ARIZONA LEGISLATURE

Division of School Audits

Special Study

## Arizona Public School Districts' Dollars Spent in the Classroom Fiscal Year 2004

Debra K. Davenport
Auditor General

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WILLIAM THOMSON
DEPUTY AUDITOR GENERAL

February 28, 2005

## Members of the Arizona Legislature

The Honorable Janet Napolitano, Governor
I am pleased to present our report, Arizona Public School Districts' Dollars Spent in the Classroom, Fiscal Year 2004. We prepared this report 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. This report also describes how districts used Classroom Site Fund monies resulting from Proposition 301, the education sales tax that voters approved in November 2000. To provide a quick summary for your convenience, I am also including a copy of the Report Highlights.

In fiscal year 2004, Arizona's state-wide percentage of dollars spent in the classroom remained at 58.6 percent, the same as fiscal year 2003. This is nearly 3 percentage points behind both the national average of 61.5 percent reported by the National Center for Education Statistics, and the 61.3 percent average for the ten states with per-pupil spending similar to Arizona's. State-wide, Arizona school districts spend a higher percentage of their dollars on plant costs and student support services than the national average, and a lower percentage on administrative costs.

The primary factor associated with individual districts' higher classroom dollar percentages continues to be larger student populations. Higher plant, administrative, and transportation costs were the most significant factors associated with lower classroom dollar percentages.

Within Arizona, higher per-pupil spending does not equate to higher classroom dollar percentages. In fact, districts that spend the most per pupil have lower classroom dollar percentages, on average. Some factors affecting noninstructional spending are within a district's control, such as efficiency of operations, while others are not, such as rural or urban location.

Districts continued to use Proposition 301 monies almost solely for instructional staff's salaries and benefits. This complies with the requirement that districts use at least 60 percent of the monies for teacher compensation. Based on district-reported data, 10 percent of teacher salary amounts, on average, were attributable to Proposition 301 monies.

My staff and I will be pleased to discuss or clarify items in the report.
This report will be released to the public on March 1, 2005.
Sincerely,

Debbie Davenport
Auditor General
Enclosure

The Office of the Auditor General has conducted an analysis of Arizona school districts' percentage of dollars spent in the classroom during fiscal year 2004. In addition, this report summarizes how districts reported spending their Classroom Site Fund monies resulting from Proposition 301, the education sales tax approved by voters in November 2000. This analysis was conducted pursuant to Arizona Revised Statutes (A.R.S.) §41-1279.03, which requires the Auditor General to monitor the percentage of each dollar spent in the classroom and conduct performance audits of school districts. This is the fourth year the Office of the Auditor General has conducted this analysis.

The definition of classroom dollars used in this report is the same definition developed by the U.S. Department of Education's National Center for Education Statistics (NCES) for "instruction." This definition, as described in Table 1 (see page 3), includes current expenditures for classroom personnel, instructional supplies, instructional aids, certain tuition payments, field trips, athletics, and cocurricular activities. This definition has been applied by the NCES for a number of years and provides a basis for comparing Arizona's results with other states, the national average, and Arizona's past performance.

## Dollars in the classroom (see pages 7 through 21)

In fiscal year 2004, Arizona's state-wide percentage of dollars spent in the classroom remained at 58.6 percent, the same as fiscal year 2003. Arizona's classroom spending continues to lag nearly 3 percentage points behind the national average of 61.5 percent, as reported by the NCES.

The same disparity is also evident when Arizona's expenditures are compared with those states that are closest to Arizona in per-pupil spending. Based on NCESreported data, the ten most comparable states spent an average of 61.3 percent of their current expenditures on instruction. Thus, Arizona is behind both the national average and its "peer states" in directing dollars into the classroom.

Although the addition of Proposition 301 monies has helped raise the state-wide average to 58.6 percent, the average could have been higher still. If districts had spent their fiscal year 2004 non-Proposition 301 monies in the same proportions as they did prior to receiving Proposition 301 monies, the additional monies would have raised the state-wide average to 59.2 percent. However, many districts now spend proportionately less of their other monies in the classroom than they did before Proposition 301.

In late February 2003, the Governor's Office requested school districts to submit plans on how they would move 5 cents more of every dollar into the classroom to improve Arizona's classroom dollar percentage. Therefore, fiscal year 2004 was the first full year for districts to implement their plans. The plans and how they were implemented differed significantly between districts that increased their classroom dollar percentages and those that decreased. The districts with the largest increases had developed plans with well-defined actions and made progress toward the goal. The districts with the largest decreases had developed less-specific plans that often included actions that would not have improved their classroom dollar percentages even if implemented.

Excluding certain special-purpose districts, classroom dollar percentages for individual districts ranged from 35 to 83 percent. This wide range is somewhat misleading though, as nearly two-thirds of Arizona districts were within 5 percentage points of the state average. Many of the districts with very high or low percentages are the State's very smallest districts with fewer than 200 students. Because of their size, these districts tend to either not provide some nonclassroom services such as administration, transportation, or food services, or have very high costs relative to their size to do so.

The primary factor associated with higher classroom dollar percentages continues to be larger student populations. Larger populations provide districts with more money, allowing them to meet their necessary fixed costs and leaving more money to devote to the classroom. Conversely, higher plant operation and maintenance, administration, and transportation costs were the most significant factors associated with lower classroom dollar percentages.

State-wide, Arizona school districts continue to allocate a lower percentage of their dollars to administration costs than the national average and allocate a higher percentage of their dollars to plant costs and student support services.

Within Arizona, higher total per-pupil spending does not equate to higher classroom dollar percentages. Although these districts have more resources available to spend per pupil, on average, they put a smaller proportion of each dollar in the classroom. As a result, districts with the highest per-pupil spending, on average, have lower classroom dollar percentages.

## Districts' uses of Proposition 301 monies (see pages 23 through 27)

Districts spent $\$ 236$ million from their Classroom Site Funds during fiscal year 2004 and continued to use the monies almost solely for teacher compensation. This complies with the requirement that at least 60 percent of the monies be used for teacher compensation. According to salary data collected by the Arizona Department of Education, the State's average teacher salary increased from \$37,176 in fiscal year 2001 to $\$ 38,534$ in fiscal year 2004. Based on district-reported data, teacher salary increases attributable to Proposition 301 monies in fiscal year 2004 averaged 10 percent, but ranged from 1 to 20 percent. The amounts attributable to Proposition 301 monies ranged from $\$ 500$ to $\$ 6,700$ per eligible employee, on average.

While most monies were directly used for teacher compensation increases, districts also used some of their monies for the other purposes authorized under Proposition 301. This was often accomplished by paying teachers for activities related to these other purposes, such as teacher development and AIMS intervention.

## Appendix (see pages a-1 through a-223)

The Appendix provides alphabetically organized one-page information sheets on individual school districts. Each page summarizes the district's classroom and nonclassroom spending, its reported Proposition 301 program results, and other descriptive and comparative data.

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The Office of the Auditor General has, for the fourth consecutive year, conducted an analysis of Arizona school districts' percentage of dollars spent in the classroom. This analysis was conducted pursuant to Arizona Revised Statutes §41-1279.03, which 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 also summarizes how school districts have reported using their Proposition 301 funding. In November 2000, voters approved Proposition 301. This proposition raised the state sales tax by six-tenths of 1 percent for 20 years to fund educational programs. School districts may use this funding only for specified purposes, primarily increasing teacher pay.

## Classroom dollars: definition and benchmarks

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 (NCES) for "instruction." This definition is described in Table 1 (see page 3) and includes current expenditures for classroom personnel, instructional supplies, instructional aids, certain tuition payments, field trips, athletics, and cocurricular activities. NCES has collected school district revenue and expenditure data from all states and published comparative statistics about dollars spent on instruction for more than a decade. Because this definition has been applied across the country for a number of years, it provides a basis for comparing Arizona's results with other states, with the national average, and with Arizona's past performance.

NCES compiles its analysis using expenditure data provided by all states, including Arizona. This information is currently available only through fiscal year 2002. Unless otherwise noted, the expenditure data for Arizona in this report is based on our own compilations using districts' Annual Financial Reports and accounting data.

The drop in Arizona's classroom dollar percentage between fiscal year 2000 and 2001, as shown in Figure 1 on page 2, occurs because prior to fiscal year 2001, the
district-level annual financial reports used to provide Arizona's data did not collect sufficient detail to allow an accurate calculation.

Figure 1 Average Percentage of Each Dollar Spent on Instruction Fiscal Years 1997 through 2004


Source: Auditor General staff analysis of National Center for Education Statistics (NCES) Web site, NCES's annual report, Digest of Education Statistics, and school districts' Annual Financial Reports and summary accounting data.

## Scope and methodology

To analyze the most current expenditure and budget data available, auditors obtained fiscal year 2004 district Annual Financial Reports (AFRs) and budgets from the Arizona Department of Education. In addition, 236 of the State's 237 school districts provided auditors with fiscal year 2004 summary accounting data, and 219 school districts submitted summaries of their Classroom Site Fund expenditures and program results. ${ }^{1}$ The AFRs, budgets, and summary accounting data were not audited to the underlying district records. Instead, auditors performed analytical procedures using the financial data and narrative information about the uses of Classroom Site Fund monies and interviewed school district officials about significant anomalies or variances. Auditors corrected data errors that this review identified prior to calculating classroom dollar percentages and analyzing Proposition 301 expenditures.

Other information related to the analysis was obtained from the Arizona Department of Education, such as school district staffing levels and average daily membership

- 1 One school district's accounting data was found to be unreliable. Since this district filed an Annual Financial Report, its classroom dollar percentage was calculated using that data. However, due to the unreliability of its accounting data, specific functional analysis of classroom spending factors did not include this district.


## Table 1 Classroom Dollars Definition

## How is a district's "Classroom Dollars" percentage determined?

The amount a district spends for classroom purposes is compared to the total amount a district spends for its day-to-day operations, or total current expenditures. A district's total current expenditures includes both classroom and nonclassroom expenses as described below.

## Classroom Dollars

Classroom personnel-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 cocurricular activities such as choir and band
Tuition-Paid to out-of-state and private institutions

## Nonclassroom Dollars

Administration-Superintendents, principals, business managers, clerical and other staff who perform accounting, payroll, purchasing, warehousing, printing, human resource activities, and information technology services

Plant operation and maintenance-Heating and cooling, equipment repair, groundskeeping, and security

Food service-Costs of preparing and serving meals and snacks
Transportation-Costs of transporting students to and from school and school activities Instructional staff support services-Librarians, teacher training, and curriculum development Student support services-Counselors, audiologists, speech pathologists, and nurses

## Are any expenditures excluded from the calculation?

Yes, the calculation excludes monies spent for debt repayment; capital outlay, such as purchasing land, buildings, and equipment; and programs outside the scope of K-12 education, such as adult education and community services.

[^0]counts. These other types of data were also reviewed for reasonableness, but the various source records were not audited.

Auditors analyzed both individual and grouped districts' classroom dollar percentages and characteristics, such as district size. After using statistical and correlational analyses to identify factors that were significantly associated with individual district percentages, auditors analyzed these factors for their relationship to grouped district percentages and to results that were previously reported for fiscal years 2001 through 2003. District size categories were revised this year to replace the super large category with a very large category. The super large category, for districts with more than 39,999 students, encompassed only two districts, and they had very disparate classroom dollar percentages. Given recent student population growth at many districts, the new very large category, encompassing the ten districts with more than 19,999 students, provides a more representative group for analyzing the effect of district size on classroom dollar percentages. In addition, the analysis examined the classroom dollar percentages with and without the addition of Classroom Site Fund expenditures to determine the effect of Proposition 301.

Auditors made certain adjustments that affected the classroom dollar results reported for the State's ten joint technological education districts. These districts typically pass-through more than 50 percent of their available funding to their member school districts. Thus, to avoid the same expenditures being counted for both the joint technological education districts and their member districts, classroom dollar percentages were calculated using only direct expenditures.

All of the State's 237 districts were included in the calculation of the State's classroom dollar percentage. However, some districts were excluded from further analyses of classroom dollars and Proposition 301 monies. The analysis of the percentage of dollars spent in the classroom was based on 156 districts, and the analysis of Proposition 301 information was based on 219 districts. The specific exclusions and reasons for excluding are as follows:

- When calculating individual district classroom dollar percentages, transporting districts were excluded. These districts transport all their students to other districts and, therefore, do not have classroom expenditures. These districts are listed in Table 2 on page 6.
- When analyzing factors that affect the percentages, accommodation districts and joint technological education districts were also excluded. These two district types are unique in operation and few in number, and would, thereby, distort the analysis of factors generally affecting other district types. These districts are listed separately in Table 7 on page 21.
- The 51 smallest districts, those with fewer than 200 students, were also excluded from our analysis of factors affecting the percentages. These districts'
operations and spending patterns are highly variable and do not contribute to identifying state-wide trends and norms. These districts are listed in Table 7 on pages 20 and 21 as "very small."
- Additionally, one small school district was unable to provide reliable detailed accounting data and, therefore, was also excluded from analysis of factors affecting classroom dollar percentages. However, its classroom dollars percentage was calculated using its summary data. This district is listed in Table 2 (see page 6).
- Only 221 districts received Proposition 301 monies for fiscal year 2004. Two of these districts did not submit the statutorily required report of Proposition 301 results. These districts are included in the expenditure analysis where possible, but lack specific program results. The 16 districts not receiving fiscal year 2004 Proposition 301 monies included the 10 transporting districts, and 6 of the 10 joint technological education districts. These districts are listed in Table 2 (see page 6).

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 staff of the Arizona public school districts for their cooperation and assistance during this study.

Table 2 Districts Excluded from Analysis as Noted Fiscal Year 2004

| Districts by Type | Excluded from Analysis of |  |
| :---: | :---: | :---: |
|  | State-wide Classroom Dollar Factors | $\begin{gathered} \text { Proposition } \\ 301 \\ \hline \end{gathered}$ |
| Accommodation Districts (9) | X |  |
| Listed on page 21 |  |  |
| Joint Technological Education Districts (10) |  |  |
| Central Arizona Valley Institute of Technology | $X$ |  |
| Cobre Valley Institute of Technology | X | X |
| Cochise Technology District | X | X |
| Coconino Association for Vocation Industry and Technology | X | X |
| East Valley Institute of Technology | X |  |
| Gila Institute for Technology | X |  |
| Northeast Arizona Technological Institute of Vocational Education | X | X |
| Northern Arizona Vocational Institute of Technology | X |  |
| Valley Academy for Career and Technology Education | X | X |
| Western Maricopa Education Center | X | X |
| Very Small Districts (51) | X |  |
| Listed on pages 20 and 21 |  |  |
| Transporting Districts (10) |  |  |
| Champie Elementary | X | X |
| Chevelon Butte Elementary | X | X |
| Eagle Elementary | X | X |
| Empire Elementary | X | X |
| Forrest Elementary | X | X |
| Klondyke Elementary | $X$ | $X$ |
| Redington Elementary | X | X |
| Rucker Elementary | X | X |
| Walnut Grove Elementary | $X$ | X |
| Williamson Valley Elementary | X | X |
| District with Unreliable or Incomplete Accounting Data (1) |  |  |
| Grand Canyon Unified | X |  |

[^1]

## Dollars in the classroom

## Arizona spent 58.6 cents of every dollar in the classroom, unchanged from the previous year and lower than the national average

As shown in Figure 2, in fiscal year 2004, Arizona school districts spent, on average, 58.6 cents of each dollar in their classrooms, the same as the previous year. In fiscal year 2001, before Proposition 301 monies were available, the classroom dollar percentage for Arizona districts was 57.7 percent. After a 3 -year increase of approximately $\$ 656$ million in expenditures of Proposition 301 monies, the state classroom dollar percentage has increased by almost 1 percentage point, but still lags about 3 points behind the national average. In the most recent national data available, NCES reported the national average for fiscal year 2002 spending on instruction as 61.5 percent, also the same as the previous year. The national average has remained between 61 and 62 percent for at least the last 10 years.

