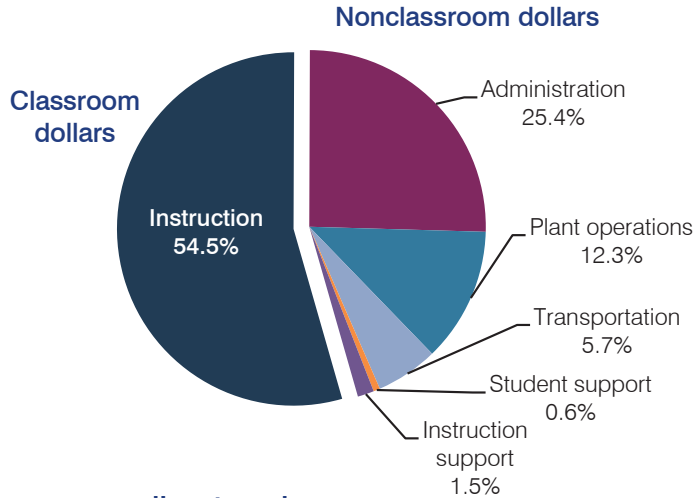
62

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 3 percent. Spending in the classroom varied year to year, decreasing overall from 77.3 to 54.5 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration and plant operations increased substantially and spending on instruction support increased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,585	\$2,572	\$746
	Students per administrator	31	30	67
Plant operations	Cost per square foot	\$5.81	\$6.59	\$6.03
	Square footage per student	215	343	153
Food service	Cost per meal equivalent	N/A	\$4.93	\$2.58
Transportation	Cost per mile	\$1.63	\$1.64	\$3.55
	Cost per rider	\$589	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$9,546	\$10,161	\$15,203	\$7,496	\$10,658
Classroom dollars	6,573	5,535	7,647	4,031	6,520
Nonclassroom dollars:	2,973	4,626	7,556	3,465	4,138
Administration	1,408	2,585	2,572	746	1,138
Plant operations	716	1,250	2,148	924	1,015
Food service	0	0	851	396	412
Transportation	661	576	1,056	369	452
Student support	81	65	548	582	593
Instruction support	107	150	381	448	528

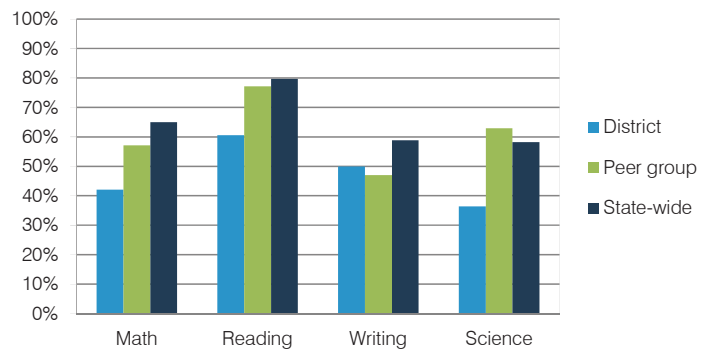
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	23%	24%	25%
Students per teacher	12.5	12.4	18.3
Average teacher salary	\$42,554	\$45,242	\$45,264
Amount from Proposition 301	\$1,500	\$2,827	\$3,784
Average years of teacher experience	7.2	13.6	10.9
Percentage of teachers in first 3 years	40%	12%	19%

Financial stress assessment

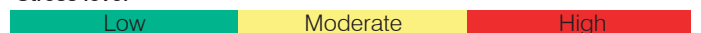
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

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

Stress level



Valley Union High School District

Cochise County

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

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

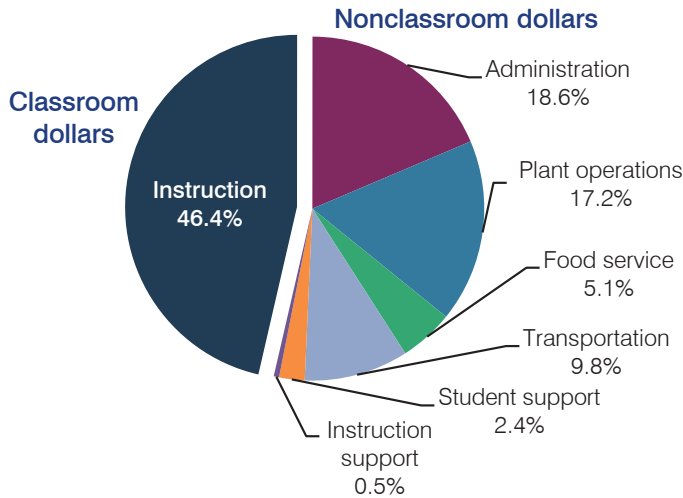
122

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment decreased by 32 percent, which contributed to the 45 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 50.3 to 46.4 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,685	\$2,572	\$746
	Students per administrator	24	30	67
Plant operations	Cost per square foot	\$5.10	\$6.59	\$6.03
	Square footage per student	489	343	153
Food service	Cost per meal equivalent	\$7.37	\$4.93	\$2.58
Transportation	Cost per mile	\$2.02	\$1.64	\$3.55
	Cost per rider	\$2,663	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$12,670	\$14,468	\$15,203	\$7,496	\$10,658
Classroom dollars	5,834	6,714	7,647	4,031	6,520
Nonclassroom dollars:	6,836	7,754	7,556	3,465	4,138
Administration	2,174	2,685	2,572	746	1,138
Plant operations	2,113	2,493	2,148	924	1,015
Food service	566	738	851	396	412
Transportation	1,191	1,414	1,056	369	452
Student support	770	350	548	582	593
Instruction support	22	74	381	448	528

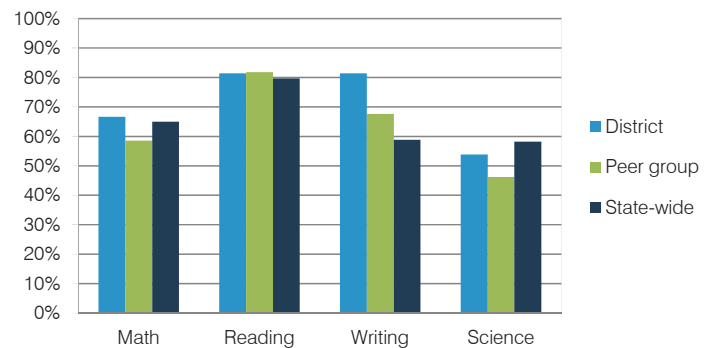
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	90%	91%	94%
Graduation rate (2012)	91%	79%	77%
Poverty rate (2012)	35%	36%	25%
Students per teacher	9.6	13.2	18.3
Average teacher salary	\$34,461	\$39,347	\$45,264
Amount from Proposition 301	\$4,107	\$3,141	\$3,784
Average years of teacher experience	8.3	8.6	10.9
Percentage of teachers in first 3 years	16%	25%	19%

Financial stress assessment

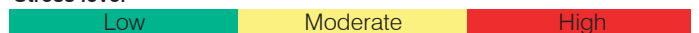
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

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

Stress level



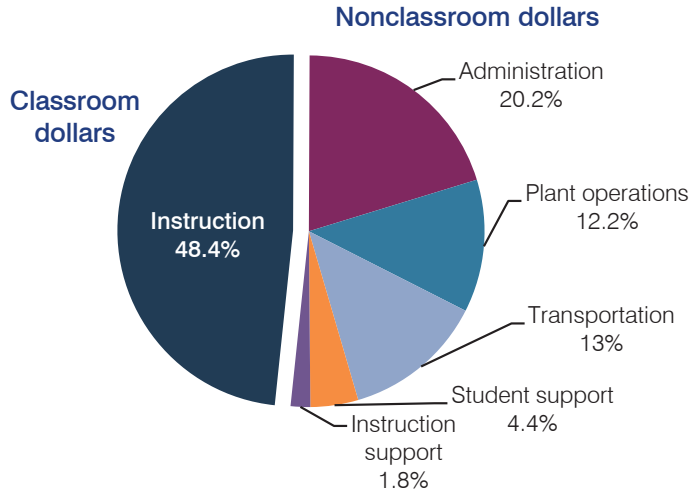
Vernon Elementary School District

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

District size, location: Very small, Rural
 Students attending: 102
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 2 percent. Spending in the classroom varied year to year, increasing overall from 38.3 to 48.4 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, plant operations decreased substantially and spending on transportation and instruction support increased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,362	\$2,572	\$746
	Students per administrator	21	30	67
Plant operations	Cost per square foot	\$8.86	\$6.59	\$6.03
	Square footage per student	229	343	153
Food service	Cost per meal equivalent	N/A	\$4.93	\$2.58
Transportation	Cost per mile	\$1.14	\$1.64	\$3.55
	Cost per rider	\$1,392	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$14,633	\$16,638	\$15,203	\$7,496	\$10,658
Classroom dollars	6,711	8,047	7,647	4,031	6,520
Nonclassroom dollars:	7,922	8,591	7,556	3,465	4,138
Administration	2,678	3,362	2,572	746	1,138
Plant operations	1,656	2,034	2,148	924	1,015
Food service	2	0	851	396	412
Transportation	1,767	2,161	1,056	369	452
Student support	1,091	726	548	582	593
Instruction support	728	308	381	448	528

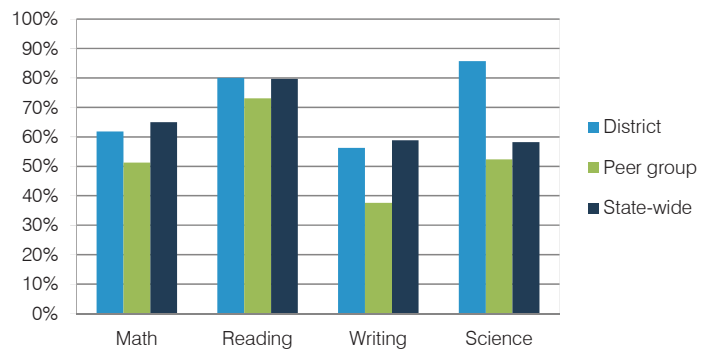
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



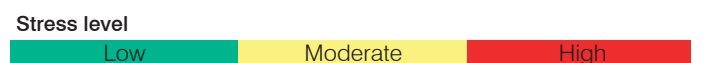
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	37%	38%	25%
Students per teacher	9.3	15.1	18.3
Average teacher salary	\$35,496	\$44,190	\$45,264
Amount from Proposition 301	\$2,200	\$3,324	\$3,784
Average years of teacher experience	11.0	11.1	10.9
Percentage of teachers in first 3 years	0%	20%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	0.3%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Washington Elementary School District

Maricopa County

Efficiency peer groups 7 and T-3, Achievement peer group 14

Legislative district(s): 20, 24, 28 and 30

District size, location:

Very large, City

Students attending:

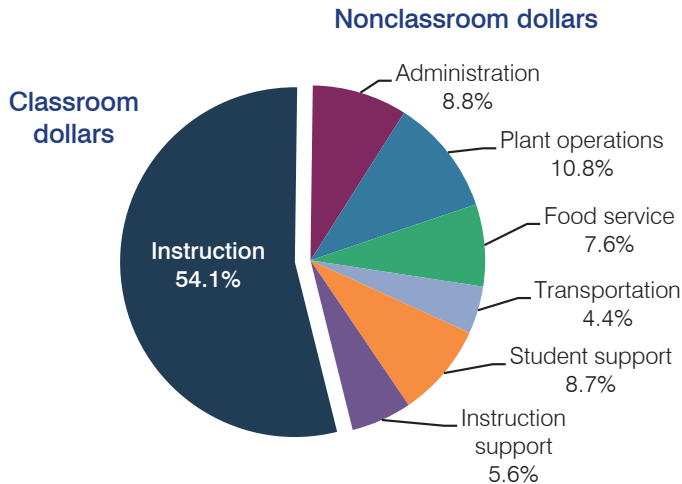
21,284

Number of schools:

32

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 3 percent. Spending in the classroom decreased from 57.6 to 54.1 percent. Overall, spending on food service increased and spending on administration and instruction support increased slightly. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$699	\$664	\$746
	Students per administrator	78	76	67
Plant operations	Cost per square foot	\$6.25	\$6.19	\$6.03
	Square footage per student	137	130	153
Food service	Cost per meal equivalent	\$2.35	\$2.52	\$2.58
Transportation	Cost per mile	\$4.59	\$4.05	\$3.55
	Cost per rider	\$913	\$1,000	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,795	\$7,939	\$7,109	\$7,496	\$10,658
Classroom dollars	4,344	4,299	3,883	4,031	6,520
Nonclassroom dollars:	3,451	3,640	3,226	3,465	4,138
Administration	663	699	664	746	1,138
Plant operations	840	859	766	924	1,015
Food service	568	607	501	396	412
Transportation	339	347	298	369	452
Student support	640	687	520	582	593
Instruction support	401	441	477	448	528

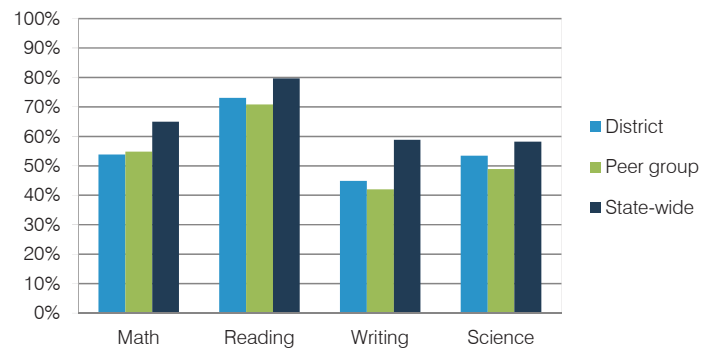
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	3	9%
B	12	38%
C	16	50%
D	1	3%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	34%	37%	25%
Students per teacher	16.0	17.1	18.3
Average teacher salary	\$41,394	\$42,646	\$45,264
Amount from Proposition 301	\$3,752	\$2,598	\$3,784
Average years of teacher experience	11.1	9.5	10.9
Percentage of teachers in first 3 years	19%	24%	19%

Financial stress assessment

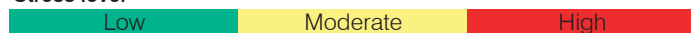
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

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

Stress level



Wellton Elementary School District

Yuma County

Efficiency peer groups 10 and T-7, Achievement peer group 19

Legislative district(s): 13

District size, location:

Small, Rural

Students attending:

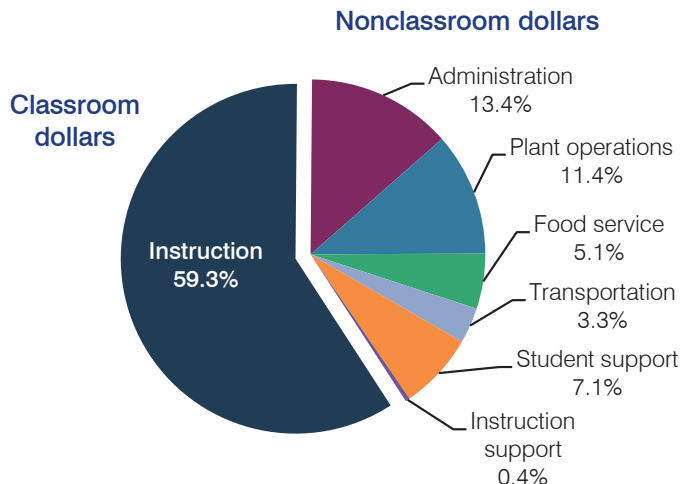
298

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 15 percent. Spending in the classroom varied year to year, decreasing overall from 63.9 to 59.3 percent. Spending on administration and student support increased significantly and spending on plant operations increased. Spending on instruction support decreased significantly and spending on food service decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,247	\$1,130	\$746
	Students per administrator	66	55	67
Plant operations	Cost per square foot	\$5.19	\$6.14	\$6.03
	Square footage per student	204	157	153
Food service	Cost per meal equivalent	\$2.47	\$2.74	\$2.58
Transportation	Cost per mile	\$1.65	\$3.06	\$3.55
	Cost per rider	\$479	\$677	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,445	\$9,278	\$8,518	\$7,496	\$10,658
Classroom dollars	5,094	5,506	4,624	4,031	6,520
Nonclassroom dollars:	3,351	3,772	3,894	3,465	4,138
Administration	1,004	1,247	1,130	746	1,138
Plant operations	933	1,060	976	924	1,015
Food service	409	467	511	396	412
Transportation	291	301	537	369	452
Student support	598	662	499	582	593
Instruction support	116	35	241	448	528

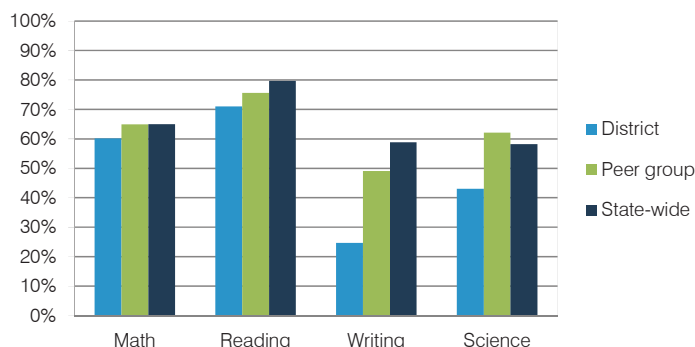
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



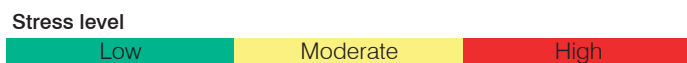
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	27%	30%	25%
Students per teacher	14.2	13.9	18.3
Average teacher salary	\$47,081	\$41,809	\$45,264
Amount from Proposition 301	\$3,308	\$3,665	\$3,784
Average years of teacher experience	13.3	12.3	10.9
Percentage of teachers in first 3 years	22%	12%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	Operating and capital
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	0.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Wenden Elementary School District

La Paz County

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

Legislative district(s): 5

District size, location:

Very small, Rural

Students attending:

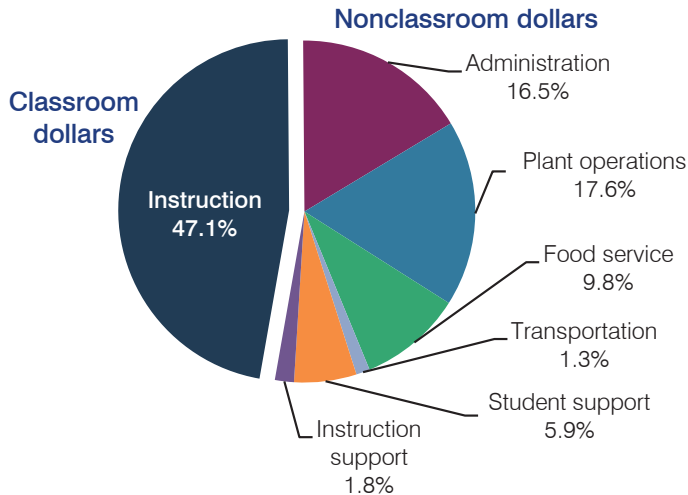
99

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 10 percent. Spending in the classroom varied year to year, increasing overall from 45.8 to 47.1 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations increased substantially and spending on food service decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,544	\$2,572	\$746
	Students per administrator	33	30	67
Plant operations	Cost per square foot	\$10.45	\$6.59	\$6.03
	Square footage per student	258	343	153
Food service	Cost per meal equivalent	\$4.72	\$4.93	\$2.58
Transportation	Cost per mile	\$1.30	\$1.64	\$3.55
	Cost per rider	\$762	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$15,193	\$15,375	\$15,203	\$7,496	\$10,658
Classroom dollars	6,922	7,248	7,647	4,031	6,520
Nonclassroom dollars:	8,271	8,127	7,556	3,465	4,138
Administration	2,732	2,544	2,572	746	1,138
Plant operations	2,603	2,700	2,148	924	1,015
Food service	1,473	1,509	851	396	412
Transportation	344	192	1,056	369	452
Student support	963	909	548	582	593
Instruction support	156	273	381	448	528

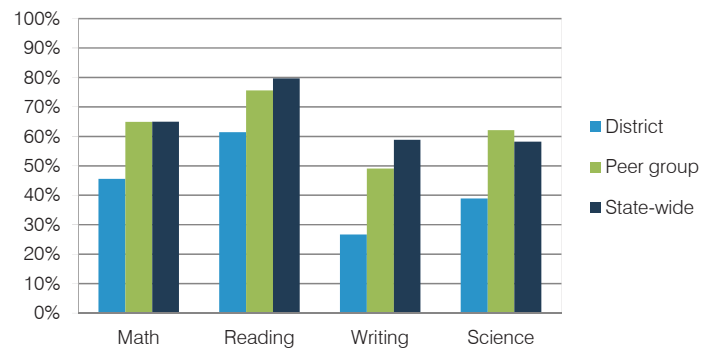
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	28%	30%	25%
Students per teacher	9.9	13.9	18.3
Average teacher salary	\$46,096	\$41,809	\$45,264
Amount from Proposition 301	\$2,989	\$3,665	\$3,784
Average years of teacher experience	11.0	12.3	10.9
Percentage of teachers in first 3 years	11%	12%	19%

Financial stress assessment

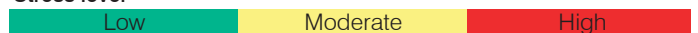
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

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

Stress level



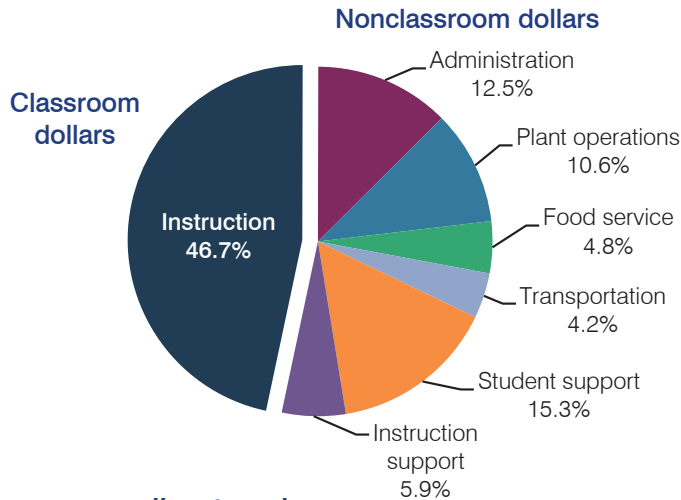
Whiteriver Unified School District

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

District size, location: Medium-Large, Town
 Students attending: 2,043
 Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 1 percent. Spending in the classroom decreased from 58.7 to 46.7 percent. Overall, spending on student support and instruction support increased substantially, spending on administration increased, and spending on plant operations decreased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,458	\$764	\$746
	Students per administrator	62	67	67
Plant operations	Cost per square foot	\$4.02	\$5.34	\$6.03
	Square footage per student	307	176	153
Food service	Cost per meal equivalent	\$2.24	\$2.67	\$2.58
Transportation	Cost per mile	\$2.96	\$3.06	\$3.55
	Cost per rider	\$595	\$677	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$11,672	\$11,623	\$7,187	\$7,496	\$10,658
Classroom dollars	5,568	5,427	3,779	4,031	6,520
Nonclassroom dollars:	6,104	6,196	3,408	3,465	4,138
Administration	1,492	1,458	764	746	1,138
Plant operations	1,186	1,234	921	924	1,015
Food service	490	554	364	396	412
Transportation	501	491	394	369	452
Student support	1,534	1,774	561	582	593
Instruction support	901	685	404	448	528

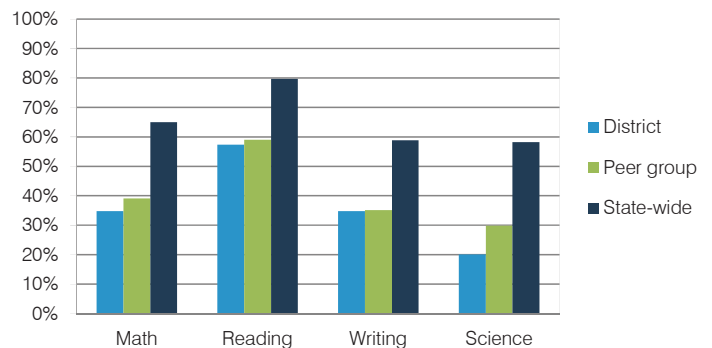
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	3	60%
D	2	40%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



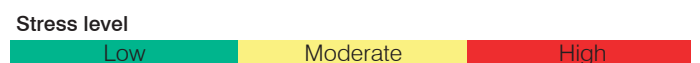
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	92%	94%
Graduation rate (2012)	57%	69%	77%
Poverty rate (2012)	43%	42%	25%
Students per teacher	14.4	15.1	18.3
Average teacher salary	\$48,871	\$42,614	\$45,264
Amount from Proposition 301	\$5,517	\$3,663	\$3,784
Average years of teacher experience	12.2	12.2	10.9
Percentage of teachers in first 3 years	18%	15%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013	Assessment
Number of students attending district	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



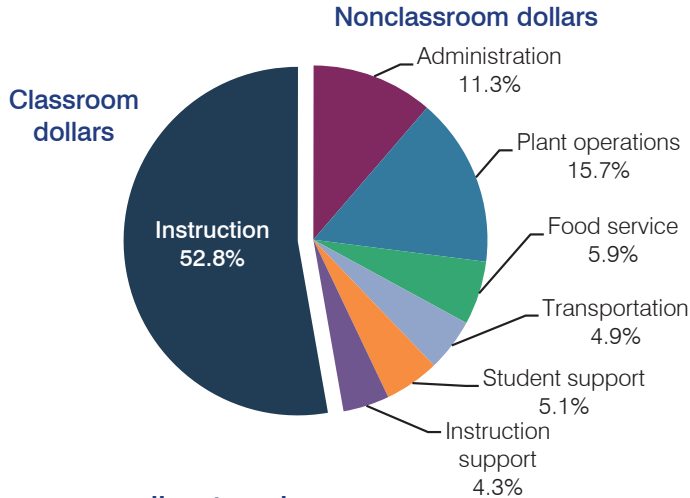
Wickenburg Unified School District

Maricopa County
 Efficiency peer groups 5 and T-9, Achievement peer group 4
 Legislative district(s): 1, 13 and 22

District size, location: Medium, Rural
 Students attending: 1,485
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 8 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 55.5 to 52.8 percent. Overall, spending on plant operations increased and spending on transportation increased slightly, while spending on administration decreased slightly. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$843	\$1,077	\$746
	Students per administrator	60	56	67
Plant operations	Cost per square foot	\$4.06	\$4.83	\$6.03
	Square footage per student	288	260	153
Food service	Cost per meal equivalent	\$3.11	\$3.14	\$2.58
Transportation	Cost per mile	\$2.21	\$2.42	\$3.55
	Cost per rider	\$889	\$1,013	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,391	\$7,477	\$8,465	\$7,496	\$10,658
Classroom dollars	3,772	3,945	4,259	4,031	6,520
Nonclassroom dollars:	3,619	3,532	4,206	3,465	4,138
Administration	853	843	1,077	746	1,138
Plant operations	1,199	1,172	1,237	924	1,015
Food service	453	441	419	396	412
Transportation	341	368	535	369	452
Student support	434	386	630	582	593
Instruction support	339	322	308	448	528

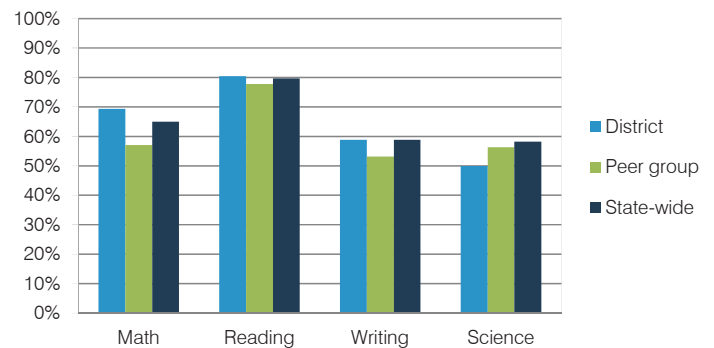
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2012)	88%	82%	77%
Poverty rate (2012)	18%	15%	25%
Students per teacher	17.1	16.5	18.3
Average teacher salary	\$41,770	\$40,197	\$45,264
Amount from Proposition 301	\$4,041	\$4,027	\$3,784
Average years of teacher experience	14.1	11.1	10.9
Percentage of teachers in first 3 years	11%	15%	19%

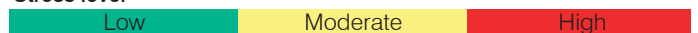
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

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



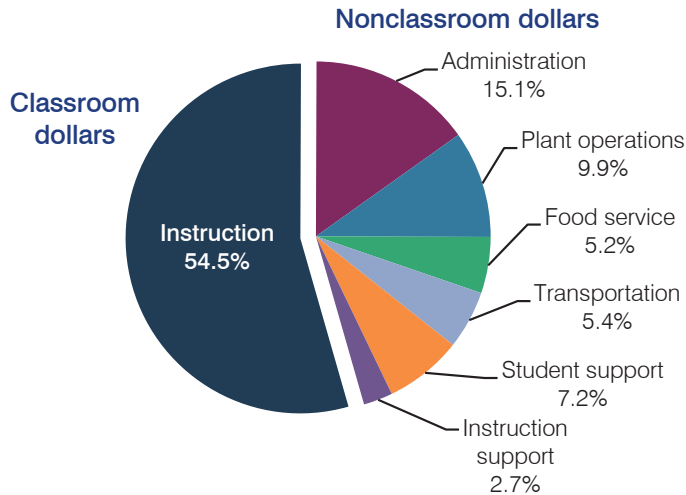
Willcox Unified School District

Cochise County
 Efficiency peer groups 5 and T-10, Achievement peer group 5
 Legislative district(s): 14

District size, location: Medium, Town
 Students attending: 1,137
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 7 percent. Spending in the classroom decreased overall from 58.4 to 54.5 percent. Overall, spending on administration increased substantially and spending on transportation increased slightly, while spending on student support decreased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,206	\$1,077	\$746
	Students per administrator	NR	56	67
Plant operations	Cost per square foot	\$3.79	\$4.83	\$6.03
	Square footage per student	208	260	153
Food service	Cost per meal equivalent	\$3.47	\$3.14	\$2.58
Transportation	Cost per mile	\$2.96	\$1.97	\$3.55
	Cost per rider	\$1,130	\$1,010	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$8,150	\$7,985	\$8,465	\$7,496	\$10,658
Classroom dollars	4,306	4,348	4,259	4,031	6,520
Nonclassroom dollars:	3,844	3,637	4,206	3,465	4,138
Administration	1,111	1,206	1,077	746	1,138
Plant operations	999	788	1,237	924	1,015
Food service	413	414	419	396	412
Transportation	436	432	535	369	452
Student support	625	580	630	582	593
Instruction support	260	217	308	448	528

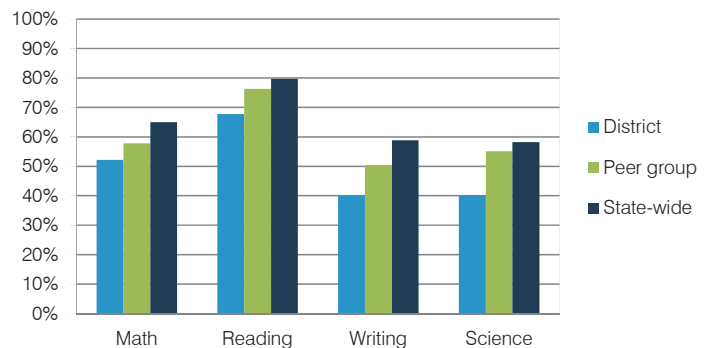
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



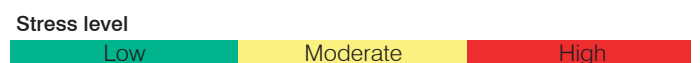
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2012)	80%	83%	77%
Poverty rate (2012)	21%	24%	25%
Students per teacher	15.8	16.6	18.3
Average teacher salary	\$40,348	\$41,866	\$45,264
Amount from Proposition 301	\$2,632	\$4,192	\$3,784
Average years of teacher experience	NR	11.7	10.9
Percentage of teachers in first 3 years	NR	16%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	1.3%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant



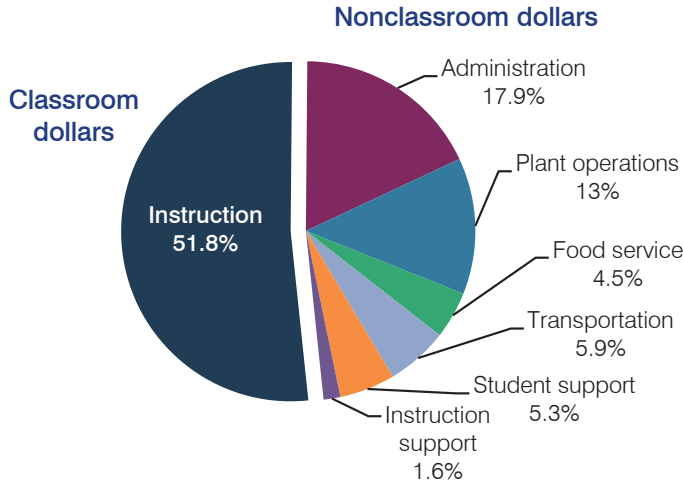
Williams Unified School District

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

District size, location: Small, Rural
 Students attending: 593
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 7 percent. Spending in the classroom varied year to year, decreasing overall from 56.5 to 51.8 percent. Overall, spending on plant operations increased substantially and spending on administration and food service increased, while spending on student support decreased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,589	\$1,571	\$746
	Students per administrator	42	43	67
Plant operations	Cost per square foot	\$4.75	\$4.94	\$6.03
	Square footage per student	241	318	153
Food service	Cost per meal equivalent	\$2.97	\$3.28	\$2.58
Transportation	Cost per mile	\$2.40	\$2.42	\$3.55
	Cost per rider	\$1,213	\$1,013	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$9,102	\$8,854	\$10,188	\$7,496	\$10,658
Classroom dollars	4,841	4,583	4,979	4,031	6,520
Nonclassroom dollars:	4,261	4,271	5,209	3,465	4,138
Administration	1,604	1,589	1,571	746	1,138
Plant operations	1,004	1,147	1,558	924	1,015
Food service	413	402	463	396	412
Transportation	641	526	509	369	452
Student support	569	465	647	582	593
Instruction support	30	142	461	448	528

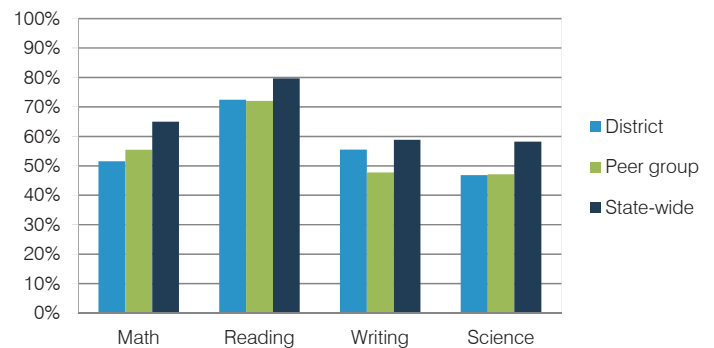
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