Although the addition of Proposition 301 monies has helped to raise the statewide average to 58.6 percent, the average could have been higher still. If districts had spent their fiscal year 2004 non-Proposition 301 monies in the same

Figure 2 Current Expenditures by Functional Area Fiscal Year 2004


Source: Auditor General staff analysis of fiscal year 2004 summary accounting data provided by individual school districts and School District Annual Financial Reports provided by the Arizona Department of Education.
proportions as they did in fiscal year 2001, the additional Proposition 301 monies would have raised the state-wide average to 59.2 percent. However, many districts spent proportionately less of their other monies in the classroom.

As similarly reported last year, the disparity between Arizona's classroom dollar percentage and the national average is also evident when Arizona's expenditures are compared with those states that are closest to Arizona in per-pupil spending. In fiscal year 2002, Arizona spent $\$ 5,843$ per pupil, ranking 47th in per-pupil total current expenditures. When compared to the ten other lowest-spending states, which spent an average of $\$ 5,947$ per pupil, Arizona's classroom dollar percentage is still below the 61.3 percent average for this peer group, as shown in Table 3.

| Table 3 Comparison of NCES |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
| State |  | Total Current Expenditures Per Pupil | Current Instruction Expenditures Per Pupil | Classroom Dollars Percentage |
| South | Dakota | \$6,424 | \$3,803 | 59.2\% |
| Arkans |  | 6,276 | 3,867 | 61.6 |
| Oklaho |  | 6,229 | 3,600 | 57.8 |
| Florida |  | 6,213 | 3,664 | 59.0 |
| Nevad |  | 6,079 | 3,794 | 62.4 |
| Alabam |  | 6,029 | 3,692 | 61.2 |
| Idaho |  | 6,011 | 3,672 | 61.1 |
| Tenne | ssee | 5,959 | 3,878 | 65.1 |
| Missis | sippi | 5,354 | 3,224 | 60.2 |
| Utah |  | 4,900 | 3,197 | 65.2 |
| Avera states | ge of 10 lowest averages (2002) | \$5,947 | \$3,639 | 61.3\% |
| Arizon | na (2002) | \$5,843 | \$3,402 | 58.2\% |
| Arizon | na (2004) | \$6,355 | \$3,722 | 58.6\% |
| Source: Auditor General staff analysis of fiscal years 2002 and 2004 School District Annual Financia Reports provided by the Arizona Department of Education, summary accounting data provided by individual school districts and NCES "Revenues and Expenditures for Public Elementary and Secondary Education: School Year 2001-02," June 2004. |  |  |  |  |

Two of the ten states in this group changed from fiscal year 2001 to 2002. Total current expenditures per pupil increased for all of these states, but some more than others. Kentucky and Louisiana made sufficient gains in per-pupil spending to move out of the ten lowest-spending states group, while Florida and South Dakota moved into the group.

## Nonclassroom spending is higher for plant costs and student support services, but lower for administration

State-wide, about 41 percent of districts' current dollars are not spent in the classroom. As shown in Table 4, compared with both the national and ten-state peer group averages, Arizona districts spend a larger portion of their current dollars on plant operation and maintenance and student support services, and spend less on administration. The peer group's spending percentages for the various functional areas closely mirror the national averages. The national data used for the analysis is fiscal year 2001, the most recent available from NCES summarizing functional expenditures. Arizona's 2001 data from the Auditor General's fiscal year 2001 Dollars Spent in the Classroom report is also shown for comparison purposes.

Plant operation and maintenance costsArizona school districts allocate a significantly larger percentage of their dollars to plant operation and maintenance costs than the national and ten-state peer group averages. Plant operation and maintenance includes expenditures for the

Table 4 Comparison of Arizona Districts’ Spending to National and Peer Group Averages, by Functional Area
Fiscal Years 2001 and 2004

|  | Arizona |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | U.S. | 10-State <br> Peer Group |  |  |
| Functional Area | $\mathbf{2 0 0 1}$ | $\mathbf{2 0 0 1}$ | $\mathbf{2 0 0 1}$ | $\mathbf{2 0 0 4}$ |
| Classroom Dollars | $61.5 \%$ | $61.5 \%$ | $57.7 \%$ | $58.6 \%$ |
| Plant Operation and Maintenance | 9.7 | 9.5 | 12.5 | 11.7 |
| Administration | 10.9 | 10.7 | 10.5 | 9.5 |
| Student Support Services | 5.0 | 4.4 | 6.4 | 7.0 |
| Instructional Staff Support | 4.6 | 4.2 | 4.2 | 4.3 |
| Food Service | 4.0 | 5.4 | 4.8 | 4.7 |
| Transportation | 4.1 | 4.1 | 3.6 | 4.0 |
| Other Noninstructional Services | 0.2 | 0.2 | 0.3 | 0.2 |

Source: NCES data from the Digest of Education Statistics 2003 and Auditor General staff analysis of fiscal years 2001 and 2004 School District Annual Financial Reports provided by the Arizona Department of Education and summary accounting data provided by individual school districts. care and upkeep of buildings, grounds, and equipment; utilities; and security. For fiscal year 2004, this category accounted for 11.7 percent of current expenditures in Arizona school districts, which is about 2 percentage points higher than the national average and the ten-state peer group averages.

Student support services—Arizona school districts also allocate a significantly larger percentage of their dollars to student support services than the national and ten-state peer group averages. Student support services include expenditures associated with student attendance, guidance, and health. This category accounted for 7 percent of Arizona school districts' fiscal year 2004 current expenditures, 2 percentage points higher than the national average, and 2.6 percentage points higher than the peer group average.

Administrative costs-One area in which Arizona school districts allocate a smaller percentage of their dollars than the national and ten-state peer group averages is administration. Administrative costs are associated with a district's governing board's, superintendent's, and school principals' offices, and its business and central support services. Although similar to the national average in fiscal year 2001, Arizona school districts' administrative costs have continued to decline during the past few years. In fiscal year 2004, they consumed only 9.5 percent of each current dollar, 1.4 percentage points less than the national average, and 1.2 points less than the peer group average.

## Most Arizona districts close to state average for classroom spending percentage

For the 208 elementary, union high, and unified districts for which a percentage was calculated, individual district classroom dollar percentages ranged from 35 to 83 percent in fiscal year 2004. However, nearly two-thirds, or 135 districts, are within 5 percentage points of the state average, and more than one-quarter, or 59 districts, are within 2 percentage points. Table 5 groups the districts in comparison to the state-wide average.

Table 5 Districits Grouped by Percentage of Dollars Spent in the Classroom
Fiscal Year 2004

| Compared to State Average | Percentage Range | Number of districts |
| :--- | :---: | :---: |
| More than 5\% above | $>63.6 \%$ | 12 |
| $2.1 \%$ to $5 \%$ above | $60.7-63.6 \%$ | 24 |
| $2 \%$ above to 2\% below | $56.6-60.6 \%$ | 59 |
| 2.1 to $5 \%$ below | $53.6-56.5 \%$ | 52 |
| 5.1 to 10\% below | $48.6-53.5 \%$ | 42 |
| More than 10\% below | $<48.6 \%$ | 19 |

Source: Auditor General staff analysis of fiscal year 2004 School District Annual Financial Reports provided by the Arizona Department of Education and summary accounting data provided by individual school districts.

Many of the districts furthest from the average are very small districts (fewer than 200 students) or special purpose districts. The very small districts include the highest ( 83 percent) and lowest (35 percent) classroom dollar percentages in the state and, as a group, they tend to be skewed to one or the other of these extremes. This is often the case because their unique circumstances have a marked effect on nonclassroom expenditures. For example, a very small district may have very low administrative costs because the county school superintendent provides most of its administrative services, or it may not operate a food service program at all. On the other hand, very small districts that have their own administrative staff and/or operate a food service program have exceptionally high per-pupil administrative or food service costs because they have very few students over which to spread the costs. As a result, administrative costs for these very small districts ranged between $\$ 24$ and $\$ 7,238$ per pupil, and their food service costs ranged between $\$ 0$ and $\$ 2,308$ per pupil. Special purpose districts, such as accommodation
districts and joint technological education districts, many of which do not operate their own campuses, also have a wide range of classroom dollar percentages (from 0.0 percent to 62.4 percent). These very small and special purpose districts are included in calculating the state-wide classroom dollar percentage, but are excluded from our further analysis.

## Despite districts' plans to increase classroom spending, over half spent a smaller percentage of dollars in the classroom

Although many districts continued to spend a similar percentage of dollars in the classroom as they did the previous fiscal year, 86 districts ( 55 percent of those analyzed) spent a smaller percentage of dollars in the classroom in fiscal year 2004. Districts with declining classroom dollar percentages typically increased their student support services and plant operation costs, while districts increasing their classroom dollar percentages typically spent a smaller proportion on administrative and plant operation costs. For the 51 districts increasing or decreasing their classroom dollar percentages by more than 2 percentage points, changes in plant costs were the primary factor.

In late February 2003, the Governor's Office requested school districts to submit plans on how they would move 5 cents of every dollar into the classroom to improve Arizona's classroom dollar percentage. Fiscal year 2004 was the first full year for districts to implement those plans. The plans and how they were implemented differed significantly between the 29 districts with the greatest declines in classroom dollar percentages and the 22 districts with the greatest increases in classroom dollar percentages.

The districts increasing their classroom spending percentages generally had clearer, better defined action plans containing steps that were more likely to be effective in increasing their classroom dollar percentage. These included actions such as eliminating certain administrative positions or hiring additional teachers. These districts also more often implemented their planned actions. The plans of districts with declining classroom spending percentages were less specific and often would not have improved their classroom dollar percentages even if implemented. The more specific of these plans included actions such as eliminating a teaching position or a class, which would decrease classroom spending, or hiring a nurse, which would increase student support services rather than classroom expenditures. Additionally, these decreasing-percentage districts did not appear to implement their plans as often. For example, many that had planned actions to reduce administrative costs or utilities actually had increased administrative costs or utilities.

## Factors associated with higher or lower classroom spending

Certain factors were associated with higher or lower percentages of classroom spending. One factor, the number of students in a district, was positively related to dollars being spent in the classroom. That is, as district size increases, so does the classroom dollar percentage, on average. Conversely, cost factors identified in previous fiscal years continue to be associated with lower classroom spending. In fiscal year 2004, the factors with the strongest negative relationships are plant operation and maintenance, administration, and transportation costs. As these costs increase, the percentage of dollars spent in the classroom decreases, on average.

Larger district size associated with higher classroom spendingGenerally, the more students a district has, the higher the percentage it spends in the classroom. As shown in Table 6, the classroom dollar percentage increases as the number of students in a district increases. This may occur because larger districts can spread fixed noninstructional costs over more students, leaving additional dollars to spend in the classroom. This trend was similarly evident in previous fiscal years' analyses.

Higher plant costs associated with lower classroom spending-As per-pupil spending on plant operation and maintenance increases, the classroom dollar percentage decreases, on average. Auditors ranked districts by per-pupil plant costs and then divided this ranking into five equalnumbered groups, with Group 1 having the lowest per-pupil plant costs and Group 5 having the highest. Figure 3, on page 13, shows the average classroom dollar percentages for these five groups. The group with the lowest per-pupil plant costs (averaging \$564) had the highest classroom dollar percentage ( 59.5 percent), while the group with the highest perpupil plant costs (averaging $\$ 1,352$ ) had the lowest classroom dollar percentage (51.7 percent).

Analysis of the districts in the lowest and highest per-pupil plant groups showed these two groups differed in a number of other characteristics. Compared to districts in the lowest per-pupil cost group, districts in the highest-cost group are:

- Serving smaller student populations-42 percent of the high-cost districts are small, serving between 200 and 599 students, compared to 13 percent of the low-cost districts.
- Located at higher elevations with colder temperatures-The average elevation for highcost districts was 4,200 feet, compared to the lowcost districts' average of 1,757 feet. The 62-degree average annual temperature for these high-cost districts was 10 degrees cooler than the low-cost districts' 72degree average.

Figure 3 Classroom Dollar Percentages by Plant Cost Groups
Fiscal Year 2004


Plant Cost Groups (average plant costs per pupil)
Source: Auditor General staff analysis of fiscal year 2004 School District Annual Financial Reports provided by the Arizona Department of Education and summary accounting data provided by individual school districts.

- Operating and maintaining
older buildings—High-cost districts' buildings were 4 years ( 22 percent) older, on average. For this comparison, the age of each building was weighted by its proportion of the district's total square footage.
- Serving more high school students-90 percent of the high-cost districts were high school or unified, whereas 58 percent of the low-cost districts were elementary. This is likely due to high schools incurring costs for maintaining specialized facilities such as football fields, swimming pools, vocational classrooms, and science laboratories.
- Providing more building space per pupil-High-cost districts provided twice the square footage per pupil (258 square feet) as the low-cost districts (129 square feet). State requirements for square footage per pupil, established in 1999, range from 80 to 125 square feet, depending on school size and grades served.

Higher administrative costs associated with lower classroom dollar percentages-As per pupil spending on administration increases, the classroom dollar percentage decreases, on average. Auditors ranked districts by per-pupil
costs for administration and then divided this ranking into five equal-numbered groups, with Group 1 having the lowest per-pupil administrative costs and Group 5 having the highest. Figure 4 shows the average classroom dollar percentages for these five groups. The group with the lowest per-pupil administrative costs (averaging \$490) had the highest classroom dollar percentage ( 60.2 percent), while the group with the highest per-pupil

Figure 4 Classroom Dollar Percentages by Administrative Cost Groups Fiscal Year 2004


Administrative Cost Groups (average administrative costs per pupil)
Source: Auditor General staff analysis of fiscal year 2004 School District Annual Financial Reports provided by the Arizona Department of Education and summary accounting data provided by individual school districts.
administrative costs (averaging $\$ 1,332$ ) had the lowest classroom dollar percentage (51.2 percent).

As with plant costs, the groups with the highest and lowest per-pupil administrative costs also differed in certain characteristics, although the list is shorter. Compared to districts in the lowest per-pupil administrative cost group, districts in the highest cost group are:

- Serving smaller student populations-68 percent of the highcost districts are small, serving between 200 and 599 students, compared to 3 percent of the low-cost districts.
- Higher staffing level—On average, the high-cost districts served only 44 students per administrative position, while the low-cost districts served 77 students per administrative position. ${ }^{2}$

Higher transportation costs associated with lower classroom dollar percentages-As per-pupil spending on transportation increases, the classroom dollar percentage decreases, on average. Auditors ranked districts by per-pupil costs for transportation and then divided this ranking into five equal-numbered groups, with Group 1 having the lowest per-pupil transportation costs and Group 5 having the highest. Figure 5 , on page 15, shows the average classroom dollar percentages for these five groups. The group with the lowest per-pupil transportation costs (averaging $\$ 153$ ) had the highest classroom dollar percentage ( 59.4 percent), while the group with the highest per-pupil transportation costs (averaging $\$ 665$ ) had the lowest classroom dollar percentage ( 51.5 percent).

As with plant and administrative costs, the groups with the highest and lowest perpupil transportation costs also differed in certain characteristics. Compared to

[^2]districts in the lowest per-pupil cost group, districts in the highestcost group are:

- Serving smaller student populations-55 percent of the high-cost districts are small, compared to 19 percent of the low-cost districts.
- Transporting students farther-On average, the high-cost districts transport each rider 432 miles per year, over two and a-half times farther than the low-cost districts, which averaged 163 miles per year.
- Transporting
higher percentage of student population-The high-cost districts transport, on

Figure 5 Classroom Dollar Percentages by Transportation Cost Groups Fiscal Year 2004


Transportation Cost Groups (average transportation costs per pupil)
Source: Auditor General staff analysis of fiscal year 2004 School District Annual Financial Reports provided by the Arizona Department of Education and summary accounting data provided by individual school districts. average, 89 percent of the student population, compared to 40 percent for low-cost districts.