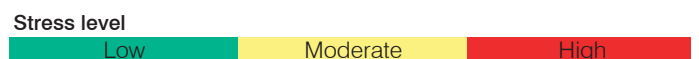
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	94%
Graduation rate (2012)	86%	80%	77%
Poverty rate (2012)	32%	33%	25%
Students per teacher	15.6	15.3	18.3
Average teacher salary	\$44,855	\$43,207	\$45,264
Amount from Proposition 301	\$4,961	\$3,525	\$3,784
Average years of teacher experience	15.7	11.9	10.9
Percentage of teachers in first 3 years	8%	20%	19%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2011 through 2013	Assessment
Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



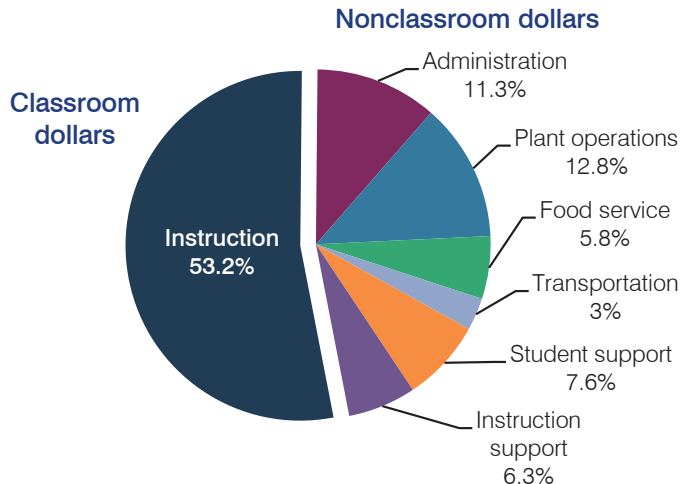
Wilson Elementary School District

Maricopa County
 Efficiency peer groups 8 and T-2, Achievement peer group 14
 Legislative district(s): 27

District size, location: Medium, City
 Students attending: 1,106
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 7 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 55.9 to 53.2 percent. Overall, spending on transportation increased and spending on administration, student support, and instruction support increased slightly. Spending on food service and plant operations remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,171	\$791	\$746
	Students per administrator	43	69	67
Plant operations	Cost per square foot	\$8.09	\$6.28	\$6.03
	Square footage per student	164	138	153
Food service	Cost per meal equivalent	\$2.35	\$2.54	\$2.58
Transportation	Cost per mile	\$5.40	\$5.18	\$3.55
	Cost per rider	\$1,144	\$824	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$9,646	\$10,354	\$7,193	\$7,496	\$10,658
Classroom dollars	5,227	5,506	3,672	4,031	6,520
Nonclassroom dollars:	4,419	4,848	3,521	3,465	4,138
Administration	1,149	1,171	791	746	1,138
Plant operations	1,302	1,330	842	924	1,015
Food service	555	596	541	396	412
Transportation	270	312	273	369	452
Student support	723	791	541	582	593
Instruction support	420	648	533	448	528

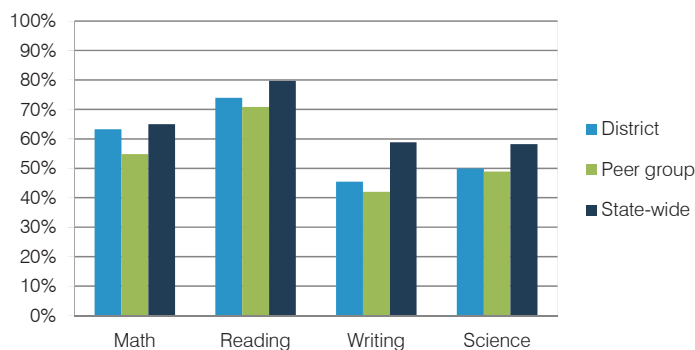
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



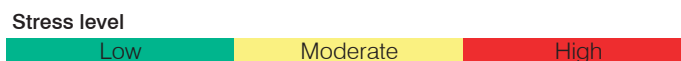
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	40%	37%	25%
Students per teacher	15.4	17.1	18.3
Average teacher salary	\$52,682	\$42,646	\$45,264
Amount from Proposition 301	\$2,495	\$2,598	\$3,784
Average years of teacher experience	11.0	9.5	10.9
Percentage of teachers in first 3 years	18%	24%	19%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013	Assessment
Number of students attending district	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.4%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



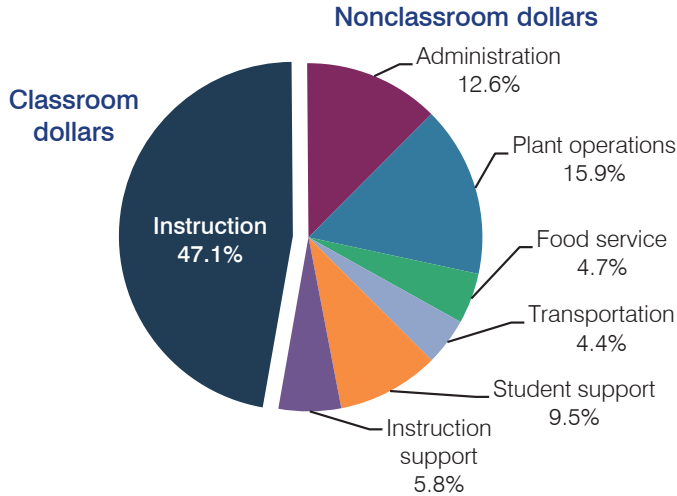
Window Rock Unified School District

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

District size, location: Medium-Large, Town
 Students attending: 2,240
 Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 7 percent. Spending in the classroom decreased overall from 50.4 to 47.1 percent. Overall, spending on plant operations and student support increased, spending on food service increased slightly, and spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,398	\$764	\$746
	Students per administrator	42	67	67
Plant operations	Cost per square foot	\$6.72	\$5.34	\$6.03
	Square footage per student	262	176	153
Food service	Cost per meal equivalent	NR	\$2.67	\$2.58
Transportation	Cost per mile	\$2.92	\$3.06	\$3.55
	Cost per rider	\$704	\$677	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$11,650	\$11,059	\$7,187	\$7,496	\$10,658
Classroom dollars	5,590	5,206	3,779	4,031	6,520
Nonclassroom dollars:	6,060	5,853	3,408	3,465	4,138
Administration	1,587	1,398	764	746	1,138
Plant operations	1,600	1,758	921	924	1,015
Food service	572	520	364	396	412
Transportation	565	489	394	369	452
Student support	947	1,049	561	582	593
Instruction support	789	639	404	448	528

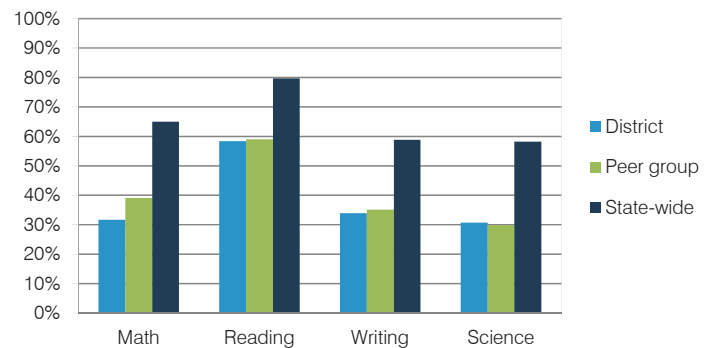
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	92%	94%
Graduation rate (2012)	71%	69%	77%
Poverty rate (2012)	39%	42%	25%
Students per teacher	13.4	15.1	18.3
Average teacher salary	\$41,816	\$42,614	\$45,264
Amount from Proposition 301	\$3,689	\$3,663	\$3,784
Average years of teacher experience	11.9	12.2	10.9
Percentage of teachers in first 3 years	9%	15%	19%

Financial stress assessment

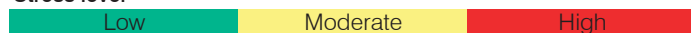
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	Impact Aid Fund reserve
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Marginally compliant

Stress level



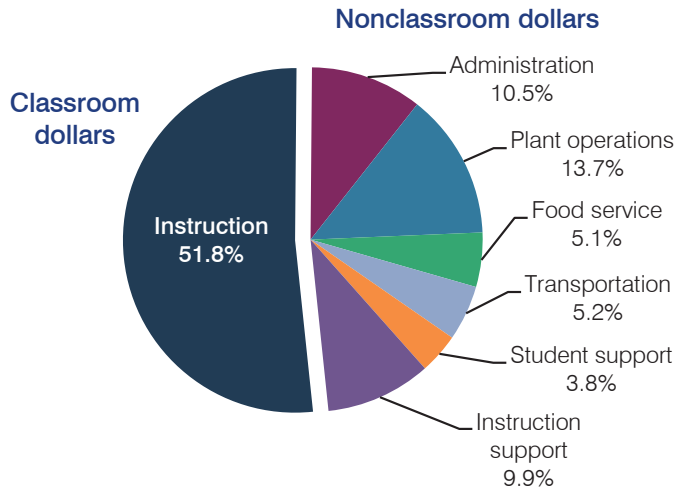
Winslow Unified School District

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

District size, location: Medium-Large, Town
 Students attending: 2,102
 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 overall from 53.8 to 51.8 percent. Spending on food service and transportation increased, spending on student support increased slightly, and spending on instruction support decreased slightly. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$827	\$764	\$746
	Students per administrator	55	67	67
Plant operations	Cost per square foot	\$5.61	\$5.34	\$6.03
	Square footage per student	193	176	153
Food service	Cost per meal equivalent	\$2.21	\$2.67	\$2.58
Transportation	Cost per mile	\$2.26	\$3.58	\$3.55
	Cost per rider	\$531	\$462	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$7,821	\$7,885	\$7,187	\$7,496	\$10,658
Classroom dollars	4,122	4,080	3,779	4,031	6,520
Nonclassroom dollars:	3,699	3,805	3,408	3,465	4,138
Administration	775	827	764	746	1,138
Plant operations	1,042	1,083	921	924	1,015
Food service	409	402	364	396	412
Transportation	404	412	394	369	452
Student support	252	300	561	582	593
Instruction support	817	781	404	448	528

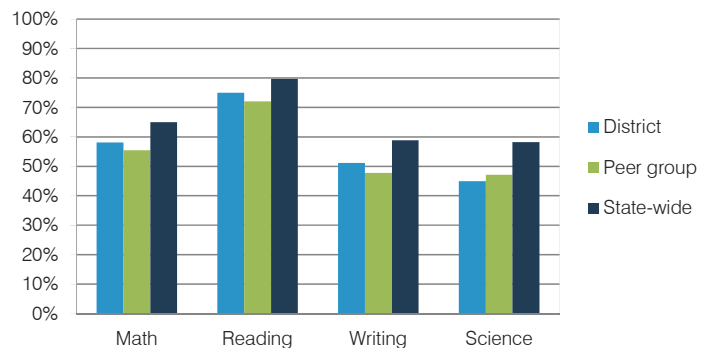
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	93%	94%
Graduation rate (2012)	80%	80%	77%
Poverty rate (2012)	29%	33%	25%
Students per teacher	17.1	15.3	18.3
Average teacher salary	\$41,998	\$43,207	\$45,264
Amount from Proposition 301	\$3,650	\$3,525	\$3,784
Average years of teacher experience	12.1	11.9	10.9
Percentage of teachers in first 3 years	23%	20%	19%

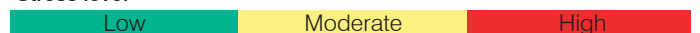
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2011 through 2013

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

Stress level



Yarnell Elementary School District

Yavapai County

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

Legislative district(s): 1

District size, location:

Very small, Rural

Students attending:

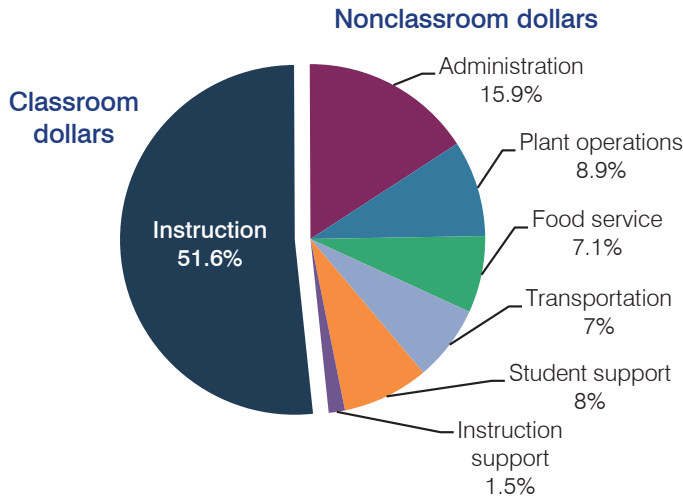
43

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment decreased by 26 percent, which contributed to the 25 percent increase in total spending per pupil. Spending in the classroom varied year to year, increasing overall from 50 to 51.6 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration and plant operations decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,132	\$2,572	\$746
	Students per administrator	25	30	67
Plant operations	Cost per square foot	\$4.42	\$6.59	\$6.03
	Square footage per student	396	343	153
Food service	Cost per meal equivalent	\$6.15	\$4.93	\$2.58
Transportation	Cost per mile	\$1.15	\$1.64	\$3.55
	Cost per rider	\$1,405	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$13,850	\$19,668	\$15,203	\$7,496	\$10,658
Classroom dollars	6,899	10,158	7,647	4,031	6,520
Nonclassroom dollars:	6,951	9,510	7,556	3,465	4,138
Administration	2,022	3,132	2,572	746	1,138
Plant operations	1,485	1,753	2,148	924	1,015
Food service	1,027	1,389	851	396	412
Transportation	1,272	1,376	1,056	369	452
Student support	1,087	1,572	548	582	593
Instruction support	58	288	381	448	528

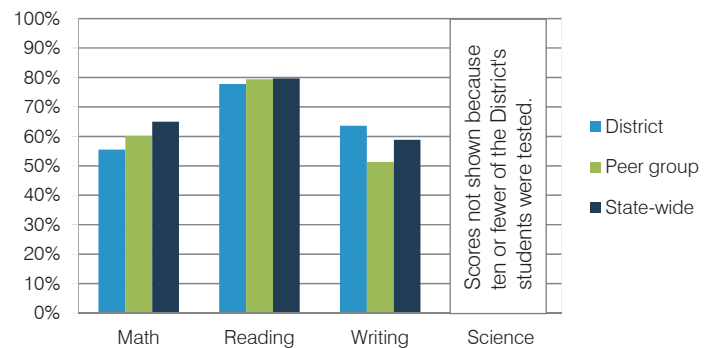
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	18%	19%	25%
Students per teacher	8.6	11.0	18.3
Average teacher salary	\$40,500	\$42,053	\$45,264
Amount from Proposition 301	\$3,875	\$2,981	\$3,784
Average years of teacher experience	16.1	12.6	10.9
Percentage of teachers in first 3 years	0%	11%	19%

Financial stress assessment

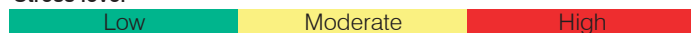
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

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

Stress level



Young Elementary School District

Gila County

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

Legislative district(s): 6

District size, location:

Very small, Rural

Students attending:

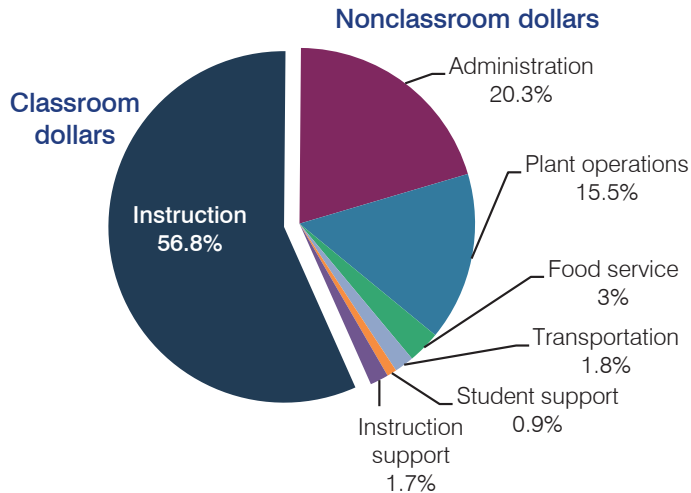
50

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 27 percent. Spending in the classroom varied year to year, ranging from a high of 56.8 percent 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 substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$6,055	\$2,572	\$746
	Students per administrator	16	30	67
Plant operations	Cost per square foot	\$6.20	\$6.59	\$6.03
	Square footage per student	745	343	153
Food service	Cost per meal equivalent	\$5.33	\$4.93	\$2.58
Transportation	Cost per mile	\$2.36	\$1.64	\$3.55
	Cost per rider	\$514	\$1,184	\$1,015

Per pupil spending by operational area

	District		Peer average 2013	State average 2013	National average 2011
	2012	2013			
Total	\$25,928	\$29,804	\$15,203	\$7,496	\$10,658
Classroom dollars	13,775	16,941	7,647	4,031	6,520
Nonclassroom dollars:	12,153	12,863	7,556	3,465	4,138
Administration	5,453	6,055	2,572	746	1,138
Plant operations	3,847	4,617	2,148	924	1,015
Food service	1,117	906	851	396	412
Transportation	532	535	1,056	369	452
Student support	271	253	548	582	593
Instruction support	933	497	381	448	528

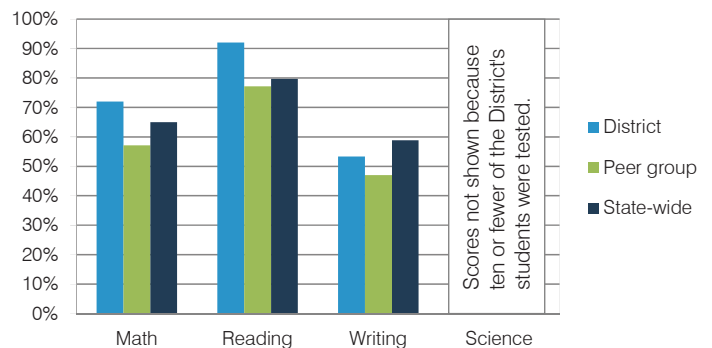
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	25%	24%	25%
Students per teacher	6.3	12.4	18.3
Average teacher salary	\$53,427	\$45,242	\$45,264
Amount from Proposition 301	\$1,361	\$2,827	\$3,784
Average years of teacher experience	17.1	13.6	10.9
Percentage of teachers in first 3 years	11%	12%	19%

Financial stress assessment

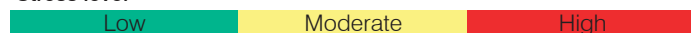
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.7%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



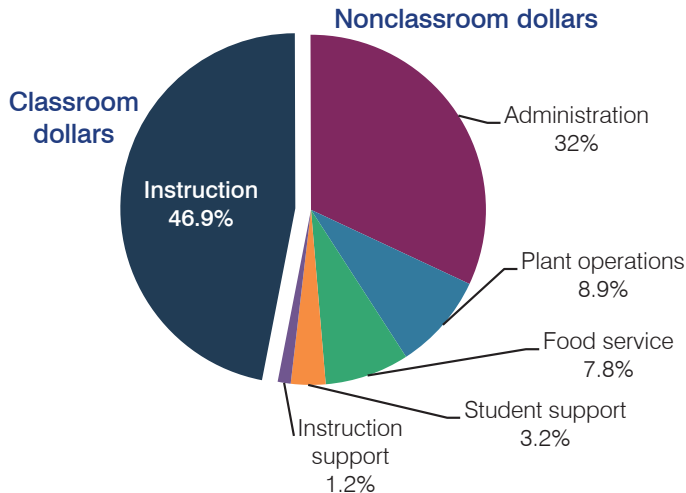
Yucca Elementary School District

Mohave County
 Efficiency peer group 11 and Achievement peer group 20
 Legislative district(s): 5

District size, location: Very small, Rural
 Students attending: 18
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment decreased by 44 percent, which contributed to the 118 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 61.7 to 46.9 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$7,826	\$2,572	\$746
	Students per administrator	12	30	67
Plant operations	Cost per square foot	\$5.16	\$6.59	\$6.03
	Square footage per student	420	343	153
Food service	Cost per meal equivalent	\$9.29	\$4.93	\$2.58
Transportation	Cost per mile	N/A	N/A	\$3.55
	Cost per rider	N/A	N/A	\$1,015

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$14,878	\$24,474	\$15,203	\$7,496	\$10,658
Classroom dollars	7,871	11,487	7,647	4,031	6,520
Nonclassroom dollars:	7,007	12,987	7,556	3,465	4,138
Administration	3,847	7,826	2,572	746	1,138
Plant operations	1,351	2,167	2,148	924	1,015
Food service	981	1,920	851	396	412
Transportation	19	7	1,056	369	452
Student support	608	782	548	582	593
Instruction support	201	285	381	448	528

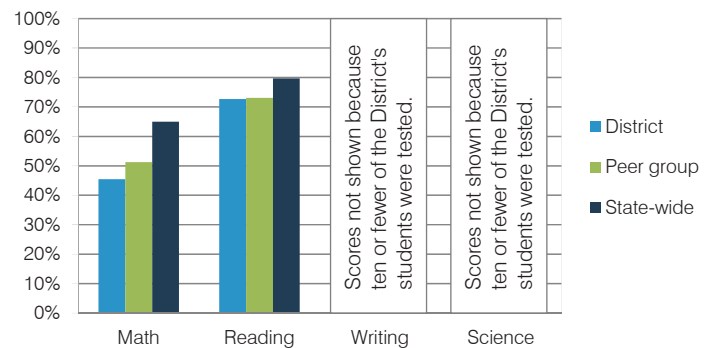
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	97%	94%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	35%	38%	25%
Students per teacher	9.1	15.1	18.3
Average teacher salary	N/A	\$44,190	\$45,264
Amount from Proposition 301	N/A	\$3,324	\$3,784
Average years of teacher experience	N/A	11.1	10.9
Percentage of teachers in first 3 years	N/A	20%	19%

Financial stress assessment

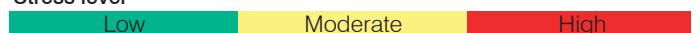
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

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

Stress level



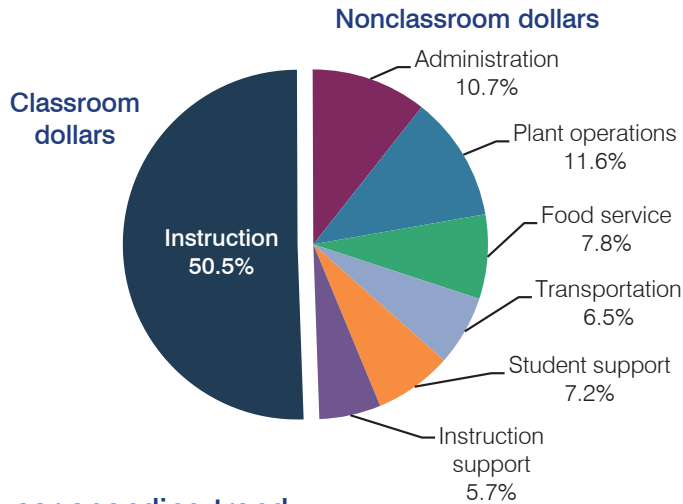
Yuma Elementary School District

Yuma County
 Efficiency peer groups 7 and T-5, Achievement peer group 13
 Legislative district(s): 4 and 13

District size, location: Large, City
 Students attending: 8,615
 Number of schools: 17

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 8 percent. Spending in the classroom decreased overall from 52.7 to 50.5 percent. Overall, spending on plant operations and food service increased and spending on transportation increased slightly. Spending on student support decreased slightly, while spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$752	\$664	\$746
	Students per administrator	67	76	67
Plant operations	Cost per square foot	\$6.79	\$6.19	\$6.03
	Square footage per student	120	130	153
Food service	Cost per meal equivalent	\$2.48	\$2.52	\$2.58
Transportation	Cost per mile	\$3.69	\$3.54	\$3.55
	Cost per rider	\$1,597	\$1,359	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,736	\$7,038	\$7,109	\$7,496	\$10,658
Classroom dollars	3,402	3,553	3,883	4,031	6,520
Nonclassroom dollars:	3,334	3,485	3,226	3,465	4,138
Administration	754	752	664	746	1,138
Plant operations	778	814	766	924	1,015
Food service	529	549	501	396	412
Transportation	437	462	298	369	452
Student support	456	505	520	582	593
Instruction support	380	403	477	448	528

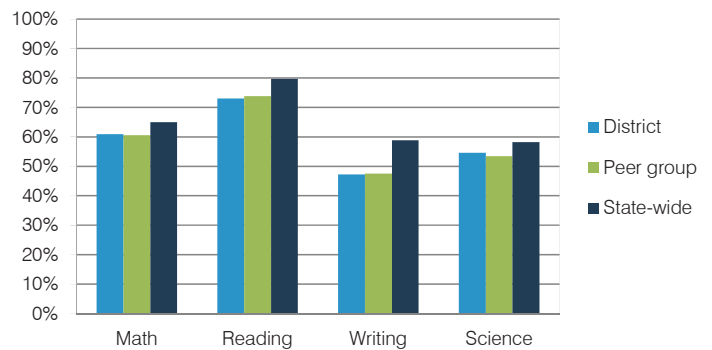
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	3	18%
B	9	53%
C	4	23%
D	1	6%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2012)	N/A	N/A	N/A
Poverty rate (2012)	27%	25%	25%
Students per teacher	18.8	19.1	18.3
Average teacher salary	\$36,411	\$40,312	\$45,264
Amount from Proposition 301	\$4,395	\$3,530	\$3,784
Average years of teacher experience	10.1	7.4	10.9
Percentage of teachers in first 3 years	19%	31%	19%

Financial stress assessment

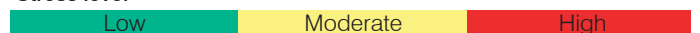
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

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

Stress level



Yuma Union High School District

Yuma County

Efficiency peer groups 2 and T-5, Achievement peer group 9

Legislative district(s): 4 and 13

District size, location:

Students attending:

Number of schools:

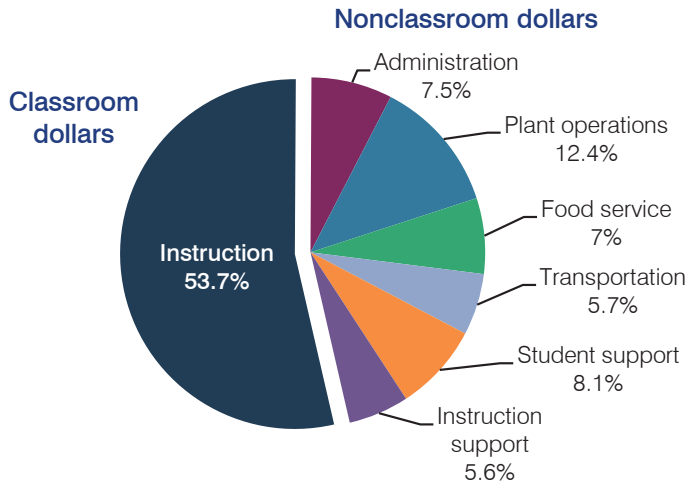
Large, City

10,620

6

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 4 percent. Spending in the classroom increased overall from 51.2 to 53.7 percent. Overall, spending on transportation and student support decreased and spending on plant operations decreased slightly, while spending on food service increased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$497	\$658	\$746
	Students per administrator	55	68	67
Plant operations	Cost per square foot	\$6.11	\$6.23	\$6.03
	Square footage per student	134	145	153
Food service	Cost per meal equivalent	\$1.34	\$2.58	\$2.58
Transportation	Cost per mile	\$3.27	\$3.54	\$3.55
	Cost per rider	\$1,304	\$1,359	\$1,015

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2012	2013	2013	2013	2011
Total	\$6,412	\$6,625	\$7,059	\$7,496	\$10,658
Classroom dollars	3,316	3,557	3,824	4,031	6,520
Nonclassroom dollars:	3,096	3,068	3,235	3,465	4,138
Administration	442	497	658	746	1,138
Plant operations	1,004	821	896	924	1,015
Food service	410	465	332	396	412
Transportation	413	380	351	369	452
Student support	560	539	524	582	593
Instruction support	267	366	474	448	528

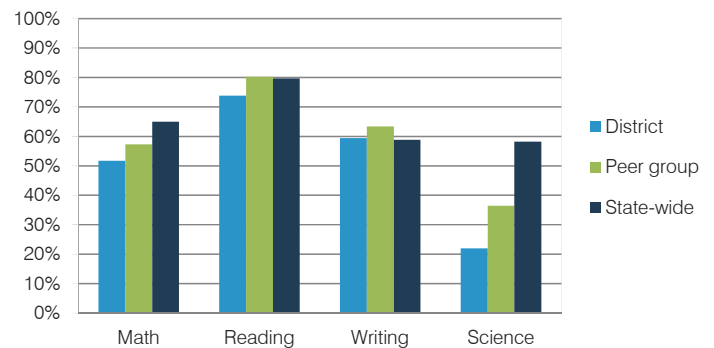
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2012)	78%	79%	77%
Poverty rate (2012)	32%	31%	25%
Students per teacher	23.0	20.7	18.3
Average teacher salary	\$44,308	\$50,204	\$45,264
Amount from Proposition 301	\$6,465	\$5,719	\$3,784
Average years of teacher experience	10.6	11.3	10.9
Percentage of teachers in first 3 years	26%	16%	19%

Financial stress assessment

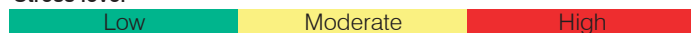
Overall financial stress level: **Low**

Measure: 2011 through 2013

Assessment

Number of students attending district	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.3%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



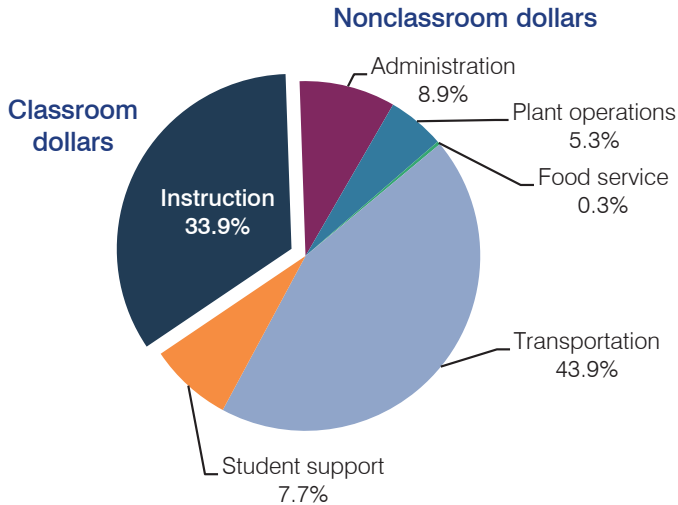
Coconino County Regional ASD

Coconino County
Students attending: 133

Ft. Huachuca ASD

Cochise County
Students attending: 964

Spending by operational area



5-year spending trend

Total spending per pupil increased by 83 percent. Spending in the classroom varied year to year, decreasing overall from 42.8 to 33.9 percent. Spending on all nonclassroom areas varied year to year. Overall, spending on transportation increased substantially, while spending on administration and student support decreased substantially.

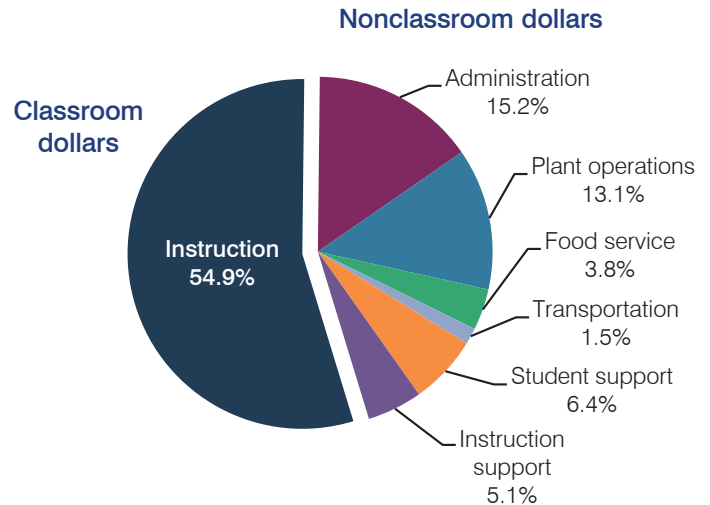
Per-pupil spending by operational area

	District		State average 2013	National average 2011
	2012	2013		
Total	\$14,846	\$20,889	\$7,496	\$10,658
Classroom dollars	6,291	7,079	4,031	6,520
Nonclassroom dollars:	8,555	13,810	3,465	4,138
Administration	1,500	1,846	746	1,138
Plant operations	1,091	1,108	924	1,015
Food service	93	60	396	412
Transportation	4,449	9,172	369	452
Student support	1,408	1,616	582	593
Instruction support	14	8	448	528

Student and teacher measures

Measure	District	State average
Attendance rate	84%	94%
Graduation rate (2012)	50%	77%
Poverty rate (2012)	N/A	25%
Students per teacher	11.1	18.3
Average teacher salary	\$39,402	\$45,264
Amount from Proposition 301	\$4,763	\$3,784
Average years of teacher experience	8.0	10.9
Percentage of teachers in first 3 years	0%	19%

Spending by operational area



5-year spending trend

Total spending per pupil increased by 4 percent. Spending in the classroom decreased overall from 58.8 to 54.9 percent. Spending on administration and instruction support increased substantially. Overall, spending on plant operations increased, while spending on transportation decreased. Spending on other nonclassroom areas remained fairly stable.

Per-pupil spending by operational area

	District		State average 2013	National average 2011
	2012	2013		
Total	\$10,761	\$10,412	\$7,496	\$10,658
Classroom dollars	6,078	5,719	4,031	6,520
Nonclassroom dollars:	4,683	4,693	3,465	4,138
Administration	1,557	1,582	746	1,138
Plant operations	1,241	1,367	924	1,015
Food service	410	397	396	412
Transportation	167	152	369	452
Student support	703	668	582	593
Instruction support	605	527	448	528

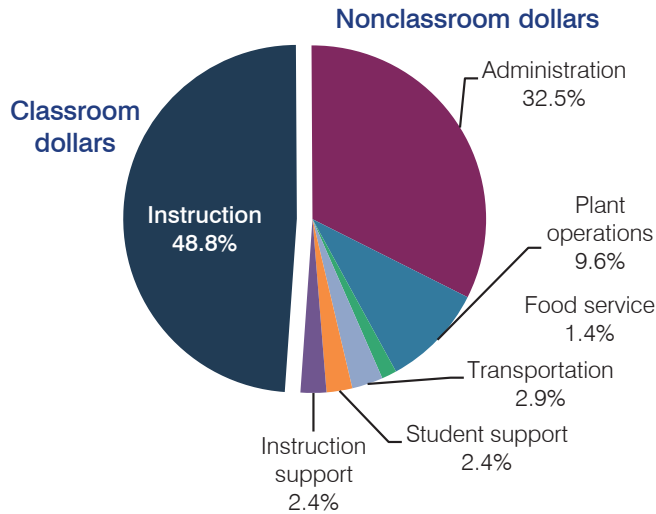
Student and teacher measures

Measure	District	State average
Attendance rate	96%	94%
Graduation rate (2012)	N/A	N/A
Poverty rate (2012)	18%	25%
Students per teacher	14.8	18.3
Average teacher salary	\$52,787	\$45,264
Amount from Proposition 301	\$2,810	\$3,784
Average years of teacher experience	13.8	10.9
Percentage of teachers in first 3 years	17%	19%

Gila County Regional School District

Gila County
Students attending: 130

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 53.3 to 48.8 percent. Overall, spending on administration increased substantially, while spending on student support decreased substantially. Spending on other nonclassroom areas varied year to year.