## Higher per-pupil spending does not equate to higher classroom dollar percentages

Districts that spend the most per pupil have lower classroom dollar percentages, on average. These districts allocate a greater percentage of their total resources to administration, transportation, and plant operation and maintenance. Higher perpupil spending may be related to lower classroom dollar percentages for several reasons, including costs outside the district's control, inefficient operation of noninstructional areas, and the availability of additional funding.

High-spending districts spend a lower percentage of dollars in the classroom—As total current expenditures per pupil increase, the dollars per pupil spent in the classroom also increases, on average. However, the proportion of available resources being spent in the classroom decreases, on average. Figure 6 on page 16 shows the average classroom dollar percentages for groups of districts

Figure 6 Classroom Dollar Percentages by Total Current Per-Pupil Expenditure Groups
Fiscal Year 2004


Total Current Expenditure Groups (average total current expenditures per pupil)

Source: Auditor General staff analysis of fiscal year 2004 School District Annual Financial Reports provided by the Arizona Department of Education and summary accounting data provided by individual school districts.
ranked by their per-pupil total current expenditures and then sorted into five equal-numbered groups. As shown, the group with the highest total per-pupil spending (averaging $\$ 9,508$ ) had the lowest classroom dollar percentage (51.8 percent). While the high-spending districts spend significantly more in total, the additional monies flow into the classroom at a lower rate.

High-spending districts spend significantly more of their resources outside the classroom—As seen in Figure 7 on page 17, while the lowest-spending districts spend non-instructional dollars at rates similar to the state-wide averages, the highest-spending districts spend significantly more on plant operations and maintenance, administration, and transportation. Specifically, when compared to the lowest spending districts, the highest spending districts spent, on average, \$664 more per pupil on plant costs, $\$ 623$ more per pupil on administration, and $\$ 316$ more per pupil on transportation; more than twice as much per pupil in each category.

High noninstructional spending may or may not be within district control-The negative relationship between total spending per pupil and classroom dollar percentages has several possible explanations. They include the following:

- District location and student population outside of district control-Highest-spending districts tend to be small, rural, and/or have declining student enrollment. About 57 percent of the highest-spending districts operate in rural locations, while only 13 percent of the lowest-spending districts are rural. One reason districts in rural areas may incur higher noninstructional costs is because they tend to transport their riders longer distances, a factor associated with higher transportation costs. Also, 45 percent of the highest-spending districts are small, whereas only 6 percent of the lowest-spending districts are. ${ }^{3}$ Smaller districts have fewer students over which to spread their fixed costs. In addition, the highest-spending districts experienced a 3.9 percent decline in student population from fiscal year 2003, compared to a 12.1 percent increase for the

[^3]

Source: Auditor General staff analysis of fiscal year 2004 School District Annual Financial Reports provided by the Arizona Department of Education and summary accounting data provided by individual school districts.
lowest-spending group, on average. These year-to-year changes in student population, especially at small districts, can significantly affect per-pupil costs.

- Inefficient operations within district control—Inefficient operation of noninstructional areas, such as those that have been identified by the Auditor General's audits of individual school districts, can result in higher expenditures outside the classroom, and thus, lower classroom dollar percentages. In fiscal year 2004, auditors identified the following types of inefficient operations that may have contributed to lower classroom dollar percentages: high administrative staffing levels, inefficient bus routes resulting in low bus capacity utilization, and contracted operations not properly monitored.
- Additional revenue sources-Higher-spending districts have more total revenues to spend. How these additional revenues are spent is within district control to varying degrees depending on the revenue source.

On average, districts with high per-pupil total expenditures receive more federal and state grants, federal impact aid, budget overrides, small school budget adjustments, and/or rapid decline budget adjustments than lower-spending districts. The highest-spending districts spent over three times more per pupil from federal and state grants, and on average, increased their Maintenance and Operation Fund budget capacity by nearly 23 percent through desegregation,
federal impact aid, budget overrides, rapid decline adjustments, and/or small school adjustments. In contrast, none of the lowest-spending districts had desegregation or small school budget adjustments, and only one had a significant rapid decline adjustment. Also, none received significant additional monies through federal impact aid adjustments. Districts have significant control over whether monies from federal impact aid, budget overrides, small school budget adjustments, and rapid decline budget adjustments are spent in the classroom and less control over whether federal and state grants are spent in the classroom.

Ultimately, because these districts have more revenues to spend, they are able to spend above the state average for per-pupil classroom expenditures, and still have sufficient revenues to support higher than average expenditures for nonclassroom purposes, resulting in a lower than average classroom dollar percentage.

## Individual district percentages

Table 7 (see pages 19 through 21) lists the fiscal year 2004 classroom dollar percentages for each of the 208 districts grouped by size, 9 accommodation districts, and 10 joint technological education districts. For further information, see the attached Appendix, which provides alphabetically organized one-page summaries for each district. Along with other information, these pages show each district's comparative classroom dollar ranking from 1 (highest) to 227 (lowest).

Table 7 Districts Grouped by Size (Average Daily Membership) and Ranked by Percentage of Dollars Spent in the Classroom ${ }^{1}$
Fiscal Year 2004

| Very Large (20,000+) | Average = | $\mathbf{6 1 . 1 \%}$ |
| :--- | ---: | ---: |
| Gilbert Unified School District | $64.3 \%$ |  |
| Scottsdale Unified School District | $63.7 \%$ |  |
| Chandler Unified School District | $63.6 \%$ |  |
| Mesa Unified School District | $63.1 \%$ |  |
| Deer Valley Unified School District | $62.8 \%$ |  |
| Paradise Valley Unified School District | $61.8 \%$ |  |
| Peoria Unified School District | $61.5 \%$ |  |
| Washington Elementary School District | $61.3 \%$ |  |
| Tucson Unified School District | $55.0 \%$ |  |
| Phoenix Union High School District | $54.3 \%$ |  |
|  |  |  |
| Large (5,000-19,999) | Average $=$ | $58.2 \%$ |
| Kyrene Elementary School District | $64.4 \%$ |  |
| Alhambra Elementary School District | $63.0 \%$ |  |
| Prescott Unified School District | $61.5 \%$ |  |
| Cartwright Elementary School District | $60.7 \%$ |  |
| Litchfield Elementary School District | $60.7 \%$ |  |
| Flowing Wells Unified School District | $60.6 \%$ |  |
| Lake Havasu Unified School District | $60.1 \%$ |  |
| Glendale Union High School District | $60.1 \%$ |  |
| Marana Unified School District | $59.2 \%$ |  |
| Pendergast Elementary School District | $59.1 \%$ |  |
| Roosevelt Elementary School District | $59.1 \%$ |  |
| Vail Unified School District | $59.0 \%$ |  |
| Tolleson Union High School District | $59.0 \%$ |  |
| Crane Elementary School District | $58.8 \%$ |  |
| Sunnyside Unified School District | $58.7 \%$ |  |
| Tempe Union High School District | $58.6 \%$ |  |
| Flagstaff Unified School District | $58.4 \%$ |  |
| Isaac Elementary School District | $58.3 \%$ |  |
| Glendale Elementary School District | $58.3 \%$ |  |
| Creighton Elementary School District | $58.0 \%$ |  |
| Humboldt Unified School District | $57.6 \%$ |  |
| Cave Creek Unified School District | $57.2 \%$ |  |
| Amphitheater Unified School District | $56.7 \%$ |  |
| Kingman Unified School District | $56.4 \%$ |  |
| Tempe Elementary School District | $56.3 \%$ |  |
| Yuma Elementary School District | $56.0 \%$ |  |
| Casa Grande Elementary School District | $56.0 \%$ |  |
| Sierra Vista Unified School District | $55.4 \%$ |  |

Average = 61.1\%
64.3\%
63.7\%
63.6\%
63.1\%
62.8\%
61.8\%
61.5\%
61.3\%
55.0\%
54.3\%
58.2\%
.
61.5\%
60.7\%
60.7\%
60.6\%
60.1\%
60.1\%
59.2\%
59.1\%
59.1\%
59.0\%
59.0\%
58.8\%
58.7\%
.
58.3\%
58.3\%
58.0\%
57.6\%
57.2\%
56.7\%
56.4\%
56.3\%
56.0\%
56.0\%
55.4\%

## Large (Concl'd)

Dysart Unified School District 55.3\%
Phoenix Elementary School District 55.3\%
Apache Junction Unified School District 55.2\%
Nogales Unified School District 54.7\%
Yuma Union High School District 53.5\%
Medium (600-4,999) Average $=\quad 55.5 \%$
Liberty Elementary School District 64.3\%
Avondale Elementary School District 64.1\%
Douglas Unified School District
Blue Ridge Unified School District 63.6\%
63.1\%
62.1\%
61.3\%
60.9\%
60.7\%
60.5\%
60.3\%
59.9\%
59.5\%
59.5\%
59.1\%
58.7\%
58.6\%
58.5\%
58.3\%
58.1\%
58.1\%
57.9\%
57.9\%
57.9\%
57.5\%
57.4\%
57.3\%
57.3\%
57.2\%
57.1\%
57.0\%
56.9\%
56.8\%
56.6\%

[^4]
## Table 7 (Cont'd)

| Medium (Concl'd) |  |
| :--- | :--- |
| Tombstone Unified School District | $56.4 \%$ |
| Littleton Elementary School District | $56.4 \%$ |
| Florence Unified School District | $56.4 \%$ |
| Camp Verde Unified School District | $56.3 \%$ |
| Miami Unified School District | $56.1 \%$ |
| Window Rock Unified School District | $56.1 \%$ |
| Mammoth-San Manuel Unified School District | $55.9 \%$ |
| Palominas Elementary School District | $55.7 \%$ |
| Colorado River Union High School District | $55.6 \%$ |
| Casa Grande Union High School District | $55.1 \%$ |
| Round Valley Unified School District | $55.0 \%$ |
| Whiteriver Unified School District | $54.7 \%$ |
| Wilson Elementary School District | $54.6 \%$ |
| Holbrook Unified School District | $54.6 \%$ |
| Murphy Elementary School District | $54.4 \%$ |
| Buckeye Union High School District | $54.2 \%$ |
| Bisbee Unified School District | $54.1 \%$ |
| San Carlos Unified School District | $54.1 \%$ |
| Sahuarita Unified School District | $54.0 \%$ |
| Fountain Hills Unified School District | $53.9 \%$ |
| Santa Cruz Valley Unified School District | $53.8 \%$ |
| Cottonwood-Oak Creek Elementary School District | $53.6 \%$ |
| Page Unified School District | $53.0 \%$ |
| Queen Creek Unified School District | $52.7 \%$ |
| Laveen Elementary School District | $52.3 \%$ |
| Sedona-Oak Creek Joint Unified School District | $52.3 \%$ |
| Eloy Elementary School District | $52.2 \%$ |
| Indian Oasis-Baboquivari Unified School District | $52.2 \%$ |
| Sanders Unified School District | $52.0 \%$ |
| Coolidge Unified School District | $51.9 \%$ |
| Somerton Elementary School District | $51.7 \%$ |
| Agua Fria Union High School District | $51.6 \%$ |
| Osborn Elementary School District | $51.5 \%$ |
| Maricopa Unified School District | $51.1 \%$ |
| Chinle Unified School District | $50.8 \%$ |
| Gadsden Elementary School District | $57.0 \%$ |
| Piñon Unified School District | $42.9 \%$ |
| Altar Valley Elementary School District | $49.0 \%$ |
| Kayenta Unified School District | $48.8 \%$ |
| Tuba City Unified School District | $47.9 \%$ |
| Sanado Unified School District |  |
| Red Mesa Unified School District | Elementary School District |


| Small (200-599) Average = | 54.7\% |
| :---: | :---: |
| Wellton Elementary School District | 65.5\% |
| Littlefield Unified School District | 63.7\% |
| Beaver Creek Elementary School District | 63.6\% |
| Fredonia-Moccasin Unified School District | 62.8\% |
| Naco Elementary School District | 62.7\% |
| Clarkdale-Jerome Elementary School District | 60.2\% |
| Ajo Unified School District | 60.2\% |
| Riverside Elementary School District | 58.6\% |
| Continental Elementary School District | 58.3\% |
| Duncan Unified School District | 58.1\% |
| Nadaburg Elementary School District | 56.1\% |
| Bagdad Unified School District | 55.9\% |
| Ash Fork Joint Unified School District | 55.6\% |
| Joseph City Unified School District | 55.5\% |
| Ft Thomas Unified School District | 55.2\% |
| Arlington Elementary School District | 55.1\% |
| Peach Springs Unified School District | 55.0\% |
| St David Unified School District | 54.5\% |
| Mayer Unified School District | 54.4\% |
| Saddle Mountain Unified School District | 54.4\% |
| Antelope Union High School District | 54.1\% |
| Mohawk Valley Elementary School District | 54.0\% |
| Gila Bend Unified School District | 54.0\% |
| Grand Canyon Unified School District | 53.5\% |
| Superior Unified School District | 53.5\% |
| Valley Union High School District | 53.1\% |
| Oracle Elementary School District | 52.4\% |
| Heber-Overgaard Unified School District | 52.3\% |
| J.O. Combs Elementary School District | 52.3\% |
| Santa Cruz Valley Union High School District | 52.2\% |
| Hayden-Winkelman Unified School District | 51.2\% |
| Union Elementary School District | 50.2\% |
| Palo Verde Elementary School District | 49.9\% |
| Picacho Elementary School District | 48.5\% |
| Sacaton Elementary School District | 46.7\% |
| Quartzsite Elementary School District | 46.3\% |
| Colorado City Unified School District | 46.2\% |
| Cedar Unified School District | 41.6\% |
| Very Small (1-199) Average = | 54.8\% |
| Blue Elementary School District | 83.2\% |
| Sonoita Elementary School District | 74.2\% |
| Valentine Elementary School District | 68.3\% |

## Table 7 (Concl'd)

| Very Small (Cont'd) |  |
| :---: | :---: |
| Santa Cruz Elementary School District | 65.7\% |
| Crown King Elementary School District | 63.9\% |
| Double Adobe Elementary School District | 63.5\% |
| Bonita Elementary School District | 63.4\% |
| Cochise Elementary School District | 62.7\% |
| McNary Elementary School District | 61.8\% |
| Elfrida Elementary School District | 61.2\% |
| Patagonia Elementary School District | 60.4\% |
| Yucca Elementary School District | 60.0\% |
| Aguila Elementary School District | 59.9\% |
| Congress Elementary School District | 59.3\% |
| Topock Elementary School District | 59.1\% |
| Hillside Elementary School District | 57.5\% |
| Tonto Basin Elementary School District | 57.3\% |
| Bowie Unified School District | 57.1\% |
| Young Elementary School District | 56.9\% |
| Kirkland Elementary School District | 56.7\% |
| Skull Valley Elementary School District | 56.4\% |
| Hyder Elementary School District | 55.1\% |
| Pearce Elementary School District | 54.6\% |
| Yarnell Elementary School District | 54.2\% |
| Concho Elementary School District | 54.1\% |
| Owens-Whitney Elementary School District | 53.7\% |
| Seligman Unified School District | 53.6\% |
| Pomerene Elementary School District | 53.3\% |
| Clifton Unified School District | 53.1\% |
| Pine Strawberry Elementary School District | 52.6\% |
| Hackberry School District | 52.5\% |
| Alpine Elementary School District | 52.3\% |
| Red Rock Elementary School District | 51.6\% |
| San Simon Unified School District | 51.4\% |
| Solomon Elementary School District | 50.9\% |
| Maine Consolidated School District | 50.6\% |
| Bicentennial Union High School District | 50.1\% |
| McNeal Elementary School District | 49.9\% |
| Morristown Elementary School District | 49.8\% |
| Canon Elementary School District | 49.5\% |
| Bouse Elementary School District | 49.1\% |
| Apache Elementary School District | 49.0\% |
| Ash Creek Elementary School District | 47.4\% |
| Wenden Elementary School District | 47.2\% |
| Salome Consolidated Elementary School District | 46.9\% |
| Paloma Elementary School District | 46.6\% |
| Vernon Elementary School District | 46.0\% |

Source: Auditor General staff analysis of fiscal year 2004 School District Annual Financial Reports provided by the Arizona Department of Education and summary accounting data provided by individual school districts.