Per-pupil spending by operational area

	District		State average 2013	National average 2011
	2012	2013		
Total	\$10,501	\$8,294	\$7,496	\$10,658
Classroom dollars	4,894	4,045	4,031	6,520
Nonclassroom dollars:	5,607	4,249	3,465	4,138
Administration	3,119	2,698	746	1,138
Plant operations	884	799	924	1,015
Food service	117	115	396	412
Transportation	305	244	369	452
Student support	838	196	582	593
Instruction support	344	197	448	528

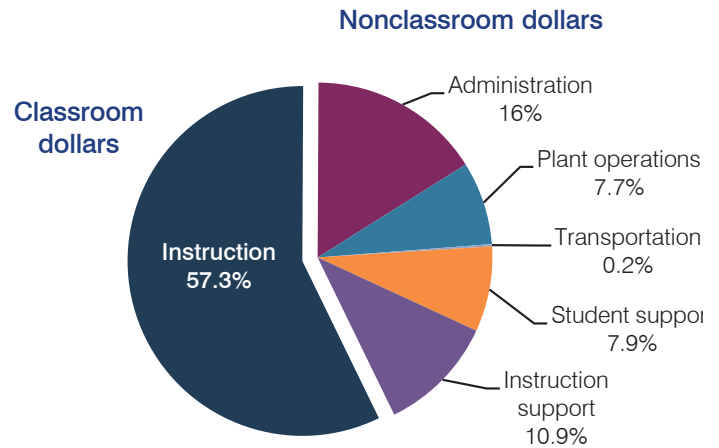
Student and teacher measures

Measure	District	State average
Attendance rate	87%	94%
Graduation rate (2012)	39%	77%
Poverty rate (2012)	N/A	25%
Students per teacher	15.5	18.3
Average teacher salary	\$35,526	\$45,264
Amount from Proposition 301	\$2,233	\$3,784
Average years of teacher experience	14.5	10.9
Percentage of teachers in first 3 years	24%	19%

Maricopa County Regional School District

Maricopa County
Students attending: 483

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 10 percent. Spending in the classroom varied year to year, increasing overall from 49 to 57.3 percent. Overall, spending on administration, plant operations, transportation, and student support decreased substantially and spending on instruction support increased substantially.

Per-pupil spending by operational area

	District		State average 2013	National average 2011
	2012	2013		
Total	\$8,719	\$8,564	\$7,496	\$10,658
Classroom dollars	4,844	4,906	4,031	6,520
Nonclassroom dollars:	3,875	3,658	3,465	4,138
Administration	1,680	1,372	746	1,138
Plant operations	604	662	924	1,015
Food service	0	0	396	412
Transportation	13	18	369	452
Student support	757	673	582	593
Instruction support	821	933	448	528

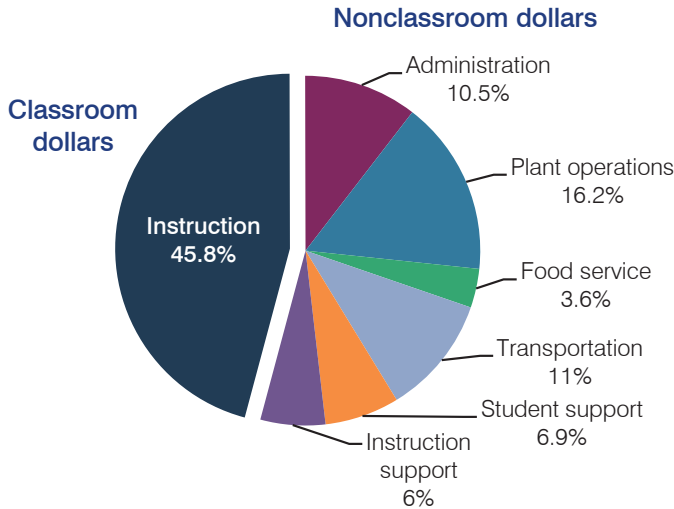
Student and teacher measures

Measure	District	State average
Attendance rate	97%	94%
Graduation rate (2012)	2%	77%
Poverty rate (2012)	N/A	25%
Students per teacher	14.6	18.3
Average teacher salary	\$42,897	\$45,264
Amount from Proposition 301	\$3,485	\$3,784
Average years of teacher experience	8.1	10.9
Percentage of teachers in first 3 years	43%	19%

Mary C. O'Brien ASD

Pinal County
Students attending: 204

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 8 percent. Spending in the classroom varied year to year, decreasing overall from 50.4 to 45.8 percent. Overall, spending on plant operations and transportation increased substantially, spending on instruction support decreased substantially. Spending on other nonclassroom areas varied year to year.

Per-pupil spending by operational area

	District		State average 2013	National average 2011
	2012	2013		
Total	\$21,541	\$22,916	\$7,496	\$10,658
Classroom dollars	9,880	10,499	4,031	6,520
Nonclassroom dollars:	11,661	12,417	3,465	4,138
Administration	2,120	2,401	746	1,138
Plant operations	3,505	3,706	924	1,015
Food service	772	820	396	412
Transportation	2,438	2,530	369	452
Student support	1,668	1,583	582	593
Instruction support	1,158	1,377	448	528

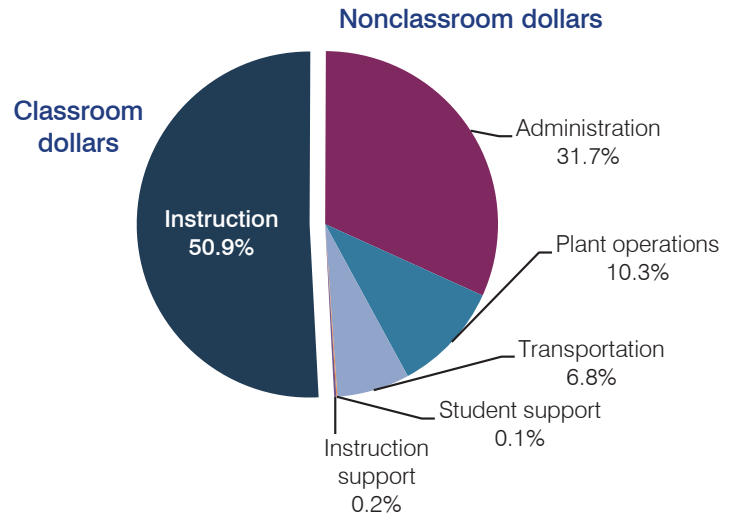
Student and teacher measures

Measure	District	State average
Attendance rate	93%	94%
Graduation rate (2012)	30%	77%
Poverty rate (2012)	N/A	25%
Students per teacher	9.7	18.3
Average teacher salary	\$55,540	\$45,264
Amount from Proposition 301	\$2,839	\$3,784
Average years of teacher experience	13.9	10.9
Percentage of teachers in first 3 years	10%	19%

Navajo County ASD

Navajo County
Students attending: 13

Spending by operational area



5-year spending trend

The District does not have a 5-year trend because fiscal year 2011 was the District's first year of operation.

Per-pupil spending by operational area

	District		State average 2013	National average 2011
	2012	2013		
Total	\$52,731	\$38,444	\$7,496	\$10,658
Classroom dollars	27,293	19,576	4,031	6,520
Nonclassroom dollars:	25,438	18,868	3,465	4,138
Administration	15,033	12,190	746	1,138
Plant operations	4,035	3,943	924	1,015
Food service	0	0	396	412
Transportation	2,307	2,629	369	452
Student support	3,689	34	582	593
Instruction support	374	72	448	528

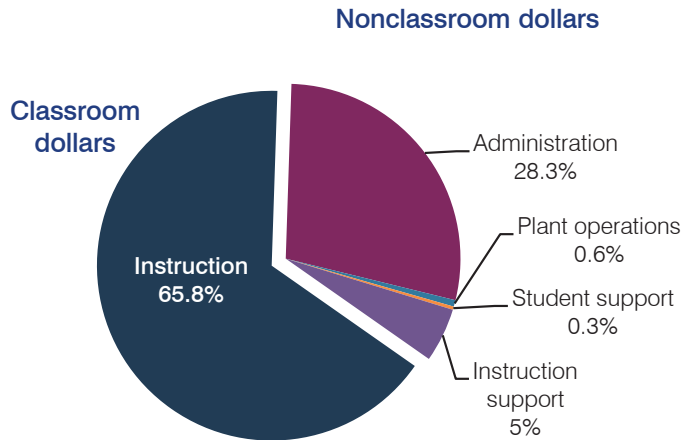
Student and teacher measures

Measure	District	State average
Attendance rate	85%	94%
Graduation rate (2012)	N/A	N/A
Poverty rate (2012)	N/A	25%
Students per teacher	4.2	18.3
Average teacher salary	\$44,567	\$45,264
Amount from Proposition 301	\$750	\$3,784
Average years of teacher experience	6.0	10.9
Percentage of teachers in first 3 years	0%	19%

Pima ASD

Pima County
Students attending: 88

Spending by operational area



5-year spending trend

Student enrollment decreased by 34 percent, which contributed to the 22 percent increase in total spending per pupil. Spending in the classroom varied year to year, increasing overall from 54.8 to 65.8 percent. Overall, spending on administration increased substantially, while spending on student support and instruction support decreased substantially.

Per-pupil spending by operational area

	District		State average 2013	National average 2011
	2012	2013		
Total	\$10,088	\$11,509	\$7,496	\$10,658
Classroom dollars	6,712	7,570	4,031	6,520
Nonclassroom dollars:	3,376	3,939	3,465	4,138
Administration	2,472	3,259	746	1,138
Plant operations	44	68	924	1,015
Food service	0	0	396	412
Transportation	0	0	369	452
Student support	267	31	582	593
Instruction support	593	581	448	528

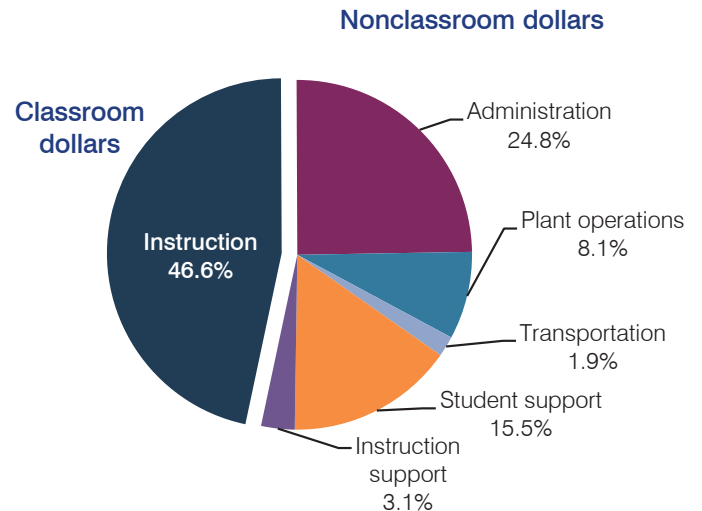
Student and teacher measures

Measure	District	State average
Attendance rate	90%	94%
Graduation rate (2012)	N/A	N/A
Poverty rate (2012)	N/A	25%
Students per teacher	12.6	18.3
Average teacher salary	\$55,195	\$45,264
Amount from Proposition 301	\$8,456	\$3,784
Average years of teacher experience	20.2	10.9
Percentage of teachers in first 3 years	17%	19%

Yavapai ASD

Yavapai County
Students attending: 115

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 51 to 46.6 percent. Overall, spending on plant operations and student support increased substantially, while spending on instruction support decreased and spending on administration decreased slightly. Spending on transportation remained fairly stable.

Per-pupil spending by operational area

	District		State average 2013	National average 2011
	2012	2013		
Total	\$13,514	\$9,898	\$7,496	\$10,658
Classroom dollars	5,098	4,616	4,031	6,520
Nonclassroom dollars:	8,416	5,282	3,465	4,138
Administration	3,439	2,456	746	1,138
Plant operations	1,216	803	924	1,015
Food service	0	0	396	412
Transportation	272	187	369	452
Student support	3,175	1,527	582	593
Instruction support	314	309	448	528

Student and teacher measures

Measure	District	State average
Attendance rate	81%	94%
Graduation rate (2012)	37%	77%
Poverty rate (2012)	N/A	25%
Students per teacher	12.8	18.3
Average teacher salary	\$35,044	\$45,264
Amount from Proposition 301	\$2,087	\$3,784
Average years of teacher experience	24.2	10.9
Percentage of teachers in first 3 years	0%	19%

Appendix A

This appendix lists the 208 districts organized into efficiency, transportation, and student achievement peer groups. Table 10 (see pages a-1 through a-4) presents districts organized into efficiency peer groups based on district size, type, and location. Within each efficiency peer group, the districts are listed in order of their fiscal year 2013 classroom dollar percentages. Table 10 also presents the classroom dollar percentages of the State's eight accommodation school districts listed separately. Table 11 (see pages a-5 through a-10) presents districts organized into transportation peer groups based on miles per rider and district location. Within each transportation peer group, the districts are listed in order of their overall cost measure that equally considers fiscal year 2013 cost per mile and cost per rider. Further, some districts are excluded from the peer average because extreme values in their costs would skew the average. Table 12 (see pages a-11 through a-16) presents districts organized into student achievement peer groups based on district type, poverty, and location. Within each student achievement peer group, the districts are listed in order of their district-wide passing rates on the Spring 2013 Arizona's Instrument to Measure Standards (AIMS).

**Table 10: Districts grouped by efficiency peer group and ranked by classroom dollar percentage
Fiscal year 2013**

Peer group		Classroom dollar percentage		Classroom dollar percentage	
Number	Description	District name	District name	District name	District name
1	Very large unified and union high school districts in cities and suburbs	Peer group average	56.7%		
		Gilbert USD	60.7	Mesa USD	56.3
		Chandler USD	60.6	Peoria USD	56.0
		Deer Valley USD	58.6	Dysart USD	55.8
		Scottsdale USD	57.9	Phoenix UHSD	55.0
		Paradise Valley USD	57.1	Tucson USD	49.2
2	Large unified and union high school districts in cities and suburbs	Peer group average	54.2%		
		Glendale UHSD	56.3	Flagstaff USD	54.2
		Vail USD	56.0	Amphitheater USD	54.0
		Higley USD	55.9	Yuma UHSD	53.7
		Tolleson UHSD	54.6	Tempe UHSD	53.5
		Marana USD	54.5	Sunnyside USD	48.9
3	Medium-large and medium unified and union high school districts in cities and suburbs	Peer group average	53.6%		
		Tanque Verde USD	59.1	Agua Fria UHSD	52.6
		Humboldt USD	56.0	Flowing Wells USD	52.3
		Apache Junction USD	55.6	Catalina Foothills USD	52.2
		Prescott USD	54.8	Buckeye UHSD	51.9
		Fountain Hills USD	54.6	Queen Creek USD	51.2
		Cave Creek USD	53.9	Casa Grande UHSD	48.9

Table 10 (continued)

Peer group		Classroom dollar percentage		Classroom dollar percentage	
Number	Description	District name	District name	District name	District name
4	Medium-large unified and union high school districts in towns and rural areas	Peer group average	52.0%		
		Safford USD	63.5	Winslow USD	51.8
		Blue Ridge USD	56.8	Florence USD	51.7
		Snowflake USD	56.5	Nogales USD	51.3
		Lake Havasu USD	55.6	Chino Valley USD	50.5
		Show Low USD	55.4	Kingman USD	50.5
		Sierra Vista USD	53.8	Page USD	49.6
		Payson USD	53.3	Santa Cruz Valley USD	48.7
		Holbrook USD	53.2	Chinle USD	48.4
		J. O. Combs USD	53.2	Maricopa USD	47.4
		Sahuarita USD	53.2	Window Rock USD	47.1
		Colorado River UHSD	52.7	Whiteriver USD	46.7
		Douglas USD	52.4	Coolidge USD	44.9
5	Medium unified and union high school districts in towns and rural areas	Peer group average	49.4%		
		Thatcher USD	59.8	Globe USD	50.0
		Mingus UHSD	59.6	St. Johns USD	49.0
		Pima USD	59.6	Bisbee USD	48.9
		Morenci USD	59.5	Nadaburg USD	48.3
		Camp Verde USD	55.9	Saddle Mountain USD	44.2
		Miami USD	54.8	San Carlos USD	42.8
		Willcox USD	54.5	Ganado USD	42.3
		Sedona-Oak Creek Joint USD	54.4	Sanders USD	42.3
		Benson USD	53.1	Tuba City USD	42.2
		Wickenburg USD	52.8	Kayenta USD	40.3
		Mammoth-San Manuel USD	52.7	Baboquivari USD	38.7
		Round Valley USD	51.8	Red Mesa USD	38.6
		Parker USD	51.0	Pinon USD	37.7
Tombstone USD	50.2				
6	Small unified and union high school districts in towns and rural areas	Peer group average	48.8%		
		Ray USD	54.9	Duncan USD	49.7
		Bagdad USD	54.5	Heber-Overgaard USD	48.4
		Fredonia-Moccasini USD	52.9	Grand Canyon USD	47.7
		St. David USD	52.8	Ft. Thomas USD	47.4
		Williams USD	51.8	Joseph City USD	46.9
		Colorado City USD	51.5	Mayer USD	44.8
		Antelope UHSD	51.4	Gila Bend USD	43.9
		Superior USD	50.9	Hayden-Winkelman USD	43.8
		Littlefield USD	50.2	Ash Fork Joint USD	42.1
		Ajo USD	49.8	Santa Cruz Valley UHSD	39.8
7	Very large and large elementary school districts in cities and suburbs	Peer group average	53.6%		
		Kyrene ESD	60.1	Alhambra ESD	54.0
		Litchfield ESD	58.1	Pendergast ESD	52.5
		Cartwright ESD	56.5	Tempe ESD	52.3
		Glendale ESD	54.6	Yuma ESD	50.5
Washington ESD	54.1	Roosevelt ESD	43.5		

Table 10 (continued)

Peer group		Classroom dollar percentage		Classroom dollar percentage	
Number	Description	District name	District name	District name	District name
8	Medium-large and medium elementary school districts in cities and suburbs	Peer group average	51.1%		
		Liberty ESD	58.9	Crane ESD	50.8
		Buckeye ESD	53.3	Avondale ESD	50.7
		Fowler ESD	53.3	Tolleson ESD	49.6
		Wilson ESD	53.2	Casa Grande ESD	49.4
		Littleton ESD	53.0	Osborn ESD	48.5
		Madison ESD	52.7	Creighton ESD	48.0
		Laveen ESD	52.2	Phoenix ESD	48.0
		Isaac ESD	51.8	Murphy ESD	47.9
		Balsz ESD	51.7	Riverside ESD	45.8
9	Medium-large and medium elementary school districts in towns and rural areas	Peer group average	49.8%		
		Bullhead City ESD	57.2	Somerton ESD	47.1
		Cottonwood-Oak Creek ESD	55.7	Eloy ESD	46.7
		Mohave Valley ESD	51.6	Toltec ESD	45.4
		Palominas ESD	51.1	Altar Valley ESD	44.7
10	Small elementary school districts in towns and rural areas	Peer group average	53.7%		
		Gadsden ESD	48.5		
		Wellton ESD	59.3	Beaver Creek ESD	52.7
		Naco ESD	58.7	Palo Verde ESD	51.6
		Continental ESD	58.6	Stanfield ESD	51.5
		Red Rock ESD	58.1	Arlington ESD	50.3
		Clarkdale-Jerome ESD	56.6	Oracle ESD	49.1
Quartzsite ESD	53.2	Sacaton ESD	44.6		
11	Very small school districts	Peer group average	50.8%		
		Blue ESD	78.7	Bowie USD	50.9
		Double Adobe ESD	69.6	Maine Consolidated ESD	50.8
		Aguila ESD	63.1	Seligman USD	50.6
		Sonoita ESD	61.0	Sentinel ESD	49.9
		Alpine ESD	59.2	Pine Strawberry ESD	49.7
		Bonita ESD	59.2	Apache ESD	49.4
		Owens-Whitney ESD	58.7	Vernon ESD	48.4
		Hillside ESD	57.7	Skull Valley ESD	47.9
		Cochise ESD	57.2	Wenden ESD	47.1
		Young ESD	56.8	Yucca ESD	46.9
		Elfrida ESD	55.5	Bicentennial UHSD	46.8
		Santa Cruz ESD	55.2	Patagonia ESD	46.4
		Topock ESD	54.9	Patagonia UHSD	46.4
		Crown King ESD	54.6	Valley UHSD	46.4
		Valentine ESD	54.5	McNeal ESD	45.7
		Congress ESD	54.4	San Fernando ESD	44.4
		San Simon USD	53.6	Paloma ESD	43.9
		Pearce ESD	53.3	Clifton USD	43.4
		Solomon ESD	53.3	Mohawk Valley ESD	42.9
		McNary ESD	53.1	Peach Springs USD	42.6
		Kirkland ESD	53.0	Bouse ESD	42.2
		Tonto Basin ESD	53.0	Ash Creek ESD	41.6
		Morristown ESD	52.3	Concho ESD	39.6
		Canon ESD	52.0	Hackberry ESD	39.1
		Hyder ESD	51.9	Salome Consolidated ESD	39.1
Picacho ESD	51.9	Mobile ESD	38.1		
Pomerene ESD	51.6	Cedar USD	34.6		
Yarnell ESD	51.6				

Table 10 (concluded)

Peer group		Classroom dollar percentage	District name	Classroom dollar percentage
Description	District name			
Accommodation districts	Group average	50.5%		
	Pima ASD	65.8	Gila County Regional SD	48.8
	Maricopa County Regional SD	57.3	Yavapai ASD	46.6
	Ft. Huachuca ASD	54.9	Mary C. O'Brien ASD	45.8
	Navajo County ASD	50.9	Coconino County Regional ASD	33.9

Source: Auditor General staff analysis of fiscal year 2013 district-reported accounting data, Arizona Department of Education student membership data, and U.S. Census Bureau fiscal year 2011 location designations reported in the National Center for Education Statistics' Common Core of Data.

**Table 11: Districts grouped by transportation peer group and ranked by cost per mile and cost per rider
Fiscal year 2013**

Peer group			Cost	Cost
Number	Description	District name	per mile	per rider
T-1	Districts in cities and suburbs traveling less than 145 miles per rider	Peer group average	\$6.28	\$ 582
		Sunnyside USD	2.99	559
		Fowler ESD	5.64	458
		Crane ESD	5.79	470
		Laveen ESD	5.96	500
		Union ESD	6.27	503
		Murphy ESD	6.40	512
		Cartwright ESD	5.21	818
		Alhambra ESD	6.94	687
		Littleton ESD	6.89	727
		Glendale ESD	6.97	918
		Phoenix ESD	6.73	1,089
T-2	Districts in cities and suburbs traveling 145-199 miles per rider	Peer group average	\$5.18	\$ 824
		Buckeye ESD	3.87	625
		Riverside ESD	4.36	635
		Osborn ESD	3.56	835
		Tempe ESD	4.45	703
		Balsz ESD	3.94	881
		Avondale ESD	4.46	829
		Tolleson ESD	5.73	748
		Flowing Wells USD	6.43	860
		Wilson ESD	5.40	1,144
		Roosevelt ESD	5.83	1,150
		Madison ESD	7.42	974
Creighton ESD	6.96	1,544		
T-3	Districts in cities and suburbs traveling 200-259 miles per rider	Peer group average	\$4.05	\$1,000
		Apache Junction USD	3.08	761
		Litchfield ESD	3.25	733
		Catalina Foothills USD	3.00	824
		Queen Creek USD	3.80	759
		Prescott USD	3.21	942
		Tempe UHSD	3.91	950
		Chandler USD	3.96	1,003
		Washington ESD	4.59	913
		Dysart USD	4.53	1,167
		Higley USD	4.40	1,300
		Pendergast ESD	5.05	1,301
Isaac ESD	5.87	1,347		

Table 11 (continued)

Peer group			Cost	Cost
Number	Description	District name	per mile	per rider
T-4	Districts in cities and suburbs traveling 260-319 miles per rider	Peer group average	\$3.41	\$1,047
		Humboldt USD	2.77	885
		Tanque Verde USD	2.71	926
		Fountain Hills USD	3.49	799
		Liberty ESD	3.06	1,000
		Kyrene ESD	3.29	952
		Amphitheater USD	3.29	1,004
		Casa Grande ESD	3.35	1,013
		Marana USD	3.22	1,127
		Cave Creek USD	3.20	1,153
		Gilbert USD	3.75	1,125
		Tolleson UHSD	4.03	1,115
		Paradise Valley USD	3.91	1,266
		Deer Valley USD	4.20	1,243
T-5	Districts in cities and suburbs traveling more than 319 miles per rider	Peer group average	\$3.54	\$1,359
		Flagstaff USD	2.27	697
		Buckeye UHSD	2.58	996
		Peoria USD	3.35	1,131
		Yuma UHSD	3.27	1,304
		Agua Fria UHSD	3.73	1,197
		Casa Grande UHSD	3.52	1,374
		Phoenix UHSD	5.42	722
		Yuma ESD	3.69	1,597
		Scottsdale USD	4.11	1,678
		Mesa USD	4.47	1,595
		Tucson USD	4.42	2,579
		Glendale UHSD	5.84	2,237
T-6	Districts in towns and rural areas traveling less than 200 miles per rider	Peer group average	\$3.58	\$ 462
		Nogales USD	2.61	175
		Gadsden ESD	3.81	240
		Continental ESD	2.57	443
		St. David USD	2.77	445
		Thatcher USD	2.92	434
		Toltec ESD	3.57	355
		Winslow USD	2.26	531
		Safford USD	3.24	419
		Bullhead City ESD	4.04	347
		Somerton ESD	2.91	567
		Mohave Valley ESD	2.80	622
		Globe USD	4.54	424
		Colorado City USD	3.50	589
		Clarkdale-Jerome ESD	4.71	479
		Eloy ESD	4.78	595
Superior USD	5.31	693		
Morenci USD	3.90	993		

Table 11 (continued)

Peer group			Cost	Cost
Number	Description	District name	per mile	per rider
T-7	Districts in towns and rural areas traveling 200-249 miles per rider	Peer group average	\$3.06	\$ 677
		Gila Bend USD	1.82	369
		Wellton ESD	1.65	479
		Quartzsite ESD	2.43	602
		Beaver Creek ESD	2.73	595
		Santa Cruz Valley USD	2.74	633
		Whiteriver USD	2.96	595
		Pima USD	3.24	593
		Sahuarita USD	2.99	666
		Window Rock USD	2.92	704
		Mingus UHSD	3.48	623
		Maricopa USD	3.42	664
		Cottonwood-Oak Creek ESD	2.89	786
		J. O. Combs USD	2.99	801
		Sierra Vista USD	3.48	971
		Sedona-Oak Creek Joint USD	4.68	780
		Miami USD	4.24	917
		San Carlos USD	4.44	1,015
		Naco ESD	6.76	1,735
		T-8	Districts in towns and rural areas traveling 250-349 miles per rider	Peer group average
Red Rock ESD	0.74			151
Mammoth-San Manuel USD	1.58			447
Bagdad USD	2.05			440
Palo Verde ESD	2.39			713
Palominas ESD	2.11			811
Littlefield USD	2.56			673
Ft. Thomas USD	2.72			753
Saddle Mountain USD	2.65			784
Parker USD	2.82			741
Hayden-Winkelman USD	2.25			927
Chino Valley USD	2.98			711
Show Low USD	2.55			869
Benson USD	2.81			808
Stanfield ESD	2.66			894
Blue Ridge USD	2.76			917
Vail USD	2.98			1,192
Snowflake USD	4.98			1,055
Sacaton ESD	4.64			1,346
Douglas USD	4.30			1,459
Ash Fork Joint USD	NR	1,553		

Table 11 (continued)

Peer group			Cost	Cost
Number	Description	District name	per mile	per rider
T-9	Districts in towns and rural areas traveling 350-460 miles per rider	Peer group average	\$2.42	\$1,013
		Ajo USD	1.12	730
		Heber-Overgaard USD	1.80	767
		Altar Valley ESD	2.20	748
		Round Valley USD	2.27	729
		Tombstone USD	2.13	870
		Wickenburg USD	2.21	889
		Kingman USD	2.16	925
		Camp Verde USD	2.29	924
		Page USD	2.28	943
		Coolidge USD	2.29	999
		Nadaburg USD	2.38	980
		Tuba City USD	2.52	924
		Ganado USD	2.37	1,041
		Williams USD	2.40	1,213
		Sanders USD	2.43	1,324
		T-10	Districts in towns and rural areas traveling more than 460 miles per rider	Peer group average
Grand Canyon USD	0.97			599
Duncan USD	1.40			714
Antelope UHSD	1.29			877
Joseph City USD	1.71			684
Holbrook USD	1.54			835
St. Johns USD	1.81			973
Oracle ESD	2.06			994
Ray USD	2.15			988
Arlington ESD	2.09			1,070
Mayer USD	1.85			1,338
Florence USD	2.28			1,123
Willcox USD	2.96			1,130
Santa Cruz Valley UHSD	2.66			1,372
Colorado River UHSD	2.81			1,440
Baboquivari USD	2.46			1,772
Pinon USD	3.18			1,944
Red Mesa USD	3.39	2,069		
Kayenta USD	NR	NR		

Table 11 (continued)

Peer group			Cost	Cost
Number	Description	District name	per mile	per rider
T-11	Very small districts	Peer group average	\$1.64	\$1,184
		Cochise ESD	1.15	353
		Santa Cruz ESD	0.88	585
		Skull Valley ESD	1.08	490
		Aguila ESD	0.89	635
		Owens-Whitney ESD	0.32	1,104
		Topock ESD	1.53	287
		Congress ESD	1.14	718
		Solomon ESD	1.72	321
		Wenden ESD	1.30	762
		Pearce ESD	1.36	772
		Valentine ESD	1.63	589
		Mobile ESD	1.60	608
		Tonto Basin ESD	1.45	804
		Alpine ESD	0.74	1,313
		Morristown ESD	1.51	814
		Hillside ESD	1.48	868
		Bonita ESD	1.69	770
		Paloma ESD	2.05	543
		Elfrida ESD	1.77	752
		San Simon USD	1.05	1,332
		Picacho ESD	2.32	474
		McNary ESD	1.23	1,274
		Salome Consolidated ESD	1.88	836
		Kirkland ESD	1.80	900
		Young ESD	2.36	514
		Vernon ESD	1.14	1,392
		Yarnell ESD	1.15	1,405
		Clifton USD	1.34	1,270
		Sonoita ESD	1.29	1,402
		Bouse ESD	2.18	875
		Mohawk Valley ESD	2.14	964
		Concho ESD	1.02	1,770
		Patagonia ESD	1.38	1,513
		Patagonia UHSD	1.38	1,513
		Seligman USD	1.42	1,537
		Hyder ESD	1.72	1,359
		Canon ESD	1.94	1,294
		McNeal ESD	1.09	1,968
		Bicentennial UHSD	1.48	1,888
		Bowie USD	1.38	1,981
		Ash Creek ESD	1.56	1,907
		Pomerene ESD	3.68	546
		Cedar USD	2.02	1,818
		Peach Springs USD	3.54	778

Table 11 (concluded)

Peer group			Cost	Cost
Number	Description	District name	per mile	per rider
T-11 (concluded)	Very small districts	Hackberry ESD	\$3.33	\$1,419
		Maine Consolidated ESD	3.04	1,708
		Valley UHSD	2.02	2,663
		Apache ESD	1.68	3,817
		Sentinel ESD	2.18	3,725
		Pine Strawberry ESD	3.82	2,959
		San Fernando ESD	1.81	7,266
		Double Adobe ESD	NR	NR

Source: Auditors General staff analysis of fiscal year 2013 district-reported accounting data, Arizona Department of Education route reports, and U.S. Census Bureau fiscal year 2011 location designations reported in the National Center for Education Statistics' Common Core of Data.