## CHAPTER 2

## Districts' uses of Proposition 301 monies

## Background

In November 2000, voters approved Proposition 301, which increased the state sales tax by six-tenths of 1 percent for 20 years to fund educational programs. Under Arizona statutes, school districts receive only part of the Proposition 301 monies. Statutes define and prioritize nine education programs that receive Proposition 301 distributions before schools. As shown in Table 8 (see page 24), the Students FIRST Debt Service Fund receives the first allocation, the amount necessary to make annual debt service payments for outstanding state school facilities revenue bonds. The other prioritized distributions go to universities, community colleges, the Arizona Department of Education, and the State General Fund. In fiscal year 2004, these other distributions accounted for about $\$ 221$ million of the $\$ 488$ million in available Proposition 301 monies, or 45 percent.

After all of these distributions, any remaining Proposition 301 sales tax collections go to the Classroom Site Fund (CSF) for allocation to public school districts, charter schools, and state schools for deaf, blind, and committed youth. In fiscal year 2004, sales tax collections plus other sources available to the CSF totaled more than \$266 million. Using a per-pupil rate established by the Joint Legislative Budget Committee staff, school districts received $\$ 232$ million, or about 91 percent, of the $\$ 256$ million distributed; charter and state schools received the remainder. ${ }^{1}$

Once school districts receive the monies, they must comply with statutory requirements regarding how the monies may be spent. Arizona Revised Statutes (A.R.S.) §15-977 directs districts to use at least 60 percent of CSF monies for teacher compensation. Districts are required to direct 20 percent toward increasing teachers' base pay and another 40 percent toward pay for performance. The remaining 40 percent, known as menu monies, can be used for six specified purposes: AIMS intervention (for the state standardized test, Arizona's Instrument to Measure

1 A.R.S. §15-977 requires the Joint Legislative Budget Committee staff to determine a per-pupil amount for distributing Proposition 301 monies, using the estimated weighted attending student count and estimated available resources of the Classroom Site Fund for the next budget year.

Table 8 Proposition 301 Distributions in Statutory Priority Order Fiscal Years 2003 and 2004 Unaudited

## Sales Tax Revenue

| FY 2003 |
| :---: |
| $\$ 447,841,034$ |

FY 2004
\$487,928,685
Students FIRST Debt Service Fund-the amount necessary to pay annual debt-service payments for outstanding state school facilities revenue bonds. The revenue bonds cannot exceed $\$ 800$ million.
Universities-Technology and Research Initiative Fund for investment in technology and research-based initiatives. (12 percent of amount remaining after Students FIRST deduction)
Community College District-for districts' Workforce Development Accounts that invest in workforce development programs. (3 percent of amount remaining after Students FIRST deduction)
Tribal Assistance-to community colleges owned, operated, or chartered by qualifying Indian tribes for investment in workforce development and job training.
Arizona Department of Education (ADE) for five programs:

- Additional School Days-to fund additional school days and the associated teacher salaries
- School Safety programs
- Character Education matching grant program
$\$ 63,181,210$
\$ 66,053,206
- School Accountability-for developing performance measures and statewide database on student attendance and academic performance 6,689,125

6,855,441

- Failing Schools Tutoring Fund

Income tax credit for sales tax paid-reimburses the State General Fund for the increased income tax credits to low-income households resulting from the sales tax increase.

25,000,000
$25,000,000$

## Available for Classroom Site Fund:

Remaining Sales Tax Revenue
252,321,383
266,496,755
Permanent State School Fund earnings (Land Trust) 20,826,377
Monies not yet distributed to closed charter schools
$(73,201)$
$(45,489)$
Monies withheld for AIMS noncompliance ${ }^{1}$
Monies not yet distributed ${ }^{2}$
Total Funds Distributed to Districts and Charter and State Schools-
(15,901,611)
(10,225,729)
\$257,163,267
\$256,225,537

1 These monies were withheld until the schools complied with AIMS requirements.
2 ADE is not permitted to allocate monies in excess of the per-pupil amount established by JLBC. These amounts are included in the subsequent year's distributions.

Source: Auditor General staff analysis of Laws 2000, Chapter 1, 5th Special Session, Arizona State Treasurer's Office revenue collection and distribution data, Arizona State Land Department fiscal year revenue distribution data, and other financial information provided by the Arizona Department of Education.

## State of Arizona

Standards), class size reduction, dropout prevention, additional teacher compensation, teacher development, or teacher liability insurance. Districts are required to use these monies to supplement, not supplant, existing funding. Further, in Laws 2000, 5th Special Session, Chapter 1, Section 62, the Legislature specified that it intended that CSF monies not be used for administrative purposes. The Legislature further restricted use of the monies beginning in fiscal year 2004 by requiring that monies directed toward class size reduction, AIMS intervention, and dropout prevention be spent only on instruction, except that they cannot be spent for athletics.

## Districts continued to spend Proposition 301 monies largely for teacher pay

As directed by Proposition 301, districts spent the majority of their Classroom Site Fund monies for teacher pay and related benefits. As shown in Table 9, the largest proportion of these monies, 93 percent, was used for instruction purposes, such as paying teacher salaries and benefits. Nonclassroom expenditures included such things as paying for transportation or guidance counselors for services related to the specified programs, registration fees for professional development workshops, outside instructors, and supplies.

## Table 9 Proposition 301 Expenditures by Function

Fiscal Year 2004

|  |  |  |  |  |  |  | Performance <br> Function | Menu <br> Options | Total <br> Expenditures | Percent <br> of Total |
| :--- | ---: | ---: | ---: | ---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Classroom (instruction) | $\$ 43,699,960$ | $\$ 91,506,642$ | $\$ 84,437,331$ | $\$ 219,643,933$ | $93.0 \%$ |  |  |  |  |  |
| Student Support | $1,815,406$ | $3,064,114$ | $4,023,090$ | $8,902,610$ | 3.8 |  |  |  |  |  |
| Instruction Support | 793,113 | $1,955,283$ | $4,477,952$ | $7,226,348$ | 3.1 |  |  |  |  |  |
| Administration | 5,238 | 14,997 | 142,165 | 162,400 | 0.1 |  |  |  |  |  |
| Plant Operations \& Maintenance | 196 |  | 33,098 | 33,294 | 0.0 |  |  |  |  |  |
| Transportation |  |  | 6,129 | 6,129 | 0.0 |  |  |  |  |  |
| Total Expenditures | $\$ 46,313,913$ | $\$ 96,541,036$ | $\$ 93,119,765$ | $\$ 235,974,714$ | $\mathbf{1 0 0 . 0 \%}$ |  |  |  |  |  |

Source: Auditor General staff analysis of fiscal year 2004 School District Annual Financial Reports provided by the Arizona Department of Education and summary accounting data provided by individual school districts.

In addition to providing salary increases for teachers, about one-half of the districts reported providing the Proposition 301 salary increases to librarians and counselors. As shown in Table 10, on page 26, a few districts also paid Proposition 301 monies to instructional aides and other staff, such as nurses, instructional specialists, and support staff.

Table 10 Number of Districts Paying Increases by Position and Fund Fiscal Year 2004

|  | Number of Districts |  |  |
| :--- | ---: | :---: | :---: |
|  | Base | Performance | Menu |
| Options |  |  |  |
| Position | 216 | Pay | 209 |
| Teachers | 110 | 104 | 105 |
| Librarians | 108 | 111 | 103 |
| Counselors/Psychologists | 74 | 71 | 70 |
| Speech Pathologists/Audiologists | 7 | 14 | 30 |
| Instructional Aides | 26 | 32 | 34 |
| Other |  |  |  |

Source: Auditor General staff analysis of district-reported data obtained from fiscal year 2004 Classroom Site Fund Narrative Results forms.

Proposition 301 monies contributed significantly to teacher salaries. The 214 districts that included salary information on their required Classroom Site Fund spending reports indicated an average increase of 10 percent, or \$3,251, from Proposition 301 monies. On an individual district basis, increases ranged from 1 to 20 percent, which equated to $\$ 500$ to $\$ 6,700$ per eligible employee. Districts with the highest increases generally paid out unspent monies from prior fiscal years in addition to fiscal year 2004 monies. According to salary data collected by the Arizona Department of Education (ADE), the State's average teacher salary increased from $\$ 37,176$ in 2001 to $\$ 38,534$ in 2004. This smaller increase in the state-wide teacher pay average may be partly related to changes in the methodology ADE used to calculate the state-wide average teacher salaries. Another contributing factor may be teacher turnover as several districts reported that declines in their average teacher salary amounts were related to more experienced, higher-paid teachers retiring and being replaced with newer teachers at the lower end of teacher pay ranges.

Districts based performance pay on a variety of goals-Districts created a variety of goals as a basis for awarding the 40 percent of Proposition 301 monies required to be allocated for performance-based pay increases. As in prior years, most districts reported that their performance pay goals related to student achievement, teacher development, and to parent and student satisfaction or involvement as shown in Table 11.

Districts also directed menu monies toward various Proposition 301 purposes-Although districts reported spending Proposition 301 menu monies primarily for teacher compensation, many districts directed some of these monies to the other allowable programs or purposes, often by linking part of teacher compensation to the activities. For example, teachers often performed additional duties to earn monies associated with AIMS intervention and dropout prevention programs. After direct
teacher pay increases, districts reported spending most of their menu monies for class size reduction and teacher development.

## Individual district results

Further information about how each district reported spending its Proposition 301 monies, its classroom dollar percentage and related data is provided in the attached Appendix.

## APPENDIX

This appendix provides alphabetically organized one-page information sheets on individual school districts. Each page contains a summary of the district's reported results using Proposition 301 monies, and its classroom and nonclassroom spending. Each page also contains descriptive and comparative information; NA is used to indicate if data is not available or is not applicable.

The following table shows the sources of data used on the individual district pages, and also defines some common terms and acronyms used to describe districts' Proposition 301 goals and results.

## Table 12 Individual District Page Source Information

| Data | Source |
| :---: | :---: |
| Students attending | Auditor General staff analysis of Arizona Department of Education's (ADE) average daily membership (ADM) counts for fiscal year 2004. ADM numbers are rounded to the nearest whole number. |
| District size | Auditor General staff analysis of ADE's fiscal year 2004 ADM counts. District sizes were categorized as follows: <br> - Very Large 20,000 + ADM <br> - Large 5,000 to 19,999 <br> - Medium 600 to 4,999 <br> - Small 200 to 599 <br> - Very Small fewer than 200 |
| Number of schools | ADE fiscal year 2004 data. |
| Number of certified teachers | ADE October 2003 data on full-time-equivalent (FTE) certified teachers for fiscal year 2004. Certified FTE numbers are rounded to the nearest whole number. |
| Student/teacher ratio, district and state for 2002, 2003, and 2004 | Auditor General staff analysis of ADE's ADM and certified teacher counts for fiscal years 2002, 2003, and 2004. |
| Average teacher salary, state 2004 | ADE average annual salaries associated with full-time-equivalent certified teachers, for fiscal year 2004. |
| Average teacher salary, district 2002, 2003, and 2004 | District-reported average fiscal years 2002, 2003, and 2004 teacher salaries, including Proposition 301 monies. Some districts reported corrections to their previously reported prior years' average salary information. |

## Table 12 (Concl'd)

| Data | Source |
| :--- | :--- |
| Average years' experience, district <br> 2002, 2003, 2004, and state 2004 | ADE average years' experience associated with full-time-equivalent certified teachers, <br> by district, for fiscal years 2002, 2003, and 2004. The maximum experience ADE <br> includes for reporting purposes is 15 years. |
| Classroom dollars-Pie chart and <br> per-pupil expenditures | Auditor General staff analysis of fiscal year 2004 school district summary accounting <br> data and Annual Financial Reports (AFRs), and ADE's 2004 ADM counts. |
| Classroom dollar ranking | Auditor General staff analysis of 227 Arizona school districts' summary accounting <br> data and AFRs. Lower-ranking numbers indicate a higher percentage of dollars spent <br> in the classroom. |
| 4-year comparison-District and state <br> percentages in 2001, 2002, 2003, and <br> 2004; national percentage for 2002 | Auditor General staff analysis of school district summary accounting data and AFRs <br> for fiscal years 2001, 2002, 2003, and 2004. The 2002 national average was obtained <br> from the U.S. Department of Education's National Center for Education Statistics <br> (NCES), and is the most recent data available for national spending on instruction, the <br> equivalent of classroom dollars. |
| Expenditures by function-District <br> and state percentages in fiscal years <br> 2001, 2002, 2003, and 2004 | Auditor General staff analysis of school district summary accounting data for fiscal <br> years 2001, 2002, 2003, and 2004. |
| Expenditures by function-National <br> percentages | NCES fiscal year 2001 data, which is the most recent available at this level of detail. <br> Although the 2004 data is not yet available, the national percentages have been <br> relatively stable. For the most recent 5-year period that is available, fiscal years 1997 <br> to 2001, the variations were less than 0.6 percent in any of the functional categories. |
| Proposition 301——istrict-reported <br> results | Auditor General staff analysis of district-reported Classroom Site Fund Narrative <br> Results. The report was completed by 219 of the 221 districts receiving Proposition <br> 301 monies. |
| The following 2 districts did not report results: |  |

## Definitions of commonly used terms and acronyms

## AZ LEARNS

AIMS

Arizona LEARNS is an accountability program administered by ADE and established under A.R.S. §15-241 to rank school performance using standardized test results and other criteria. Using these criteria, ADE annually labels schools as "excelling," "highly performing," "performing," "underperforming," or "failing to meet standards."

AIMS, or Arizona's Instrument to Measure Standards, is a series of standardized tests that assess student achievement in reading, writing, and math. The tests are administered to students in grades 3,5 , and 8 , and high school.

# Agua Fria Union High School District 

Medium
3,631
3


## 4-year comparison



Expenditures by function
Percentage

|  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2001 | District |  |  | $\begin{aligned} & \text { State } \\ & 2004 \end{aligned}$ | National $2001$ |
| Classroom dollars | 55.7 | 53.3 | 54.6 | 51.6 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| Administration | 11.6 | 13.2 | 11.3 | 11.3 | 9.5 | 10.9 |
| Plant operations | 13.9 | 15.4 | 17.6 | 18.4 | 11.7 | 9.7 |
| Food service | 3.8 | 3.7 | 4.2 | 4.6 | 4.7 | 4.0 |
| Transportation | 4.2 | 4.6 | 4.0 | 4.6 | 4.0 | 4.1 |
| Student support | 6.4 | 5.8 | 5.9 | 6.2 | 7.0 | 5.0 |
| Instruction support | 2.0 | 1.8 | 1.8 | 1.5 | 4.3 | 4.6 |
| Other | 2.4 | 2.2 | 0.6 | 1.8 | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 22.9 | 22.1 | 22.7 | 18.2 |
| Average teacher salary | $\$ 39,101$ | $\$ 40,235$ | $\$ 42,467$ | $\$ 38,534$ |
| Average years' experience | 8.4 | 8.2 | 7.8 | 8.7 |

Classroom dollar ranking: 179 of 227 districts.

## Proposition 301

District-reported 2004 results

## Teacher pay

- On average, each teacher earned an additional $\$ 6,222$ in salary, each librarian earned an additional $\$ 4,763$, and each counselor earned an additional \$4,617.


## Performance

- The District accomplished its goals, which were based on individual performance.
- Teachers accomplished achievement goals based on students' Individualized Education Plans, course outlines, and academic standards.
- Eligible employees also established goals for participating in professional development activities, demonstrating skills, tutoring students, and communicating with parents.


## Menu

- Monies were used primarily to increase eligible employee compensation.
- 1 math class was added to reduce class sizes by 10 percent. According to the District, this resulted in higher math scores on the AIMS test.
- For dropout prevention, 2 schools provided afterschool tutoring and 35 students at a third school participated in an after-school credit recovery program to earn credits toward graduation.


## Aguila Elementary <br> School District

## District size <br> Very Small <br> Students attending

Classroom Dollars
Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | 2002 | 2003 | 2004 | State | National |
|  | 2004 | 2001 |  |  |  |  |
| Classroom dollars | 59.9 | 61.4 | 62.6 | 59.9 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 13.4 | 12.6 | 11.0 | 11.7 | 9.5 | 10.9 |
| Plant operations | 11.4 | 12.7 | 13.1 | 13.2 | 11.7 | 9.7 |
| Food service | 11.0 | 9.9 | 9.1 | 8.6 | 4.7 | 4.0 |
| Transportation | 3.2 | 3.0 | 2.5 | 2.3 | 4.0 | 4.1 |
| Student support | 1.0 | 0.4 | 0.6 | 0.8 | 7.0 | 5.0 |
| Instruction support | 0.1 |  | 1.1 | 3.4 | 4.3 | 4.6 |
| Other |  |  |  | 0.1 | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 17.0 | 15.1 | 15.5 | 18.2 |
| Average teacher salary | $\$ 30,306$ | $\$ 32,000$ | $\$ 33,000$ | $\$ 38,534$ |
| Average years' experience | 8.1 | 8.6 | 9.5 | 8.7 |

Classroom dollar ranking: 48 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional \$2,541 in salary.


## Performance

- The District accomplished its goal, which was based on district-wide performance.
- 75 percent of students, on average, made adequate yearly progress.


## Menu

- Monies were used solely to pay for teachers' health insurance premiums.


# Ajo Unified School <br> District 

| District size: | Small |
| ---: | ---: |
| Students attending: | 542 |
| Number of schools: | 1 |
| Number of certified teachers: | 34 |



4-year comparison


Expenditures by function
Percentage

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 60.2 | 61.7 | 60.1 | 60.2 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 11.0 | 11.5 | 12.7 | 12.3 | 9.5 | 10.9 |
| Plant operations | 14.2 | 14.6 | 15.2 | 13.8 | 11.7 | 9.7 |
| Food service | 4.4 | 3.6 | 3.6 | 4.0 | 4.7 | 4.0 |
| Transportation | 0.8 | 0.6 | 0.4 | 0.4 | 4.0 | 4.1 |
| Student support | 4.2 | 5.0 | 4.0 | 4.6 | 7.0 | 5.0 |
| Instruction support | 3.7 | 3.0 | 3.3 | 3.9 | 4.3 | 4.6 |
| Other | 1.5 |  | 0.7 | 0.8 | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 14.5 | 15.6 | 15.9 | 18.2 |
| Average teacher salary | $\$ 42,004$ | $\$ 39,555$ | $\$ 36,944$ | $\$ 38,534$ |
| Average years' experience | 11.4 | 11.0 | 10.5 | 8.7 |

Classroom dollar ranking: 43 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional \$3,467 in salary.


## Performance

- The District accomplished most of its goals, which were based on district-wide performance.
- Students' AIMS test scores and attendance rates increased.


## Menu

- Monies were used to compensate teachers for working 2 additional school days. Teachers could opt to take these monies as additional pay or use them to pay for increases in health insurance premiums.


# Alhambra Elementary School District 

| District size: | Large |
| ---: | ---: |
| Students attending: | 13,780 |
| Number of schools: | 15 |

Number of certified teachers: 723

Classroom Dollars
Fiscal year 2004


## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 60.8 | 63.8 | 63.6 | 63.0 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 9.2 | 8.6 | 7.9 | 6.8 | 9.5 | 10.9 |
| Plant operations | 10.5 | 8.9 | 8.8 | 8.9 | 11.7 | 9.7 |
| Food service | 7.6 | 8.2 | 7.7 | 7.7 | 4.7 | 4.0 |
| Transportation | 2.7 | 2.6 | 2.6 | 2.7 | 4.0 | 4.1 |
| Student support | 6.2 | 5.4 | 6.4 | 6.5 | 7.0 | 5.0 |
| Instruction support | 2.6 | 2.5 | 3.0 | 4.4 | 4.3 | 4.6 |
| Other | 0.4 |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 19.1 | 19.0 | 19.1 | 18.2 |
| Average teacher salary | $\$ 44,296$ | $\$ 46,107$ | $\$ 47,193$ | $\$ 38,534$ |
| Average years' experience | 7.8 | 7.7 | 7.9 | 8.7 |

Classroom dollar ranking: 20 of 227 districts.

## Proposition 301

## District-reported 2004 results

## Teacher pay

- On average, each teacher, librarian, speech pathologist, audiologist, counselor, collaborative peer teacher, and media specialist earned between $\$ 1,333$ and $\$ 3,290$ in additional salary.


## Performance

- The District accomplished its goals, which were based on district, school, and individual performance.
- Student achievement goals were set for the District, for groups of similar schools, and for individual schools. The District accomplished its goal, as did 13 of 15 schools, and 44 percent of teachers in the school groups.
- Teachers completed 15 hours of staff development each, tutored students, received acceptable performance evaluations, and participated in teamwork and mentoring activities.
- Parents participated in School Improvement Councils and school events and activities.


## Menu

- More than 3 teachers and 16 instructional assistants were hired to reduce class sizes, and peer teachers were paid to mentor and develop staff.
- Monies were also used to increase teacher pay and to pay for AIMS intervention activities.


# Alpine Elementary School District 

District size:<br>Very Small<br>Students attending:



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | State | National |  |  |  |  |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |
|  | Classroom dollars | 55.3 | 61.0 | 54.3 | 52.3 | 58.6 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 8.8 | 8.8 | 14.5 | 18.2 |
| Average teacher salary | $\$ 42,188$ | $\$ 45,030$ | $\$ 39,086$ | $\$ 38,534$ |
| Average years' experience | 12.4 | 12.9 | 9.3 | 8.7 |

Classroom dollar ranking: 168 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional $\$ 4,300$ in salary.


## Performance

- The District accomplished most of its goals, which were based on school performance.
- 83 percent of students demonstrated 1 year's academic progress in writing.
- School curricula was aligned to state standards, and an after-school enrichment program was developed.
- The unmet goal called for achieving a 95 percent student attendance rate.


## Menu

- Monies were used solely to increase teacher compensation.


## Altar Valley Elementary

 School DistrictDistrict size:
Students attending:
Medium
Number of schools:
Number of certified teachers:

## Classroom Dollars

Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: | :---: | :---: |
|  | District |  |  |  |  | State |  | National |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |  |  |
|  | Classroom dollars | 52.0 | 51.0 | 47.7 | 48.6 | 58.6 |  |  |
| 61.5 |  |  |  |  |  |  |  |  |
| Nonclassroom dollars: |  |  |  |  |  |  |  |  |
| $\quad$ Administration | 12.5 | 12.1 | 14.5 | 13.2 | 9.5 | 10.9 |  |  |
| Plant operations | 10.4 | 10.5 | 10.7 | 12.1 | 11.7 | 9.7 |  |  |
| Food service | 7.0 | 6.2 | 6.6 | 6.3 | 4.7 | 4.0 |  |  |
| Transportation | 11.4 | 11.9 | 10.4 | 9.8 | 4.0 | 4.1 |  |  |
| $\quad$ Student support | 5.3 | 6.7 | 6.0 | 6.6 | 7.0 | 5.0 |  |  |
| Instruction support | 1.4 | 1.6 | 4.1 | 3.4 | 4.3 | 4.6 |  |  |
| Other |  |  |  |  | 0.2 | 0.2 |  |  |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 17.9 | 17.3 | 16.5 | 18.2 |
| Average teacher salary | $\$ 36,338$ | $\$ 35,125$ | $\$ 32,508$ | $\$ 38,534$ |
| Average years' experience | 8.4 | 8.8 | 7.8 | 8.7 |

Classroom dollar ranking: 197 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, librarian, speech pathologist, and counselor earned an additional \$2,746 in salary.


## Performance

- The District accomplished its goals, which were based on individual performance.
- Teachers received acceptable performance evaluations and participated in committee work and activities such as after-school tutoring aimed at increasing student achievement.


## Menu

- Monies were used primarily to pay for increased health insurance premiums.
- Monies were also used to increase teacher salaries.


## Classroom Dollars and Proposition 301 Results

## Amphitheater Unified School District

District size:<br>Large<br>Students attending 16,149<br>Number of schools:

Classroom Dollars
Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | 2002 | State | National |  |  |
|  | 2003 | 2004 | 2004 | 2001 |  |  |
| Classroom dollars | 57.6 | 55.8 | 57.8 | 56.7 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 11.3 | 10.5 | 9.9 | 9.8 | 9.5 | 10.9 |
| Plant operations | 13.7 | 14.4 | 13.8 | 14.3 | 11.7 | 9.7 |
| Food service | 3.6 | 4.6 | 3.5 | 4.0 | 4.7 | 4.0 |
| Transportation | 4.5 | 4.9 | 4.9 | 4.7 | 4.0 | 4.1 |
| Student support | 5.0 | 4.9 | 4.8 | 5.4 | 7.0 | 5.0 |
| Instruction support | 3.9 | 4.7 | 5.1 | 4.9 | 4.3 | 4.6 |
| Other | 0.4 | 0.2 | 0.2 | 0.2 | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 17.8 | 18.4 | 17.5 | 18.2 |
| Average teacher salary | $\$ 39,005$ | $\$ 40,289$ | $\$ 38,138$ | $\$ 38,534$ |
| Average years' experience | 9.5 | 9.7 | 9.5 | 8.7 |

Classroom dollar ranking: 97 of 227 districts.

## Proposition 301

District-reported 2004 results

## Teacher pay

- On average, each teacher, librarian, and counselor earned $\$ 4,464$ in additional salary, which does not include a portion of performance pay distributed in fiscal year 2005.


## Performance

- The District accomplished its goals, which were based on school performance.
- Schools assessed student achievement in reading, writing, or math.
- Other goals related to student attendance, teacher development, dropout and graduation rates, and parent-student satisfaction.


## Menu

- Monies were used primarily to increase eligible employee compensation.
- Tutors were hired for AIMS intervention.
- An ongoing assessment system was developed to help guide instructional decisions.
- Teachers attended workshops focused on implementing standards and assessing students in reading and math.


# Antelope Union High School District 

District size:
Students attending:
Small
Number of schools:

## Classroom Dollars

Fiscal year 2004


Total
\$7,982 per pupil

## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 51.0 | 52.4 | 52.9 | 54.1 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 14.5 | 13.4 | 13.8 | 12.9 | 9.5 | 10.9 |
| Plant operations | 14.0 | 14.3 | 14.7 | 13.8 | 11.7 | 9.7 |
| Food service | 5.9 | 5.8 | 5.7 | 5.3 | 4.7 | 4.0 |
| Transportation | 9.8 | 9.3 | 8.3 | 8.4 | 4.0 | 4.1 |
| $\quad$ Student support | 2.3 | 2.2 | 2.7 | 2.9 | 7.0 | 5.0 |
| Instruction support | 2.5 | 2.6 | 1.9 | 2.6 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 15.8 | 17.3 | 15.8 | 18.2 |
| Average teacher salary | $\$ 33,126$ | $\$ 34,178$ | $\$ 36,639$ | $\$ 38,534$ |
| Average years' experience | 7.5 | 7.9 | 8.4 | 8.7 |

Classroom dollar ranking: 143 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional \$3,381 in salary, each counselor earned an additional $\$ 2,469$, and the librarian earned an additional $\$ 1,169$.


## Performance

- The District accomplished its goals, which were based on district-wide performance.
- Eligible employees earned $\$ 7.50$ per graduating student; $\$ 7.50$ per student scoring above the 50th percentile on standardized tests; and $\$ 7.50$ per student scoring at or above the 75th percentile.
- 87 students graduated; 101 students scored above the 50th percentile on standardized tests; and 28 scored above the 75th percentile.


## Menu

- Monies were used solely to increase eligible employee compensation.


## Apache Elementary

 School District

4-year comparison


## Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | 2002 | State | National |  |  |
|  | 2003 | 2004 | 2004 | 2001 |  |  |
| Classroom dollars | 64.9 | 63.7 | 53.6 | 49.0 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 10.6 | 12.1 | 15.5 | 16.2 | 9.5 | 10.9 |
| Plant operations | 8.8 | 9.2 | 11.5 | 12.5 | 11.7 | 9.7 |
| Food service |  |  |  |  | 4.7 | 4.0 |
| Transportation | 11.9 | 11.1 | 12.4 | 17.7 | 4.0 | 4.1 |
| Student support | 3.4 | 2.9 | 5.0 | 1.0 | 7.0 | 5.0 |
| Instruction support | 0.2 | 1.0 | 2.0 | 3.6 | 4.3 | 4.6 |
| Other | 0.2 |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 0004 |  |  |  |
| Student/teacher ratio | 9.0 | 13.0 | 17.0 | 18.2 |
| Average teacher salary | $\$ 44,410$ | $\$ 46,000$ | $\$ 39,000$ | $\$ 38,534$ |
| Average years' experience | NA | 15.0 | 9 | 8.7 |

Classroom dollar ranking: 196 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- The teacher earned an additional $\$ 2,923$ in salary.


## Performance

- The District accomplished most of its goals, which were linked to student achievement and attendance; teacher attendance, professional development, and performance evaluations; tutoring; and parentstudent satisfaction.


## Menu

- Monies were used to compensate the teacher for completing courses toward a degree in special education.


## Apache Junction Unified

## Classroom Dollars

Fiscal year 2004


## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 53.8 | 53.0 | 53.1 | 55.2 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 10.9 | 10.2 | 9.3 | 8.8 | 9.5 | 10.9 |
| Plant operations | 14.0 | 13.9 | 14.9 | 14.0 | 11.7 | 9.7 |
| Food service | 3.8 | 3.9 | 3.8 | 4.0 | 4.7 | 4.0 |
| Transportation | 5.7 | 5.8 | 5.2 | 5.5 | 4.0 | 4.1 |
| $\quad$ Student support | 6.8 | 6.7 | 8.0 | 7.6 | 7.0 | 5.0 |
| Instruction support | 3.5 | 4.9 | 4.4 | 4.7 | 4.3 | 4.6 |
| Other | 1.5 | 1.6 | 1.3 | 0.2 | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 17.9 | 19.0 | 18.1 | 18.2 |
| Average teacher salary | $\$ 35,159$ | $\$ 35,984$ | $\$ 37,360$ | $\$ 38,534$ |
| Average years' experience | 8.5 | 8.7 | 8.6 | 8.7 |

Classroom dollar ranking: 122 of 227 districts.

## Proposition 301

District-reported 2004 results

## Teacher pay

- On average, each teacher, speech pathologist, audiologist, and counselor earned between \$3,308 and $\$ 3,562$ in additional salary, and each librarian earned an additional $\$ 1,562$.


## Performance

- The District accomplished its goals, which were based on school performance.
- Students at each school, on average, were required to demonstrate 1 year's academic progress in reading, math, or language arts, or a combination of the 3 .
- Another goal was linked to parent-student satisfaction.