**Table 12: Districts grouped by student achievement peer group and ranked by percentage of students passing Arizona’s Instrument to Measure Standards (AIMS)
Fiscal year 2013**

Peer group		District name	Percentage of students passing			
Number	Description		Math	Reading	Writing	Science
1	Unified school districts with poverty rates less than 11 percent in cities and suburbs	Peer group average	83%	93%	79%	82%
		Catalina Foothills USD	84	94	83	87
		Tanque Verde USD	84	94	82	86
		Vail USD	86	93	78	85
		Cave Creek USD	85	93	79	81
		Higley USD	81	91	78	78
		Gilbert USD	78	90	77	72
2	Unified school districts with poverty rates of 11 to 19 percent in cities and suburbs	Peer group average	75%	88%	71%	69%
		Queen Creek USD	82	90	79	71
		Chandler USD	79	89	76	76
		Prescott USD	75	90	71	78
		Scottsdale USD	77	89	71	74
		Fountain Hills USD	75	89	79	68
		Deer Valley USD	76	90	71	74
		Paradise Valley USD	73	86	71	70
		Marana USD	70	86	67	63
		Peoria USD	71	84	66	64
Dysart USD	69	82	63	55		
3	Unified school districts with poverty rates greater than 19 percent in cities and suburbs	Peer group average	64%	80%	59%	61%
		Humboldt USD	71	87	67	71
		Amphitheater USD	68	85	67	65
		Mesa USD	69	82	58	64
		Apache Junction USD	63	77	58	58
		Flagstaff USD	58	74	54	58
		Tucson USD	54	74	49	49
4	Unified school districts with poverty rates less than 20 percent in towns and rural areas	Peer group average	57%	78%	53%	56%
		Sierra Vista USD	68	86	66	63
		Sahuarita USD	66	85	64	63
		Chino Valley USD	65	81	60	59
		Pima USD	62	79	59	61
		Morenci USD	71	83	55	51
		Wickenburg USD	69	80	59	50
		J. O. Combs USD	62	78	57	58
		Ray USD	51	81	39	64
		Maricopa USD	55	75	51	53
		Seligman USD	55	78	48	51
		Bagdad USD	50	79	38	56
		Saddle Mountain USD	58	72	42	47
Clifton USD ¹	7	53	-	-		

Table 12 (continued)

Peer group		District name	Percentage of students passing			
Number	Description		Math	Reading	Writing	Science
5	Unified school districts with poverty rates of 20 to 27 percent in towns and rural areas	Peer group average	58%	76%	50%	55%
		San Simon USD	83	87	56	88
		Lake Havasu USD	75	89	65	70
		Thatcher USD	69	89	71	69
		Benson USD	81	89	59	66
		Snowflake USD	73	83	63	67
		Blue Ridge USD	72	82	60	63
		Payson USD	64	84	58	68
		Sedona-Oak Creek Joint USD	61	80	62	64
		Safford USD	66	83	57	60
		Tombstone USD	64	84	53	53
		Nadaburg USD	56	78	51	67
		Round Valley USD	68	78	49	55
		Florence USD	60	75	52	59
		Kingman USD	55	75	52	49
		Mammoth-San Manuel USD	57	78	49	46
		Duncan USD	48	70	57	49
		Fredonia-Moccasini USD	48	72	28	55
		Willcox USD	52	68	40	40
		Globe USD	40	68	46	42
		Superior USD	42	69	48	30
Coolidge USD	37	62	36	31		
Gila Bend USD	33	54	29	23		
Bowie USD ¹	27	58	20	-		
6	Unified school districts with poverty rates of 28 to 36 percent in towns and rural areas	Peer group average	55%	72%	48%	47%
		St. David USD	71	86	56	80
		Heber-Overgaard USD	77	85	66	64
		St. Johns USD	69	85	64	67
		Show Low USD	65	87	58	70
		Joseph City USD	67	85	65	52
		Flowing Wells USD ²	62	79	56	60
		Ash Fork Joint USD	70	83	52	52
		Santa Cruz Valley USD	64	80	55	44
		Grand Canyon USD	53	72	51	62
		Winslow USD	58	75	51	45
		Williams USD	52	72	56	47
		Holbrook USD	60	75	47	39
		Miami USD	51	69	36	50
		Parker USD	55	70	38	37
		Mayer USD	44	65	42	48
		Littlefield USD	46	69	48	35
		Ajo USD	50	65	38	38
		Page USD	48	60	39	36
		Tuba City USD	45	57	29	32
		Ft. Thomas USD	41	58	28	19
Peach Springs USD	13	36	27	9		

Table 12 (continued)

Peer group	Peer group	District name	Percentage of students passing			
			Math	Reading	Writing	Science
7	Unified school districts with poverty rates greater than 36 percent in towns and rural areas	Peer group average	39%	59%	35%	30%
		Nogales USD	67	80	62	41
		Colorado City USD	63	80	43	63
		Camp Verde USD	59	77	47	51
		Bisbee USD	49	76	49	48
		Douglas USD	46	67	53	37
		Sunnyside USD ²	46	68	40	38
		Kayenta USD	41	61	45	28
		Ganado USD	40	59	38	26
		Window Rock USD	32	58	34	31
		Hayden-Winkelman USD	31	60	30	31
		Pinon USD	35	58	34	20
		Whiteriver USD	35	57	35	20
		Chinle USD	33	56	27	24
		Red Mesa USD	35	55	28	22
		Sanders USD	34	47	24	22
		Baboquivari USD	23	42	17	15
Cedar USD	20	33	9	10		
San Carlos USD	13	28	16	11		
8	Union high school districts with poverty rates of 25 percent or less in cities and suburbs	Peer group average	65%	86%	74%	48%
		Tempe UHSD	78	92	84	63
		Agua Fria UHSD	67	89	77	47
		Buckeye UHSD	64	83	71	46
		Tolleson UHSD	50	82	66	36
9	Union high school districts with poverty rates greater than 25 percent in cities and suburbs	Peer group average	57%	80%	63%	36%
		Glendale UHSD	70	86	71	56
		Casa Grande UHSD	56	84	63	38
		Phoenix UHSD	52	77	60	30
10	Union high school districts with poverty rates of 30 percent or less in towns and rural areas	Peer group average	53%	77%	59%	35%
		Mingus UHSD	72	87	78	59
		Patagonia UHSD	65	88	71	38
		Antelope UHSD	48	74	40	20
		Santa Cruz Valley UHSD	29	58	47	23
11	Union high school districts with poverty rates greater than 30 percent in towns and rural areas	Peer group average	59%	82%	68%	46%
		Valley UHSD	67	81	81	54
		Colorado River UHSD	59	86	70	42
		Bicentennial UHSD	50	78	52	42
12	Elementary school districts with poverty rates less than 21 percent in cities and suburbs	Peer group average	73%	86%	65%	76%
		Kyrene ESD	78	89	72	79
		Litchfield ESD	77	88	67	80
		Liberty ESD	63	80	57	68

Table 12 (continued)

Peer group	Peer group	District name	Percentage of students passing			
			Math	Reading	Writing	Science
13	Elementary school districts with poverty rates of 21 to 30 percent in cities and suburbs	Peer group average	61%	74%	47%	53%
		Madison ESD	76	87	62	77
		Crane ESD	66	78	52	61
		Pendergast ESD	59	77	50	52
		Casa Grande ESD	63	75	44	54
		Laveen ESD	62	74	47	52
		Yuma ESD	61	73	47	55
		Littleton ESD	63	73	44	52
		Avondale ESD	55	72	49	53
		Buckeye ESD	58	72	37	54
		Union ESD	54	70	47	41
		Riverside ESD	50	63	41	36
14	Elementary school districts with poverty rates of 31 to 40 percent in cities and suburbs	Peer group average	55%	71%	42%	49%
		Tempe ESD	59	77	52	56
		Wilson ESD	63	74	45	50
		Washington ESD	54	73	45	53
		Fowler ESD	59	73	37	46
		Glendale ESD	52	67	41	52
		Tolleson ESD	53	70	40	47
		Roosevelt ESD	44	63	33	39
15	Elementary school districts with poverty rates greater than 40 percent in cities and suburbs	Peer group average	55%	67%	38%	43%
		Osborn ESD	60	70	45	48
		Cartwright ESD	62	72	42	43
		Alhambra ESD	57	70	38	47
		Creighton ESD	55	67	40	44
		Balsz ESD	59	65	36	42
		Isaac ESD	50	63	40	44
		Phoenix ESD	50	67	34	41
16	Elementary school districts with poverty rates less than 17 percent in towns and rural areas	Peer group average	62%	76%	49%	70%
		Skull Valley ESD ¹	82	91	-	-
		Maine Consolidated ESD	76	89	59	87
		Pomerene ESD	65	86	67	76
		Sentinel ESD ¹	75	85	33	-
		Morristown ESD	54	79	53	52
		Oracle ESD	51	73	35	65
		San Fernando ESD ¹	33	33	-	-
Blue ESD ¹	-	-	-	-		

Table 12 (continued)

Peer group	Peer group	District name	Percentage of students passing			
			Math	Reading	Writing	Science
17	Elementary school districts with poverty rates of 17 to 21 percent in towns and rural areas	Peer group average	60%	79%	51%	66%
		Owens-Whitney ESD ¹	88	88	-	-
		Pine Strawberry ESD	58	81	65	84
		Bonita ESD	69	84	61	68
		Continental ESD	68	81	56	74
		Red Rock ESD	64	79	43	84
		Yarnell ESD ¹	56	78	64	-
		Double Adobe ESD ¹	44	83	55	-
		Hillside ESD ¹	56	83	-	-
		Kirkland ESD ¹	65	87	57	-
		Quartzsite ESD	46	63	35	48
		Toltec ESD	48	65	26	38
		Crown King ESD ¹	-	-	-	-
18	Elementary school districts with poverty rates of 22 to 26 percent in towns and rural areas	Peer group average	57%	77%	47%	63%
		Sonoita ESD	68	88	67	82
		Clarkdale-Jerome ESD	74	87	57	77
		Aguila ESD	70	83	69	68
		Young ESD ¹	72	92	53	-
		McNeal ESD	50	77	46	82
		Elfrida ESD	61	78	50	59
		Cottonwood-Oak Creek ESD	58	78	45	66
		Beaver Creek ESD	51	69	33	55
		Pearce ESD	39	80	19	71
		Valentine ESD	42	61	50	36
		Picacho ESD	43	56	28	33
		Apache ESD ¹	-	-	-	-
19	Elementary school districts with poverty rates of 27 to 34 percent in towns and rural areas	Peer group average	65%	76%	49%	62%
		Alpine ESD	97	97	70	100
		Topock ESD	75	92	63	91
		Congress ESD	84	92	61	80
		Palominas ESD	79	87	59	83
		Santa Cruz ESD	72	88	75	66
		Palo Verde ESD	70	80	69	70
		Solomon ESD	72	84	59	71
		Hyder ESD	87	82	44	63
		Mohave Valley ESD	65	80	53	59
		Bouse ESD ¹	46	63	50	-
		Somerton ESD	59	73	41	37
		Wellton ESD	60	71	25	43
		Wenden ESD	46	61	27	39
		Stanfield ESD	49	61	30	31
Naco ESD	40	48	11	37		
Hackberry ESD ¹	38	50	-	-		

Table 12 (concluded)

Peer group		District name	Percentage of students passing			
Number	Description		Math	Reading	Writing	Science
20	Elementary school districts with poverty rates of 35 to 44 percent in towns and rural areas	Peer group average	51%	73%	38%	52%
		Vernon ESD	62	80	56	86
		Concho ESD	61	83	38	72
		Arlington ESD	54	81	50	48
		Canon ESD	47	76	36	70
		Gadsden ESD	56	63	50	37
		Altar Valley ESD	57	70	25	54
		Mohawk Valley ESD	49	75	40	41
		Eloy ESD	47	64	24	28
		McNary ESD	32	66	18	35
		Yucca ESD ¹	45	73	-	-
21	Elementary school districts with poverty rates greater than 44 percent in towns and rural areas	Peer group average	55%	73%	42%	49%
		Cochise ESD	71	82	77	72
		Patagonia ESD	65	85	55	82
		Bullhead City ESD	64	76	47	65
		Mobile ESD ¹	73	87	-	-
		Tonto Basin ESD	51	70	9	50
		Salome Consolidated ESD	34	66	28	45
		Paloma ESD	39	61	56	18
		Sacaton ESD	42	60	24	11
		Ash Creek ESD ¹	-	-	-	-

¹ Scores are not shown because the district tested ten or fewer students.

² Although urban districts, Flowing Wells USD and Sunnyside USD were included in groups with rural districts to better match poverty rates.

Source: Auditor General staff analysis of fiscal year 2013 Arizona Department of Education AIMS data and U.S. Census Bureau fiscal year 2012 poverty rates and fiscal year 2011 location designations reported in the National Center for Education Statistics' Common Core of Data.

Appendix B

Definition of the classroom dollar percentage

The definition of classroom dollars used in this report is based on the same definition developed by the U.S. Department of Education's National Center for Education Statistics for "instruction." The classroom dollar percentage is the amount spent for classroom purposes divided by the total amount spent for day-to-day operations, or total operational spending. The calculation excludes monies spent for debt repayment; capital outlay, such as purchasing land, buildings, and equipment; and programs outside the scope of preschool through grade 12 education, such as adult education and community services.

Total operational spending includes classroom and nonclassroom expenses as shown below:

Classroom dollars

- **Classroom personnel**—Salaries and benefits for teachers, teachers' aides, substitute teachers, graders, and guest lecturers.
- **General instructional supplies**—Paper, pencils, crayons, etc.
- **Instructional aids**—Textbooks, workbooks, software, films, etc.
- **Activities**—Field trips, athletics, and co-curricular activities such as choir and band.
- **Tuition**—Paid to out-of-state and private institutions.

Nonclassroom dollars

- **Administration**—Salaries and benefits for superintendents; principals; business managers; and clerical and other staff who perform accounting, payroll, purchasing, warehousing, printing, human resource activities, and administrative technology services; and other costs related to these services and the governing board.
- **Plant operations and maintenance**—Salaries, benefits, and other costs related to equipment repair, building maintenance, custodial services, groundskeeping, and security; and costs for heating, cooling, and property insurance.
- **Food service**—Salaries, benefits, food supplies, and other costs related to preparing, transporting, and serving meals and snacks.
- **Transportation**—Salaries, benefits, and other costs related to maintaining buses and transporting students to and from school and school activities.
- **Student support services**—Salaries and benefits for attendance clerks, social workers, counselors, nurses, audiologists, and speech pathologists and other costs related to these support services to students.
- **Instruction support services**—Salaries and benefits of curriculum directors, special education directors, teacher trainers, librarians, media specialists, and instruction-related IT staff and other costs related to assisting instructional staff in the delivery of instruction.

Description of revenue sources

Federal Impact Aid—Federal monies provided to districts that have been impacted by the presence of tax exempt federal lands or the enrollment of students living on federal lands, such as military bases and reservations.

Federal grants—Federal monies that are generally provided for specific purposes, including programs targeted toward at-risk students and programs that distribute the majority of their monies based on poverty rates.

Transportation funding—Monies for student transportation based on a formula that uses primarily the number of miles traveled and secondarily the number of eligible students transported.

Additional budgetary funding—Additional monies received through the state funding formula for relative costs associated with various classifications, including district size, type, and location, and numbers and types of special needs children.

Small school adjustment—Additional monies received by small districts which are allowed by Law to increase their expenditure budgets without voter approval if their student enrollment is within the following prescribed numbers.

Grades K-8 with 125 or fewer students

Grades 9-12 with 100 or fewer students

Tax credits—Monies districts may receive in accordance with Arizona Revised Statutes §43-1089.01, which allows taxpayers to claim credit—up to \$200 per individual tax return or \$400 per joint tax return—for their contributions to a school's extracurricular program.

Voter-approved spending increases—Additional monies received by districts through voter-approved increases to district expenditure budgets.

Scope

All of the State's 236 school districts were included in calculating the fiscal year 2013 state-wide classroom dollar percentage. However, some districts were excluded from further analysis as follows:

- When calculating individual district classroom dollar percentages, transporting districts were excluded. These districts transport all of their students to other districts and, therefore, do not have classroom expenditures.
- When analyzing state-wide trends in the efficiency of district operations, very small districts, i.e., those serving fewer than 200 students, as well as accommodation districts and joint technological education districts (JTED) were also excluded. Accommodation districts and JTEDs often operate differently than most school districts in terms of the services they provide, the students they serve, and the programs they offer. Additionally, these districts and very small districts often have wide ranges of operational costs and would, thereby, distort the analysis of factors generally affecting districts of other types and sizes.

Sources and methodology

To analyze the most current expenditure data available for Arizona's districts, auditors obtained fiscal year 2013 school district Annual Financial Reports (AFRs) and Classroom Site Fund Narrative Results Summaries (CSF Narratives) from the Arizona Department of Education (ADE). In addition, all of the State's 236 school districts provided auditors with fiscal year 2013 accounting data. The information used to prepare this report was not audited; however, it was subject to certain quality control procedures to help ensure its reasonableness. For example, instead of auditing the AFRs, CSF Narratives, and accounting data to the underlying district records, auditors performed analytical procedures using the financial data and interviewed school district officials about anomalies or variances. Auditors corrected any data errors prior to calculating classroom dollar percentages and other measures analyzed for, and presented in, this report.

Other information related to the analyses presented in this report was obtained from ADE, such as school district staffing levels, academic achievement indicators, bus mileage, and average daily membership counts; and from the Arizona School Facilities Board (SFB), such as square footage and number of schools. In addition, auditors obtained national-level financial data from the National Center for Education Statistics, and district-level poverty rates and locations relative to population centers from the U.S. Census Bureau.

District peer groups

To compare the school districts' efficiency and effectiveness, auditors developed three types of district peer groups. The peer groups are presented in Table 10, Table 11, and Table 12, in Appendix A, beginning on pages a-1, a-5, and a-11, respectively.

- To compare administration, plant operations, and food service cost measures relative to peer groups', auditors developed operational efficiency peer groups using district size, type, and location because these factors are associated with school districts' cost measures in these areas. The six district size categories are defined on page b-4. The two district type categories are elementary and high school/unified. Auditors grouped unified districts with high school districts because both districts serve high school students. The two location categories are town/rural areas and cities/suburbs. The U.S. Census Bureau classifies districts by distance and population density into four main categories: city, suburban area, town, and rural area. Auditors grouped together districts located in city and suburban areas and then also grouped together districts located in town and rural areas. Considering these three factors, auditors created 11 operational efficiency peer groups to use to compare the efficiency of district operations. These peer groups are labeled 1 through 11, and each includes between 9 and 55 districts.
- To compare districts' transportation cost measures relative to peer groups', auditors developed transportation efficiency peer groups using miles per rider and location because these factors are associated with school districts' transportation cost measures. Auditors grouped together districts based on similar miles per rider and location. For districts with unreliable mileage or rider counts in fiscal year 2013, auditors placed these districts into peer groups using historical data over the past 5 fiscal years. Considering miles per rider and location, auditors created 11 transportation efficiency peer groups to compare the efficiency of transportation operations. These peer groups are labeled T1 through T11, and each includes between 11 and 52 districts.

- To compare districts' academic indicators, auditors developed student achievement peer groups using poverty rates, district type, and location. Considering these factors, auditors created 21 achievement peer groups to compare student achievement. These peer groups are labeled 1 through 21, and each includes between 3 and 23 districts.

Individual district pages

The following describes the data sources, definitions, and methodology for the state page (see pages 20 and 21) and individual district pages (see pages 22 through 233). This information is organized into three sections: background information, such as the number of district schools; operational efficiency measures, such as classroom and nonclassroom spending, and other cost measures; and student achievement, teacher measures, and financial assessment, such as the percentage of students passing Arizona's Instrument to Measure Standards (AIMS) and average teacher salaries. "N/A" indicates that information is not available, not applicable, or not appropriate to include because it could reveal personal information about a small number of district employees or students. "NR" indicates that auditors determined that the District's information is not reliable and is therefore not being reported or included in peer averages. Further, some districts are excluded from the peer average for certain cost measures because extreme values in their costs would skew the average. All information is for fiscal year 2013 unless otherwise indicated.

Background information

- **County**—Auditor General staff analysis of ADE-provided county data. For district boundaries encompassing more than one county, the county in which the district office resides is presented.
- **Location**—Auditor General staff analysis of the National Center for Education Statistics' fiscal year 2011 urban-centric locale codes that use geocoding and population information to assign a designation based on proximity to population clusters. The four main categories are city, suburb, town, and rural.
- **Students attending/District size**—Auditor General staff analysis of ADE-provided, school district-reported attending average daily membership (ADM) counts. ADM numbers are rounded to the nearest whole number. District sizes were categorized as follows:

Size	Students attending
Very large	20,000+
Large	8,000 to 19,999
Medium-Large	2,000 to 7,999
Medium	600 to 1,999
Small	200 to 599
Very small	Fewer than 200

- **Number of schools**—Auditor General staff analysis of ADE's ADM reports and SFB *Building Inventory Reports*.

Operational efficiency

- **Spending by operational area**—Auditor General staff analysis of district-reported accounting data and AFRs.
- **5-year spending trend**—Auditor General staff analysis of district-reported accounting data and AFRs, and ADE-provided school district-reported ADM for fiscal years 2008 through 2013. The following criteria were used to describe changes in operational percentages:

Decreased substantially—2 percentage point or larger decrease

Decreased—1 to 1.9 percentage point decrease

Decreased slightly—0.5 to 0.9 percentage point decrease

Increased slightly—0.5 to 0.9 percentage point increase

Increased—1 to 1.9 percentage point increase

Increased substantially—2 percentage point or larger increase

For districts that were very small during the 5-year trend period, additional auditor judgment beyond the above criteria was necessary to more accurately reflect the 5-year spending trend.

- **Cost measures relative to peer averages**—Auditor General staff compared a district's cost measures, such as cost per square foot, and other related measures, such as square footage per student, to its peer group averages. Auditors identified whether the district's cost measures were very low/very high, low/high, or comparable to its peer averages, and indicated the determination by a color bar for each operational cost area. The cost measures and relativity to peer district averages is explained in more detail below. In addition, for the 55 very small districts, auditors provided comparative information but did not identify the relative costs with a color bar because the spending patterns of these districts are highly variable and result in less meaningful group averages. The following criteria were used to determine the cost measures relative to peer averages:

Very low—Lower than the peer average by more than 15.01 percent

Low—Lower than the peer average by 5.01 to 15 percent

Comparable—Within 5 percent of the peer average

High—Higher than the peer average by 5.01 to 15 percent

Very high—Higher than the peer average by more than 15.01 percent

Administration—

- **Cost per pupil:** Auditor General staff analysis of administrative costs divided by the number of students, using district-reported accounting data and ADE-provided ADM data.
- **Students per administrator:** The number of students divided by the number of administrative full-time equivalent employees (FTEs), using ADE-provided ADM data and district-provided information on the *School District Employee Report*.
- **Performance measure:** Administrative costs per pupil were compared to the peer district average.

Plant operations—

- Cost per square foot: Auditor General staff analysis of plant operations and maintenance costs divided by the total square footage, using district-reported accounting data and *SFB Building Inventory Reports*.
- Square footage per student: Auditor General staff analysis of the total square footage divided by the number of students, using ADE-provided ADM data and *SFB Building Inventory Reports*.
- Performance measures: Cost per square foot and square footage per student were compared to the peer district average. The overall cost measure for plant operations is based on cost per square foot and also considers the impact of the district having very high or very low square footage per student.

Food service—

- Cost per meal equivalent: Auditor General staff analysis of food service costs divided by the total number of meals served, using district-reported accounting data and AFRs.
- Performance measure: Cost per meal was compared to the peer district average.

Transportation—

- Cost per mile: Auditor General staff analysis of transportation costs divided by the miles driven, using district-reported accounting data and ADE transportation route reports.
- Cost per rider: Auditor General staff analysis of transportation costs divided by the riders transported, using district-reported accounting data and ADE transportation route reports.
- Performance measures: Cost per mile and cost per rider were compared to the peer district averages. The overall cost measure for transportation equally considers how a district compares to its transportation peer group in cost per mile and cost per rider.

- **Per pupil spending by operational area**

District—Auditor General staff analysis of fiscal years 2012 and 2013 district-reported accounting data and AFRs, and ADE-provided ADM data.

Peer average—Auditor General staff analysis of peer districts' per pupil expenditures. The peer group averages exclude districts with extreme or unreliable values and were calculated by adding individual districts' per pupil expenditures in each operational area and dividing by the number of districts in each peer group.

State average—Auditor General staff analysis of district-reported accounting data and AFRs, and ADE-provided ADM data. The State's per pupil amounts were calculated by dividing total expenditures in each operational area by the total number of students (ADM).

National average—National Center for Educational Statistics' fiscal year 2011 data, the most recently available national data.

Because Patagonia ESD and Patagonia UHSD operate essentially as one district and comingle costs, the two districts' operational costs are presented combined on each district's individual page in this report.

Student achievement and teacher measures

- **ADE-reported district and school letter grades**—District and school letter grades provided by ADE as of November 2013. Letter grades not published by ADE are listed as “N/A” for districts and “not rated” for schools. Because alternative schools were calculated using a different method, the schools that received an alternative letter grade were included in the not rated category. Additionally, because some schools share a campus and online schools may not have a campus, the number of schools with letter grades may differ from the number of schools reported at the top of the individual district pages.
- **Percentage of students who met state standards (AIMS)**—Auditor General staff analysis of the Spring 2013 AIMS' Math, Reading, Writing, and Science test results as provided by ADE in January 2014. The district and state-wide percentages were calculated by dividing the total number of students who met or exceeded the state standards by the total number of students who took the test. Auditors aggregated test results across grade levels, as applicable. The peer group average percentages were calculated by adding individual districts' percentages of students who met or exceeded grade-level standards and dividing by the number of districts in each peer group. For those districts that tested ten or fewer students for any section of the test, the results are not shown, and these districts' student scores are not included in peer group averages.
- **Student and teacher measures**
 - Attendance rate**—School district attendance rates provided by ADE in October 2013. The district- and state-level attendance rates were calculated by dividing the number of student attendance days by the number of student membership days as of the district's 100th-day membership count. The peer average percentages were calculated by adding individual districts' attendance rates and dividing by the number of districts in each peer group.
 - Graduation rate**—For districts serving high school students, the fiscal year 2012 4-year cohort graduation rates, provided by ADE in October 2013. The peer average percentages were calculated by adding individual districts' graduation rates and dividing by the number of districts in each peer group. The state average is the fiscal year 2012 graduation rate reported by ADE.
 - Poverty rate**—Auditor General staff analysis of U.S. Census Bureau fiscal year 2012 *Small Area Income and Poverty Estimates* published in December 2013. District- and state-level poverty rates were calculated by dividing the number of children ages 5 to 17 years old who were living at or below the federal poverty level by the total number of children ages 5 to 17 years old. The peer average percentages were calculated by adding individual districts' poverty rates and dividing by the number of districts in each peer group.
 - Students per teacher**—Auditor General staff analysis of ADE-provided ADM data and certified teacher FTEs as reported by districts on their CSF Narrative. The district- and state-level ratios were calculated by dividing total ADM by total certified teacher FTEs, and the peer average ratios were calculated by adding individual districts' student-teacher ratios and dividing by the number of districts in each peer group.

Average teacher salary—Auditor General staff analysis of total available operating dollars for preschool through grade 12 instructional programs spent on certified teacher salaries (excluding salaries for substitute teachers) from district-reported accounting data and the total number of certified teacher FTEs from district-reported CSF Narratives. The district- and state-level averages were calculated by dividing the total teacher salaries by total teacher FTEs, and the peer average percentages were calculated by adding individual districts' average teacher salaries and dividing by the number of districts in each peer group.

Amount from Proposition 301—Auditor General staff analysis of the total Proposition 301 monies spent on teacher salaries and the total number of teachers from district-reported accounting data and CSF Narratives. The district- and state-level averages were calculated by totaling the Proposition 301 amount paid to teachers and dividing by the teacher FTEs. The peer group average was calculated by adding individual districts' average teacher salary amounts from Proposition 301 monies and dividing by the number of districts in each peer group.

Average years of teacher experience—Auditor General staff analysis of district-reported certified teacher FTEs and years of experience obtained from ADE in October 2013. The number of years of experience includes the actual, uncapped number of years of experience for each certified teacher. The district- and state-level years of experience were calculated by dividing the total number of years of experience by the total teacher FTEs. The peer averages were calculated by adding individual districts' average years of experience and dividing by the number of districts in each peer group.

Percent of teachers in first 3 years—Auditor General staff analysis of district-reported certified teacher FTEs and years of experience obtained from ADE in October 2013. The district- and state-level percentages were calculated by dividing the number of certified teachers in their first 3 years by the total number of certified teachers. The peer average percentages were calculated by adding individual district's percentage of teachers in their first 3 years and dividing by the number of districts in each peer group.

Financial stress assessment

Auditor General staff developed six key local measures to determine Arizona districts' financial stress. Each measure was assessed as high, moderate, or low as explained in more detail below. In addition to the six key measures, auditors also determined an overall financial stress level based on the results of the six measures. The assessment determinations are indicated by a color bar.

Overall financial stress level—Auditor General staff took into consideration the individual measure's financial stress assessment for each district giving equal weight to each applicable measure. For purposes of this report, the following terminology was used to describe the overall financial stress level:

- **High**—Districts with three or more individual measures found to be at a high financial stress level
- **Low**—Districts with no measures found to be at a high financial stress level and more than half of their measures found to be at a low financial stress level; and districts with one measure found to be at a high financial stress level and at least two-thirds of their measures found to be at a low financial stress level
- **Moderate**—Districts that were not designated as high or low as described above

Number of students attending district—Auditor General staff analysis of ADE-provided ADM counts for fiscal years 2011 through 2013 to determine the direction and extent of change in the number of students attending from fiscal years 2011 to 2013. When analyzing the change in number of students attending, auditors also took into consideration the relative size of the district based on the district size categories, described above on page b-4. In addition, for districts with moderate decreases in their numbers of attending students, further analysis was done to determine if the decreases were concentrated at one or more schools. For purposes of this report, the following terminology was used to describe changes in the number of students attending:

Large decrease—Districts with decreases of at least:

- Very small and small districts: 15 percent
- Medium and medium-large districts: 10 percent
- Large and very large districts: 5 percent

Concentrated decrease—Districts with decreases that approached but did not exceed the percentage points for a large decrease designation described above and that had decreases at one or more schools that exceeded the percentage points for a large decrease

Moderate decrease—Districts not found to have a concentrated decrease as described above but had the following decreases:

- Very small and small districts: between 5 and 15 percent
- Medium and medium-large districts: between 3 and 10 percent
- Large and very large districts: between 2 and 5 percent

Increase—Districts with an increase greater than:

- Very small and small districts: 5 percent
- Medium and medium-large districts: 3 percent
- Large and very large districts: 2 percent

Steady—Districts with an increase or decrease of no more than:

- Very small and small districts: 5 percent
- Medium and medium-large districts: 3 percent
- Large and very large districts: 2 percent

Small school adjustment—Districts eligible for a small school adjustment in accordance with Arizona Revised Statute §15-949, as follows¹:

- Elementary school districts with 125 or fewer students
- Union high school districts with 100 or fewer students
- Unified school districts with student counts of 125 or fewer elementary or 100 or fewer high school students

Spending exceeded operating/capital budgets—Auditor General staff analysis of districts' overspending of the Maintenance and Operation, Unrestricted Capital Outlay, and Soft Capital Allocation Funds' for fiscal years 2011 through 2013, using district-reported budget limit and expenditure data obtained from ADE. When analyzing overspending, auditors excluded approved emergency overspending. In addition, auditors also took into consideration the amount and frequency of overspending. For purposes of this report, the following terminology was used to describe the operating and capital overspending:

- **Operating only**—Districts with overspending in their Maintenance and Operation Fund that was more than \$1,000 or occurred in more than 1 year.

¹ Arizona law allows districts with 125 or fewer elementary or 100 or fewer high school students to increase their funding through a small school adjustment.

- **Capital only**—Districts with overspending in their Unrestricted Capital Outlay and/or Soft Capital Allocation Fund(s) that was more than \$1,000 or occurred in more than one fund or year.
- **Operating and capital**—Districts with both operating and capital overspending.
- **2011, isolated**—Districts with overspending only in fiscal year 2011 that was less than their portion of the state-wide budget reduction made in the last month of that fiscal year.
- **< \$1,000, isolated**—Districts with overspending less than \$1,000 and only one instance of overspending.
- **No overspending**—Districts with no operating or capital overspending.

Spending increase election results—Auditor General staff analysis of district-reported election results for operating and capital budget overrides and bond authorizations from January 1, 2011, through December 31, 2013, obtained from Arizona counties and confirmed with independent reports of election results. In assessing this measure, auditors considered each override type's most recent election result. For purposes of this report, the following terminology was used to describe the spending increase election results:

- **Voter-approved**—Districts that received voter-approval in their most recent election for each override type and bond authorization sought.
- **Voter-rejected**—Districts that did not receive voter-approval in their most recent election for each override type and bond authorization sought.
- **Mixed election results**—Districts that received voter-approval in their most recent election for some but not all override types or bond authorizations sought.
- **No election held**—Districts that did not hold any override or bond elections.

Operating reserve percentage—Auditor General staff analysis of each district's Maintenance and Operation Fund allowable budget balance carryforward for fiscal years 2011 through 2013 divided by the district's Revenue Control Limit for each year, using district-reported budget limit and expenditure data obtained from ADE. In assessing this measure, auditors considered the 3-year average operating reserve percentage within the 4 percent maximum allowed by state law, the direction of change in the reserve percentage, and the Impact Aid Fund accounting changes made in fiscal year 2011 that affected the amount of operating reserve some districts held in their Maintenance and Operation Fund. For purposes of this report, the following terminology was used to describe the operating reserve:

- **Steady**—Districts with reserve percentages that did not change more than 0.3 percentage points in total.
- **Increasing**—Districts with reserve percentages that increased by more than 0.3 percentage points in total and did not decrease by more than 0.3 percentage points in any 1 year.
- **Decreasing**—Districts with reserve percentages that decreased by more than 0.3 percentage points in total and did not increase by more than 0.3 percentage points in any 1 year.
- **Varying**—Districts with reserve percentages that were not designated as steady, increasing, or decreasing as described above.
- **Impact Aid Fund reserve**—Districts with adequate monies held in their Impact Aid Fund to compensate for their smaller operating reserves in their Maintenance and Operation Fund.

Years of capital reserve held—Auditor General staff analysis of each district's total Unrestricted Capital Outlay and Soft Capital Allocation Funds' spending capacity for fiscal years 2011 through 2013 divided by the total adjusted Capital Outlay Revenue Limit and Soft Capital

Allocation for each year, using district-reported budget limit and expenditure data obtained from ADE. In assessing this measure, auditors considered the 3-year average capital reserve held and the Impact Aid Fund accounting changes made in fiscal year 2011 that affected the amount of capital reserve some districts held in their Unrestricted Capital Outlay Fund. For purposes of this report, the following terminology was used to describe the capital reserve held:

- **More than 3 years**—Districts with average capital spending capacity more than three times their average combined adjusted Capital Outlay Revenue Limit and Soft Capital Allocation.
- **1 to 3 years**—Districts with average capital spending capacity of one to three times their average combined adjusted Capital Outlay Revenue Limit and Soft Capital Allocation.
- **Less than 1 year**—Districts with average capital spending capacity less than their average combined adjusted Capital Outlay Revenue Limit and Soft Capital Allocation.
- **Impact Aid Fund reserve**—Districts with adequate monies held in their Impact Aid Fund to compensate for their smaller capital reserves in their Unrestricted Capital Outlay and Soft Capital Allocation Funds.

Current financial and internal control status—Auditor General staff analysis of district-submitted audited financial statements and related required reports for fiscal year 2012 for districts receiving annual audits, or for fiscal year 2011 for districts receiving biennial audits. For purposes of this report, the following terminology was used to describe the financial and internal control status:

- **Compliant**—Districts that substantially complied with the financial and internal control requirements prescribed in the *Uniform System of Financial Records for Arizona School Districts* (USFR).
- **Marginally compliant**—Districts that substantially complied with the financial and internal control requirements prescribed in the USFR, but were sent a letter emphasizing the need to address existing deficiencies to continue to comply with the USFR in future years.
- **Noncompliant**—Districts that did not substantially comply with the financial and internal control requirements prescribed in the USFR or that have not submitted their most recently required audit.
- **Not assessed**—Districts that were not required by state or federal law to have an annual or biennial financial or single audit and did not otherwise choose to have an audit.

State of Arizona—trends and spending detail

- **Students attending**—Auditor General staff analysis of ADE-provided, school district-reported ADM counts for fiscal years 2001 through 2013.
- **Total operational spending**—Auditor General staff analysis of fiscal years 2001 through 2013 district-reported accounting data and AFRs.
- **Operational and instructional spending per pupil**—Auditor General staff analysis of fiscal years 2001 through 2013 district-reported accounting data, AFRs, and ADM counts.
- **Cumulative changes in operational spending percentages since fiscal year 2001**—Auditor General staff analysis of district-reported accounting data and AFRs between fiscal years 2001 and 2013.
- **Spending by category**—Auditor General staff analysis of fiscal year 2013 district-reported accounting data and AFRs.