## Menu

- The District continued to use monies to employ 1 high-school, 1 middle-school, and 7 elementaryschool teachers to reduce class sizes.
- 20 new teachers attended 4 days of professional development activities prior to the start of the school year.
- All teachers were compensated for an additional 2 days of professional development activities.


# Arlington Elementary School District 

District size:
Students attending:
Small

## Classroom Dollars



## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |  |
|  | State | National |  |  |  |  |  |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 52.4 | 52.9 | 56.5 | 55.1 | 58.6 | 61.5 |  |
| Nonclassroom dollars: |  |  |  |  |  |  |  |
| $\quad$ Administration | 17.9 | 19.6 | 12.4 | 12.5 | 9.5 | 10.9 |  |
| Plant operations | 17.7 | 15.5 | 11.7 | 13.0 | 11.7 | 9.7 |  |
| Food service | 7.0 | 6.9 | 9.6 | 8.7 | 4.7 | 4.0 |  |
| Transportation | 3.8 | 3.8 | 6.4 | 6.5 | 4.0 | 4.1 |  |
| Student support | 1.0 | 1.1 | 2.7 | 4.1 | 7.0 | 5.0 |  |
| Instruction support | 0.2 | 0.2 | 0.7 | 0.1 | 4.3 | 4.6 |  |
| Other |  |  |  |  | 0.2 | 0.2 |  |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 18.3 | 18.1 | 18.7 | 18.2 |
| Average teacher salary | $\$ 35,432$ | $\$ 36,450$ | $\$ 39,596$ | $\$ 38,534$ |
| Average years' experience | 10.1 | 9.6 | 8.1 | 8.7 |

Classroom dollar ranking: 125 of 227 districts.

## Proposition 301

District-reported 2004 results

## Teacher pay

- On average each teacher earned an additional $\$ 3,900$ in salary. Additionally, 3 teachers, an instructional aide, and 3 bus drivers earned monies for operating an AIMS intervention summer program. These teachers earned an extra $\$ 2,000$ and the aide and drivers earned between $\$ 280$ and $\$ 495$.


## Performance

- The District accomplished most of its goals, which were linked to student achievement, teacher evaluations and professional development, and parent-student satisfaction.


## Menu

- 44 students participated in a 4-week AIMS intervention summer program focused on improving reading, writing, and math scores.
- According to the District, more than 80 percent of all students who took the AIMS test improved their scores compared to last year.
- Each teacher participated in 8 hours of professional development relating to classroom discipline.
- Teachers also participated in training focused on phonics and writing.


## Ash Creek Elementary

School District

District size: Very Small
Students attending:

## Classroom Dollars

Fiscal year 2004


Total
\$19,382 per pupil

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 0004 |  |  |  |
| Student/teacher ratio | 10.2 | 8.8 | 6.8 | 18.2 |
| Average teacher salary | $\$ 35,136$ | NA | $\$ 36,097$ | $\$ 38,534$ |
| Average years' experience | 10.8 | 11.6 | 12.2 | 8.7 |

Classroom dollar ranking: 201 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional \$3,654 in salary.


## Performance

- The District accomplished its performance goal, which was based on district-wide performance.
- The goal called for the percentage of students attaining competency on the District's achievement test to increase by 5 percent in reading, writing, and/or mathematics


## Menu

- Monies were used to pay for an AIMS intervention program involving 33 students. Student scores changed by 5 percent, on average, according to the District.

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 45.5 | 45.6 | 45.5 | 47.4 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 26.5 | 24.7 | 24.5 | 23.9 | 9.5 | 10.9 |
| Plant operations | 9.4 | 9.8 | 10.3 | 11.4 | 11.7 | 9.7 |
| Food service | 6.1 | 6.3 | 5.5 | 5.6 | 4.7 | 4.0 |
| Transportation | 10.1 | 11.0 | 9.9 | 8.2 | 4.0 | 4.1 |
| $\quad$ Student support | 1.7 | 1.8 | 3.2 | 2.5 | 7.0 | 5.0 |
| Instruction support | 0.7 | 0.8 | 1.1 | 1.0 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Ash Fork Joint Unified School District

District size:
Students attending:
Small
Number of schools:

4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | 2002 | State | National |  |  |
|  | 2003 | 2004 | 2004 | 2001 |  |  |
| Classroom dollars | 53.1 | 55.4 | 60.8 | 55.6 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 19.9 | 20.7 | 18.4 | 20.5 | 9.5 | 10.9 |
| Plant operations | 13.4 | 13.3 | 11.3 | 15.5 | 11.7 | 9.7 |
| Food service | 3.4 | 3.4 | 2.7 | 4.0 | 4.7 | 4.0 |
| Transportation | 3.1 | 2.4 | 2.7 | 2.1 | 4.0 | 4.1 |
| $\quad$ Student support | 6.3 | 3.2 | 2.3 | 2.1 | 7.0 | 5.0 |
| Instruction support | 0.8 | 1.6 | 1.8 | 0.2 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 13.7 | 12.5 | 11.8 | 18.2 |
| Average teacher salary | $\$ 31,742$ | $\$ 31,609$ | $\$ 31,573$ | $\$ 38,534$ |
| Average years' experience | 8.3 | 7.5 | 9.5 | 8.7 |

Classroom dollar ranking: 116 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional $\$ 5,311$ in salary.


## Performance

- The District accomplished its goals, which were based on district-wide performance.
- Goals called for increased student achievement, and for teachers to receive acceptable performance evaluations and attend training sessions on Arizona standards and the No Child Left Behind act.


## Menu

- Monies were used solely to increase teacher compensation in an effort to attract and retain highly qualified staff.


## Avondale Elementary School District

District size
Students attending:
Medium
4,191
Number of schools:
6


## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | District |  |  |  | State | National |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |
| Classroom dollars | 60.1 | 62.4 | 64.8 | 64.1 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| Administration | 9.8 | 9.2 | 8.9 | 8.3 | 9.5 | 10.9 |
| Plant operations | 10.7 | 9.9 | 9.3 | 8.7 | 11.7 | 9.7 |
| Food service | 7.0 | 6.4 | 6.1 | 6.3 | 4.7 | 4.0 |
| Transportation | 3.1 | 2.9 | 2.8 | 3.0 | 4.0 | 4.1 |
| Student support | 4.2 | 4.2 | 4.1 | 4.6 | 7.0 | 5.0 |
| Instruction support | 5.1 | 5.0 | 4.0 | 5.0 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 21.0 | 19.0 | 19.0 | 18.2 |
| Average teacher salary | $\$ 37,460$ | $\$ 42,053$ | $\$ 42,280$ | $\$ 38,534$ |
| Average years' experience | 9.2 | 8.3 | 8.1 | 8.7 |

Classroom dollar ranking: 9 of 227 districts.

## Proposition 301

## District-reported 2004 results

## Teacher pay

- On average, each teacher and librarian earned an additional $\$ 2,514$ to $\$ 2,550$ in base and performance pay. Additionally, each teacher participating in menu money programs earned up to $\$ 4,425$, and each participating instructional aide earned up to $\$ 2,038$.


## Performance

- The District accomplished its goals, which were based on school performance.
- Each school demonstrated improved student achievement on district tests.
- Student attendance was above 96 percent.
- Most teachers maintained a 97 percent attendance rate and participated in professional development.
- Committees were formed to enhance curriculum.
- Parent-student workshops were held.


## Menu

- 3 teachers were hired to accommodate 8 percent district growth.
- More than 600 students participated in after-school tutoring, academic activities, and clubs.
- 150 students at risk of dropping out participated in summer school programs.
- Alternative educational classrooms were established for students who needed individualized instruction.
- Professional development activities were also funded.


## Classroom Dollars and Proposition 301 Results

## Bagdad Unified <br> School District

District size:
Small
Students attending:


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State | National |  |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
|  | Classroom dollars | 57.5 | 58.4 | 52.4 | 55.9 | 58.6 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 15.0 | 15.4 | 16.3 | 18.2 |
| Average teacher salary | $\$ 34,845$ | $\$ 36,176$ | $\$ 35,494$ | $\$ 38,534$ |
| Average years' experience | 9.0 | 8.5 | 9.5 | 8.7 |

Classroom dollar ranking: 112 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional $\$ 4,131$ in salary.


## Performance

- The District accomplished most of its goals, which were based on school and individual performance.
- Goals were linked to student achievement on standardized tests, student attendance and academic progress, teacher participation in professional development activities, teacher attendance and performance evaluations, and communication with parents through newsletters and conferences.


## Menu

- Courses were offered via correspondence and through Distance Education School to reduce class sizes.
- 10 teachers were compensated for attending 40 hours of professional development activities each.
- Monies were also used to pay for summer school tutoring and credit recovery programs for dropout prevention.


## Balsz Elementary School District

## District size <br> Medium <br> Students attending <br> 3,261 <br> Number of schools:

Classroom Dollars
Fiscal year 2004


## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | State | National |  |  |  |  |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |
| Classroom dollars | 55.7 | 57.4 | 59.4 | 56.9 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 9.4 | 9.2 | 9.3 | 9.5 | 9.5 | 10.9 |
| Plant operations | 11.6 | 11.1 | 9.9 | 11.7 | 11.7 | 9.7 |
| Food service | 7.8 | 6.8 | 6.4 | 7.7 | 4.7 | 4.0 |
| Transportation | 3.7 | 3.4 | 3.5 | 3.2 | 4.0 | 4.1 |
| Student support | 7.7 | 7.9 | 7.5 | 7.8 | 7.0 | 5.0 |
| Instruction support | 4.1 | 4.0 | 4.0 | 3.2 | 4.3 | 4.6 |
| Other |  | 0.2 |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 17.4 | 17.6 | 17.6 | 18.2 |
| Average teacher salary | $\$ 34,412$ | $\$ 36,773$ | $\$ 39,039$ | $\$ 38,534$ |
| Average years' experience | 7.3 | 6.8 | 6.7 | 8.7 |

Classroom dollar ranking: 94 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, librarian, speech pathologist, and counselor earned an additional \$4,043 in salary.


## Performance

- The District accomplished its goals, which were based on individual performance.
- Teachers participated in activities focused on their understanding and knowledge of state standards in reading, writing, and math. Activities included attending training classes, identifying performance objectives and additional materials needed to help students meet the standards, informing parents of the standards, and explaining expectations.
- Teachers also administered pre- and post-tests to students and explained results to parents.


## Menu

- Monies were primarily used to increase eligible employee compensation.
- An English Language Learner (ELL) teacher was hired to support student learning groups and teachers and to reduce class size.


## Beaver Creek Elementary School District <br> Students attending <br> Small <br> Number of schools: 1 <br> Number of certified teachers: 20



4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: | :---: | :---: | :---: |
|  | District |  |  |  |  | State |  |  | National |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |  |  |  |
|  | Classroom dollars | 59.4 | 65.0 | 63.1 | 63.6 | 58.6 |  |  |  |
| 61.5 |  |  |  |  |  |  |  |  |  |
| Nonclassroom dollars: |  |  |  |  |  |  |  |  |  |
| $\quad$ Administration | 12.2 | 10.8 | 11.4 | 10.7 | 9.5 | 10.9 |  |  |  |
| Plant operations | 11.6 | 9.3 | 9.6 | 9.6 | 11.7 | 9.7 |  |  |  |
| Food service | 9.6 | 8.4 | 9.1 | 8.6 | 4.7 | 4.0 |  |  |  |
| Transportation | 5.7 | 4.8 | 5.0 | 5.0 | 4.0 | 4.1 |  |  |  |
| $\quad$ Student support | 1.0 | 1.4 | 1.3 | 1.9 | 7.0 | 5.0 |  |  |  |
| Instruction support | 0.5 | 0.3 | 0.5 | 0.6 | 4.3 | 4.6 |  |  |  |
| Other |  |  |  |  | 0.2 | 0.2 |  |  |  |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 15.9 | 14.8 | 14.6 | 18.2 |
| Average teacher salary | $\$ 33,083$ | $\$ 36,529$ | $\$ 39,758$ | $\$ 38,534$ |
| Average years' experience | 8.7 | 8.9 | 9.1 | 8.7 |

Classroom dollar ranking: 14 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional $\$ 4,738$ in salary.


## Performance

- The District accomplished its goals, which were based on district, school, and individual performance.
- Teachers aligned curriculum and lesson plans to state standards, tutored students, and participated in teacher development workshops, extracurricular activities, and school improvement committees. Teachers also maintained contact with parents.
- The District promoted student attendance by offering incentives such as accelerated reader parties and field trips.


## Menu

- Monies were used to pay for teacher development activities.
- Collectively, 18 teachers completed 68 15-hour training sessions in the areas of technology, sheltered English immersion, and writing.


# Benson Unified School District 

District size
Students attending
Medium

## Classroom Dollars

Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | District |  |  |  | State | National |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |
| Classroom dollars | 49.5 | 54.0 | 53.7 | 57.4 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| Administration | 10.1 | 10.0 | 10.4 | 9.7 | 9.5 | 10.9 |
| Plant operations | 17.7 | 13.5 | 14.3 | 15.3 | 11.7 | 9.7 |
| Food service | 3.6 | 3.5 | 3.9 | 3.5 | 4.7 | 4.0 |
| Transportation | 5.5 | 5.6 | 5.8 | 4.7 | 4.0 | 4.1 |
| Student support | 7.4 | 6.8 | 7.3 | 7.0 | 7.0 | 5.0 |
| Instruction support | 6.2 | 6.6 | 4.6 | 2.4 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 1004 |  |  |  |
| Student/teacher ratio | 19.1 | 16.4 | 14.4 | 18.2 |
| Average teacher salary | $\$ 37,554$ | $\$ 38,208$ | $\$ 38,253$ | $\$ 38,534$ |
| Average years' experience | 9.5 | 9.6 | 9.1 | 8.7 |

Classroom dollar ranking: 84 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, librarian, speech pathologist, and counselor earned an additional $\$ 2,835$ in salary, which does not include performance pay distributed in fiscal year 2005.


## Performance

- The District met most of its goals, which were based on school performance.
- Goals accomplished involved increased student achievement on standardized tests, an increased graduation rate, and increases in the number of parents who completed and returned satisfaction surveys.
- The unmet goal called for increased student attendance.


## Menu

- Monies were used solely to increase eligible employee compensation.


# Bicentennial Union High 

 School District

## 4-year comparison



Expenditures by function
Percentage

|  | District |  |  |  |  |  |
| :--- | ---: | :--- | ---: | ---: | ---: | ---: |
|  | State |  |  |  |  | National |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |
| Classroom dollars | 41.6 | 58.2 | 50.6 | 50.1 | 58.6 | 61.5 |
| Nonclassroom dollars: |  | NA |  |  |  |  |
| Administration | 14.9 |  | 9.8 | 10.0 | 9.5 | 10.9 |
| Plant operations | 18.7 |  | 15.7 | 17.3 | 11.7 | 9.7 |
| Food service | 6.4 |  | 5.4 | 4.8 | 4.7 | 4.0 |
| Transportation | 11.3 |  | 12.8 | 12.7 | 4.0 | 4.1 |
| Student support | 0.1 |  | 3.0 | 0.8 | 7.0 | 5.0 |
| Instruction support | 5.1 |  | 2.7 | 4.3 | 4.3 | 4.6 |
| Other | 1.9 |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 13.5 | 11.3 | 14.8 | 18.2 |
| Average teacher salary | $\$ 40,110$ | $\$ 38,262$ | $\$ 35,307$ | $\$ 38,534$ |
| Average years' experience | 6.4 | 7.8 | 8.5 | 8.7 |

Classroom dollar ranking: 189 of 227 districts.

## Proposition 301

District-reported 2004 results

## Teacher pay

- On average, each teacher, instructional aide, and counselor earned an additional $\$ 3,352$.


## Performance

- The District accomplished its goals, which were based on individual performance.
- Goals called for teachers to each recommend a student for recognition to encourage increased student achievement.
- Teachers were also required to attend professional development activities and implement the information learned; improve instruction and maintain a learning environment as evidenced through performance evaluations; evaluate and improve lesson plans; exhibit professional behavior; and regularly provide student progress reports to parents.


## Menu

- Monies were used solely to increase eligible employee compensation. The District indicates that this allowed it to offer salaries competitive with more urban districts that have greater financial resources.


# Bisbee Unified School District 

## District size <br> Medium <br> Students attending:

Classroom Dollars
Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 52.7 | 55.9 | 55.0 | 54.1 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 12.5 | 11.4 | 11.6 | 11.7 | 9.5 | 10.9 |
| Plant operations | 14.3 | 13.0 | 13.7 | 13.2 | 11.7 | 9.7 |
| Food service | 7.0 | 7.0 | 6.4 | 5.9 | 4.7 | 4.0 |
| Transportation | 4.9 | 4.9 | 5.2 | 5.1 | 4.0 | 4.1 |
| Student support | 5.3 | 4.8 | 5.1 | 6.7 | 7.0 | 5.0 |
| Instruction support | 3.3 | 3.0 | 3.0 | 3.3 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 17.2 | 18.0 | 16.3 | 18.2 |
| Average teacher salary | $\$ 35,302$ | $\$ 37,475$ | $\$ 32,909$ | $\$ 38,534$ |
| Average years' experience | 9.0 | 9.1 | 9.8 | 8.7 |

Classroom dollar ranking: 141 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher and counselor earned an additional $\$ 4,592$ in salary, and the librarian earned an additional $\$ 3,085$.


## Performance

- The District accomplished its goals, which were based on school and individual performance.
- Each school developed 3 goals related to student achievement. Goals included identifying and recognizing students needing improvement, and establishing improvement goals and measurements.
- Each school developed a school improvement plan and a classroom observation checklist to determine whether teachers successfully implemented the plan.
- Each teacher made at least 50 contacts with parents by December 2003.


## Menu

- The teachers and 1 librarian were compensated for completing at least 45 hours of professional development.


# Blue Elementary <br> School District 



4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  | State |
|  | National |  |  |  |  |  |  |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 88.7 | 88.9 | 83.8 | 83.2 | 58.6 | 61.5 |  |
| Nonclassroom dollars: |  |  |  |  |  |  |  |
| Administration | 0.4 | 0.6 | 3.8 | 0.2 | 9.5 | 10.9 |  |
| Plant operations | 10.9 | 10.5 | 12.4 | 16.6 | 11.7 | 9.7 |  |
| Food service |  |  |  |  | 4.7 | 4.0 |  |
| Transportation |  |  |  |  | 4.0 | 4.1 |  |
| Student support |  |  |  |  | 7.0 | 5.0 |  |
| Instruction support |  |  |  |  | 4.3 | 4.6 |  |
| Other |  |  |  |  | 0.2 | 0.2 |  |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | $\mathbf{2 0 0 2}$ | 2003 | $\mathbf{2 0 0 4}$ | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 1.0 | 2.0 | 5.0 | 18.2 |
| Average teacher salary | $\$ 33,000$ | NA | NA | $\$ 38,534$ |
| Average years' experience | 15.0 | 15.0 | 15.0 | 8.7 |

Classroom dollar ranking: 1 of 227 districts.

## Proposition 301

District-reported 2004 results

Because its attending student information, which is the basis for Proposition 301 distributions, was not available in time, ADE did not pay any Proposition 301 monies to the District in fiscal year 2004. However, the District is anticipated to receive fiscal year 2004 monies in fiscal year 2005 once data issues are resolved.

The District has very few students and in past years received only a small amount of Proposition 301 money. The District received a total of $\$ 1,183$ in the previous 2 years, and has not spent any of these monies. Unspent monies will continue to be available to the District for future spending.

## Blue Ridge Unified School District

## District size <br> Medium <br> Students attending: 2,530 Number of schools:



## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | 2002 | State |  | National |  |
|  | 2003 | 2004 | 2004 | 2001 |  |  |
| Classroom dollars | 60.7 | 63.0 | 61.4 | 63.1 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 9.9 | 10.8 | 11.3 | 10.4 | 9.5 | 10.9 |
| Plant operations | 16.9 | 11.9 | 11.9 | 10.8 | 11.7 | 9.7 |
| Food service | 1.2 | 3.9 | 4.2 | 4.2 | 4.7 | 4.0 |
| Transportation | 4.8 | 4.5 | 4.6 | 4.4 | 4.0 | 4.1 |
| $\quad$ Student support | 4.6 | 4.8 | 5.5 | 5.1 | 7.0 | 5.0 |
| Instruction support | 1.9 | 1.1 | 1.1 | 2.0 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | State |  |
|  | 2004 | 2004 |  |  |
| Student/teacher ratio | 16.7 | 17.0 | 16.6 | 18.2 |
| Average teacher salary | $\$ 34,756$ | $\$ 35,446$ | $\$ 39,359$ | $\$ 38,534$ |
| Average years' experience | 10.2 | 10.5 | 10.8 | 8.7 |

Classroom dollar ranking: 18 of 227 districts.

## Proposition 301

## District-reported 2004 results

## Teacher pay

- On average, each teacher earned an additional $\$ 4,071$ in salary, each counselor earned an additional $\$ 3,381$, and the librarian earned an additional $\$ 5,975$, which do not include a portion of performance pay distributed in fiscal year 2005.


## Performance

- The District accomplished most of its goals, which were based on school and individual performance.
- Each school established a student achievement goal based on student needs.
- 1 school also set and accomplished a student attendance goal.
- Teachers developed plans to increase communication with parents, established individualized professional development plans, and set curriculum development and classroom management goals.
- At least 50 percent of parents returned satisfaction surveys indicating an 80 percent approval rating.


## Menu

- Monies were primarily used to increase eligible employee compensation.
- A 5th-grade teacher was hired to reduce class sizes.
- Monies also helped to pay for a counselor who worked with students at risk of dropping out.


# Bonita Elementary School District 

District size: Very Small Students attending: 87 Number of schools: Number of certified teachers: 10


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | District |  |  |  | State | National 2001 |
|  | 2001 | 2002 | 2003 | 2004 | 2004 |  |
| Classroom dollars | 58.6 | 66.8 | 68.2 | 63.4 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| Administration | 21.7 | 15.5 | 15.2 | 15.5 | 9.5 | 10.9 |
| Plant operations | 10.9 | 11.0 | 10.5 | 11.4 | 11.7 | 9.7 |
| Food service |  |  |  |  | 4.7 | 4.0 |
| Transportation | 5.8 | 2.3 | 2.1 | 2.7 | 4.0 | 4.1 |
| Student support | 2.7 | 3.7 | 3.3 | 1.9 | 7.0 | 5.0 |
| Instruction support | 0.3 | 0.7 | 0.7 | 5.1 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 10.4 | 9.1 | 8.7 | 18.2 |
| Average teacher salary | $\$ 34,742$ | $\$ 35,578$ | $\$ 39,188$ | $\$ 38,534$ |
| Average years' experience | 10.9 | 10.9 | 11.8 | 8.7 |

Classroom dollar ranking: 17 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional \$2,079 in salary, the librarian earned an additional $\$ 2,036$, and each instructional aide earned an additional $\$ 688$.


## Performance

- The District accomplished its goals, which were based on school performance.
- Students made academic progress based on preand post-test scores.
- Teachers aligned curricula to academic standards and assessments.
- Teachers documented contacts with parents, and the school surveyed parent satisfaction.


## Menu

- Monies were used solely to increase eligible employee compensation.


# Bouse Elementary School District 

District size: Very Small Students attending: 22 Number of schools:

## Classroom Dollars

Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: | :---: | :---: |
|  | District |  |  |  |  | State |  | National |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |  |  |
| Classroom dollars | 59.8 | 58.9 | 48.2 | 49.1 | 58.6 | 61.5 |  |  |
| Nonclassroom dollars: |  |  |  |  |  |  |  |  |
| $\quad$ Administration | 18.7 | 17.8 | 26.3 | 24.0 | 9.5 | 10.9 |  |  |
| Plant operations | 7.5 | 9.6 | 7.7 | 9.9 | 11.7 | 9.7 |  |  |
| Food service | 9.4 | 10.3 | 8.6 | 8.0 | 4.7 | 4.0 |  |  |
| Transportation | 4.0 | 2.6 | 4.5 | 3.5 | 4.0 | 4.1 |  |  |
| $\quad$ Student support |  |  | 1.8 | 5.5 | 7.0 | 5.0 |  |  |
| Instruction support | 0.6 | 0.8 | 2.9 |  | 4.3 | 4.6 |  |  |
| Other |  |  |  |  | 0.2 | 0.2 |  |  |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | State |  |
|  | 2004 | 2004 |  |  |
| Student/teacher ratio | 4.8 | 5.8 | 5.5 | 18.2 |
| Average teacher salary | $\$ 30,346$ | $\$ 29,781$ | $\$ 33,140$ | $\$ 38,534$ |
| Average years' experience | 7.0 | 4.8 | 8.2 | 8.7 |

Classroom dollar ranking: 195 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher and instructional aide earned an additional \$1,276 in salary.


## Performance

- The District accomplished its goals, which were based on individual performance.
- Teachers and the instructional aide who met the goals attended professional development activities and submitted summaries of the activities, received acceptable performance evaluations, and maintained monthly logs of contacts with parents.


## Menu

- Monies were primarily used to pay for AIMS intervention materials, including test preparation documents, folders to organize student homework, and forms for classroom management.
- Remaining monies were used to pay for professional development activities and for students to participate in a conference geared toward dropout prevention.


# Bowie Unified School District 

District size: Very Small
Students attending: ..... 129
Number of schools: ..... 2
Number of certified teachers: ..... 12


4-year comparison


Expenditures by function

## Percentage

|  | Percentage |  |  |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: | :---: | :---: |
|  | District |  |  |  |  | State |  | National |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |  |  |
|  |  |  |  |  |  |  |  |  |
| Classroom dollars | 52.8 | 56.9 | 60.3 | 57.1 | 58.6 | 61.5 |  |  |
| Nonclassroom dollars: |  |  |  |  |  |  |  |  |
| $\quad$ Administration | 14.6 | 11.0 | 11.3 | 11.7 | 9.5 | 10.9 |  |  |
| Plant operations | 13.8 | 9.8 | 12.4 | 13.1 | 11.7 | 9.7 |  |  |
| Food service | 2.3 | 1.6 | 1.5 | 1.8 | 4.7 | 4.0 |  |  |
| Transportation | 6.7 | 5.9 | 5.1 | 5.9 | 4.0 | 4.1 |  |  |
| Student support | 1.3 | 0.9 | 1.9 | 2.0 | 7.0 | 5.0 |  |  |
| Instruction support | 7.2 | 13.9 | 7.5 | 8.4 | 4.3 | 4.6 |  |  |
| Other | 1.3 |  |  |  | 0.2 | 0.2 |  |  |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 8.3 | 9.2 | 10.8 | 18.2 |
| Average teacher salary | NA | $\$ 36,004$ | $\$ 37,045$ | $\$ 38,534$ |
| Average years' experience | 6.2 | 9.0 | 10.7 | 8.7 |

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional $\$ 1,371$ in salary, and each instructional aide earned an additional $\$ 234$.


## Performance

- The District accomplished its goal, which was based on district-wide performance.
- The goal called for students to demonstrate academic progress on standardized tests.


## Menu

- Teachers were compensated for participating in up to 7 professional development activities each.


# Buckeye Elementary School District 

## District size <br> Students attending <br> Medium <br> 1,380 <br> Number of schools:

## Classroom Dollars <br> Fiscal year 2004 <br> 

4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 53.9 | 58.6 | 60.1 | 57.9 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| Administration | 12.6 | 11.9 | 11.9 | 12.1 | 9.5 | 10.9 |
| Plant operations | 8.1 | 8.6 | 9.6 | 10.5 | 11.7 | 9.7 |
| Food service | 4.9 | 4.0 | 4.6 | 5.5 | 4.7 | 4.0 |
| Transportation | 2.8 | 2.7 | 3.8 | 3.5 | 4.0 | 4.1 |
| Student support | 13.1 | 10.8 | 5.9 | 5.4 | 7.0 | 5.0 |
| Instruction support | 4.1 | 3.4 | 4.1 | 5.1 | 4.3 | 4.6 |
| Other | 0.5 |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 21.0 | 21.9 | 17.9 | 18.2 |
| Average teacher salary | $\$ 31,086$ | $\$ 28,217$ | $\$ 31,466$ | $\$ 38,534$ |
| Average years' experience | 8.4 | 8.0 | 8.0 | 8.7 |

Classroom dollar ranking: 79 of 227 districts.

## Proposition 301

## District-reported 2004 results

## Teacher pay

- On average, each teacher earned an additional \$2,819 in salary, and each speech pathologist, audiologist, and counselor earned $\$ 2,012$ to $\$ 2,050$. An adult education teacher also earned $\$ 625$ in performance pay.


## Performance

- The District accomplished its goals, which were based on district-wide performance.
- The percentage of students reaching benchmarks and/or students' average test scores increased in reading, writing, and math.
- 92 percent of teachers participated in curriculum committees and meetings.
- 13 percent of teachers served as mentors.
- 57 percent of teachers completed at least 15 hours of technology training, and 66 percent attended classes focused on best practices and language arts.
- 9 new teachers attended a summer training program.
- 9 other teachers completed a semester of Spanishlanguage training.


## Menu

- 3 teachers were hired to maintain class sizes.
- Teachers earned bonuses for student achievement.
- Monies were also used to increase eligible employee compensation and to pay relocation stipends.


# Buckeye Union High School District 

## District size: <br> Medium <br> Students attending:



4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 48.3 | 51.2 | 52.1 | 54.2 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 15.5 | 16.7 | 13.6 | 14.3 | 9.5 | 10.9 |
| Plant operations | 14.6 | 14.8 | 15.5 | 13.9 | 11.7 | 9.7 |
| Food service | 4.4 | 4.4 | 3.6 | 4.3 | 4.7 | 4.0 |
| Transportation | 4.4 | 4.5 | 5.9 | 4.6 | 4.0 | 4.1 |
| $\quad$ Student support | 8.3 | 5.5 | 5.9 | 5.4 | 7.0 | 5.0 |
| Instruction support | 3.2 | 2.5 | 3.1 | 3.2 | 4.3 | 4.6 |
| Other | 1.3 | 0.4 | 0.3 | 0.1 | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 21.7 | 18.8 | 19.5 | 18.2 |
| Average teacher salary | $\$ 36,589$ | $\$ 35,275$ | $\$ 35,314$ | $\$ 38,534$ |
| Average years' experience | 7.4 | 6.0 | 6.5 | 8.7 |

Classroom dollar ranking: 139 of 227 districts.

## Proposition 301

District-reported 2004 results

## Teacher pay

- On average, each teacher and athletic director earned an additional \$6,599 in salary, each counselor earned an additional $\$ 6,952$, and each librarian earned an additional $\$ 3,417$.


## Performance

- The District accomplished its goals, which were based on individual performance.
- Teachers demonstrated that they integrated technology and reading skills into classes.
- Teachers each demonstrated that students' average scores increased by 1 percent or more on pre- and post-tests in at least 1 course.


## Menu

- Monies were primarily used to increase eligible employee compensation.
- Monies were also paid to 2 school liaisons responsible for monitoring the Classroom Site Fund program.


# Bullhead City Elementary 

 School DistrictMedium 3,662 Students attending Number of schools: 7

## Classroom Dollars

Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 64.1 | 62.3 | 62.9 | 61.3 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 9.2 | 10.7 | 10.1 | 10.4 | 9.5 | 10.9 |
| Plant operations | 8.4 | 8.2 | 8.6 | 8.9 | 11.7 | 9.7 |
| Food service | 5.6 | 6.0 | 5.6 | 6.2 | 4.7 | 4.0 |
| Transportation | 3.8 | 3.5 | 3.6 | 4.0 | 4.0 | 4.1 |
| Student support | 4.0 | 4.9 | 4.4 | 4.3 | 7.0 | 5.0 |
| Instruction support | 4.5 | 4.1 | 4.8 | 4.9 | 4.3 | 4.6 |
| Other | 0.4 | 0.3 |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 0004 |  |  |  |
| Student/teacher ratio | 16.7 | 17.4 | 17.4 | 18.2 |
| Average teacher salary | $\$ 32,137$ | $\$ 37,725$ | $\$ 37,607$ | $\$ 38,534$ |
| Average years' experience | 6.2 | 5.9 | 6.2 | 8.7 |

Classroom dollar ranking: 32 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, librarian, and counselor earned an additional \$4,086 in salary.


## Performance

- The District accomplished its goals, which were based on district and school performance.
- All schools met adequate yearly progress objectives and were labeled "performing" by ADE for AZ LEARNS.
- All schools provided after-school tutoring.
- Student attendance exceeded 95 percent.
- Parent attendance at advisory meetings increased by 10 percent or more.
- Additionally, schools established 5-year professional development plans, and the District refined school leadership goals, added an instructional specialist position to support schools, and restructured newteacher orientation.


## Menu

- Monies were used solely to increase eligible employee compensation.


# Camp Verde Unified School District 

## District size: <br> Medium <br> Students attending: <br> 1,408 <br> Number of schools:

Classroom Dollars
Fiscal year 2004


Total
\$5,704 per pupil

## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | State | National |  |  |  |  |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |
| Classroom dollars | 55.2 | 56.2 | 53.8 | 56.3 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 11.0 | 9.9 | 8.1 | 8.8 | 9.5 | 10.9 |
| Plant operations | 12.4 | 13.8 | 16.6 | 13.5 | 11.7 | 9.7 |
| Food service | 4.1 | 4.5 | 4.6 | 4.6 | 4.7 | 4.0 |
| Transportation | 3.9 | 4.6 | 4.7 | 5.0 | 4.0 | 4.1 |
| $\quad$ Student support | 9.6 | 8.9 | 9.1 | 8.3 | 7.0 | 5.0 |
| Instruction support | 3.8 | 2.1 | 3.1 | 3.5 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 17.6 | 19.2 | 20.1 | 18.2 |
| Average teacher salary | $\$ 35,165$ | $\$ 35,118$ | $\$ 35,731$ | $\$ 38,534$ |
| Average years' experience | 8.9 | 8.7 | 9.6 | 8.7 |

Classroom dollar ranking: 106 of 227 districts.

## Proposition 301

District-reported 2004 results

## Teacher pay

- On average, each teacher and counselor earned between $\$ 4,057$ and $\$ 4,325$ in additional salary.


## Performance

- The District accomplished most of its goals, which were based on school and individual performance.
- Elementary-school students improved reading, spelling, and writing skills based on standardized and school tests.
- Middle-school students improved reading or math skills as measured by standardized test scores.
- High-school students improved reading and writing skills as measured on district pre- and post-tests.
- Most teachers participated in professional development and leadership activities, documented contacts with parents, and provided at least 25 hours of tutoring each.


## Menu

- Monies were used primarily to increase eligible employee compensation.
- 1 5th-grade teacher was hired to reduce class sizes from 29 to 23 students.
- Through dropout prevention summer-school classes, students earned 23 credits of math, 7.5 credits of social studies, and 10.5 credits of English toward graduation.


## Canon Elementary School District

District size: Very Small
Students attending: 198
Number of schools:
1
Number of certified teachers: 14

## Classroom Dollars

Fiscal year 2004


Total
\$7,853 per pupil

## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 47.9 | 48.8 | 48.5 | 49.5 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 20.1 | 18.6 | 21.0 | 18.1 | 9.5 | 10.9 |
| Plant operations | 13.7 | 15.1 | 13.0 | 14.5 | 11.7 | 9.7 |
| Food service | 6.4 | 5.8 | 6.7 | 7.6 | 4.7 | 4.0 |
| Transportation | 9.1 | 8.2 | 7.9 | 7.6 | 4.0 | 4.1 |
| $\quad$ Student support | 2.7 | 3.4 | 2.9 | 2.7 | 7.0 | 5.0 |
| Instruction support | 0.1 | 0.1 |  |  | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 16.7 | 9.7 | 14.1 | 18.2 |
| Average teacher salary | $\$ 30,540$ | $\$ 30,610$ | $\$ 33,117$ | $\$ 38,534$ |
| Average years' experience | 9.4 | 9.3 | 8.1 | 8.7 |

Classroom dollar ranking: 194 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional \$2,895 in salary.


## Performance

- The District accomplished its goals, which were based on school and individual performance.
- Kindergarten through 8th-grade teachers were required to realign math, reading, and writing curricula to state standards and assess 85 percent of students in all 3 areas.
- Physical education teachers were required to align curriculum to state standards.
- Special education teachers were required to assess and document students' reading progress each week.


## Menu

- Monies were used for class size reduction. Course sections were added to reduce special education math classes by half and to enable the school to offer a separate physical education class for each grade.


# Cartwright Elementary <br> District size 

School District


#### Abstract

Large Students attending: 18,581 Number of schools:


Classroom Dollars
Fiscal year 2004


4-year comparison


Expenditures by function
Percentage

|  | District |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | 2001 | State | National |  |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 66.4 | 63.3 | 62.0 | 60.7 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| Administration | 8.2 | 9.0 | 8.9 | 8.8 | 9.5 | 10.9 |
| Plant operations | 8.6 | 8.8 | 8.7 | 8.8 | 11.7 | 9.7 |
| Food service | 6.2 | 6.1 | 6.2 | 6.1 | 4.7 | 4.0 |
| Transportation | 1.6 | 1.5 | 1.6 | 1.6 | 4.0 | 4.1 |
| Student support | 4.6 | 5.9 | 6.4 | 7.7 | 7.0 | 5.0 |
| Instruction support | 4.4 | 5.4 | 6.2 | 6.3 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 19.0 | 19.2 | 19.4 | 18.2 |
| Average teacher salary | $\$ 42,169$ | $\$ 43,460$ | $\$ 49,550$ | $\$ 38,534$ |
| Average years' experience | 8.1 | 7.2 | 7.4 | 8.7 |

Classroom dollar ranking: 35 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher and librarian earned \$3,600 in additional salary.


## Performance

- The District accomplished most of its goals, which were based on school performance.
- 4 student achievement goals were linked to students' standardized test scores and school labels determined by ADE for AZ LEARNS. Teachers at the 18 schools labeled "performing" received 100 percent of performance pay.


## Menu

- Monies were primarily used to increase eligible employee compensation.
- Approximately 2,200 students were impacted by AIMS intervention activities focused on improving reading skills.
- Approximately 1,960 8th-grade students received additional tutoring to prepare them for high school.
- Teachers attended professional development programs focused on improving students' reading and math skills.


## Casa Grande Elementary

District size: Large
Students attending: 5,396
Number of schools: 10
Number of certified teachers:

## Classroom Dollars

Fiscal year 2004


## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | $\mathbf{2 0 0 4}$ | 2004 | 2001 |  |
| Classroom dollars | 56.9 | 56.8 | 56.4 | 56.0 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 11.8 | 12.8 | 12.3 | 10.6 | 9.5 | 10.9 |
| Plant operations | 11.7 | 11.2 | 10.3 | 11.1 | 11.7 | 9.7 |
| Food service | 5.3 | 5.2 | 4.8 | 4.9 | 4.7 | 4.0 |
| Transportation | 4.6 | 4.7 | 4.8 | 5.0 | 4.0 | 4.1 |
| Student support | 5.7 | 5.6 | 6.2 | 6.6 | 7.0 | 5.0 |
| Instruction support | 3.2 | 3.7 | 5.2 | 5.8 | 4.3 | 4.6 |
| Other | 0.8 |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 0004 |  |  |  |
| Student/teacher ratio | 18.2 | 17.3 | 18.2 | 18.2 |
| Average teacher salary | $\$ 37,200$ | $\$ 38,304$ | $\$ 38,817$ | $\$ 38,534$ |
| Average years' experience | 8.2 | 7.9 | 7.4 | 8.7 |

Classroom dollar ranking: 111 of 227 districts.

## Proposition 301

## District-reported 2004 results

## Teacher pay

- On average, each teacher, librarian, speech pathologist, and audiologist earned an additional $\$ 3,838$ in salary, and each counselor and teacher on assignment earned an additional $\$ 4,152$.


## Performance

- The District accomplished most of its goals, which were based on individual performance.
- Most eligible employees received acceptable performance evaluations in 17 areas.


## Menu

- Monies were primarily used to increase eligible employee compensation.
- 1 school added a science class to reduce class sizes by 4 students.
- AIMS intervention activities included hiring teachers and instructional aides to assess students in reading, math, and language and to provide feedback to schools. According to the District, these activities helped increase students' AIMS test scores.
- Teachers were hired to tutor students with behavioral problems to reduce suspensions, ensure students receive continued instruction, and enable teachers to better maintain order in regular classrooms.
- Teachers were also compensated for attending professional development programs.


# Casa Grande Union High 

District size:
Students attending:
Medium
2,754
Number of schools:


4-year comparison


Expenditures by function
Percentage

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | State | National |  |  |  |  |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |
| Classroom dollars | 54.4 | 56.2 | 55.8 | 55.1 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 6.8 | 10.2 | 9.4 | 8.9 | 9.5 | 10.9 |
| Plant operations | 15.1 | 14.2 | 11.9 | 12.5 | 11.7 | 9.7 |
| Food service | 5.7 | 5.1 | 4.3 | 4.0 | 4.7 | 4.0 |
| Transportation | 5.7 | 5.8 | 7.2 | 6.0 | 4.0 | 4.1 |
| Student support | 9.3 | 7.1 | 9.8 | 11.5 | 7.0 | 5.0 |
| Instruction support | 1.1 | 1.0 | 1.3 | 1.6 | 4.3 | 4.6 |
| Other | 1.9 | 0.4 | 0.3 | 0.4 | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 20.3 | 21.6 | 17.8 | 18.2 |
| Average teacher salary | $\$ 40,059$ | $\$ 38,434$ | $\$ 41,401$ | $\$ 38,534$ |
| Average years' experience | 9.1 | 9.3 | 9.1 | 8.7 |

Classroom dollar ranking: 123 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, counselor, and librarian earned an additional \$5,082 in salary.


## Performance

- The District accomplished most of its goals, which were based on district and individual performance.
- The District accomplished student achievement goals in 3 of 4 areas.
- Most teachers received acceptable performance evaluations and attended professional development activities.

Menu

- Monies were used solely to increase eligible employee compensation in an effort to attract and retain highly qualified teachers.


# Catalina Foothills Unified 

# District size <br> Students attending <br> Medium <br> Number of schools: 

## Classroom Dollars

Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | 2002 | State | National |  |  |
|  | 2003 | 2004 | 2004 | 2001 |  |  |
| Classroom dollars | 58.7 | 61.2 | 61.4 | 60.5 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 11.5 | 10.0 | 10.2 | 11.3 | 9.5 | 10.9 |
| Plant operations | 13.2 | 12.0 | 12.0 | 11.9 | 11.7 | 9.7 |
| Food service | 3.8 | 3.3 | 2.9 | 2.9 | 4.7 | 4.0 |
| Transportation | 3.3 | 4.8 | 4.3 | 4.2 | 4.0 | 4.1 |
| $\quad$ Student support | 4.9 | 4.8 | 5.3 | 5.5 | 7.0 | 5.0 |
| Instruction support | 4.2 | 3.7 | 3.7 | 3.3 | 4.3 | 4.6 |
| Other | 0.4 | 0.2 | 0.2 | 0.4 | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 16.7 | 16.3 | 17.0 | 18.2 |
| Average teacher salary | $\$ 35,139$ | $\$ 38,626$ | $\$ 37,037$ | $\$ 38,534$ |
| Average years' experience | 7.6 | 7.7 | 8.4 | 8.7 |

Classroom dollar ranking: 39 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, instructional aide, librarian, speech pathologist, audiologist, and counselor earned between $\$ 3,901$ and $\$ 4,309$ in additional salary.


## Performance

- The District accomplished most of its goals, which were based on school performance.
- Using standardized tests as a measurement, each elementary and middle school established student achievement goals in reading, language, and math; and the high school established goals in reading and math.
- 5 schools met their goals.


## Menu

- Monies were primarily used to increase eligible employee compensation.
- To reduce class sizes, 1 elementary school teacher was hired along with instructional aides for kindergarten through 5th-grade classrooms.


# Cave Creek Unified <br> School District 

District size: Large
Students attending: $\quad 5,173$
Number of schools: 7
Number of certified teachers: 266


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 54.8 | 56.0 | 58.3 | 57.2 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 11.9 | 11.2 | 9.3 | 10.0 | 9.5 | 10.9 |
| Plant operations | 14.0 | 13.0 | 12.1 | 12.4 | 11.7 | 9.7 |
| Food service | 3.2 | 2.8 | 3.0 | 3.5 | 4.7 | 4.0 |
| Transportation | 4.9 | 5.4 | 4.9 | 5.5 | 4.0 | 4.1 |
| Student support | 5.2 | 5.9 | 7.5 | 7.9 | 7.0 | 5.0 |
| Instruction support | 5.9 | 5.5 | 4.7 | 3.3 | 4.3 | 4.6 |
| Other | 0.1 | 0.2 | 0.2 | 0.2 | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 19.1 | 18.1 | 19.4 | 18.2 |
| Average teacher salary | $\$ 41,357$ | $\$ 41,484$ | $\$ 41,870$ | $\$ 38,534$ |
| Average years' experience | 7.6 | 7.5 | 7.4 | 8.7 |

Classroom dollar ranking: 88 of 227 districts.

## Proposition 301

## District-reported 2004 results

## Teacher pay

- On average, each teacher, librarian, speech pathologist, audiologist, counselor, and instructional and support specialist earned between $\$ 3,557$ and $\$ 3,886$ in additional salary.


## Performance

- The District accomplished its goal, which was based on individual performance.
- Teachers were required to receive acceptable performance evaluations.


## Menu

- Monies were primarily used to increase eligible employee compensation.
- An instructional aide was hired to reduce class sizes.
- AIMS intervention efforts included hiring reading teachers who worked with approximately 45 students to improve reading skills, and 1 teacher who worked with 15 at-risk students. According to the District, classroom reading assessments indicated increases in student reading skills and enjoyment.
- Monies were also used to purchase teacher training and materials for AIMS intervention. Teachers attended professional development courses relating to improving math and reading instruction, and implementing cooperative learning strategies and curriculum mapping.


## Cedar Unified School District

## District size <br> Small <br> Students attending:

Classroom Dollars
Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State | National |  |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 45.4 | 43.5 | 45.3 | 41.6 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 12.0 | 13.8 | 16.5 | 14.0 | 9.5 | 10.9 |
| Plant operations | 16.7 | 16.3 | 14.8 | 16.0 | 11.7 | 9.7 |
| Food service | 4.1 | 4.5 | 3.8 | 4.4 | 4.7 | 4.0 |
| Transportation | 12.2 | 11.8 | 11.0 | 12.9 | 4.0 | 4.1 |
| $\quad$ Student support | 6.4 | 6.6 | 5.2 | 7.1 | 7.0 | 5.0 |
| Instruction support | 3.2 | 3.5 | 3.3 | 3.9 | 4.3 | 4.6 |
| Other |  |  | 0.1 | 0.1 | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 12.9 | 10.7 | 12.2 | 18.2 |
| Average teacher salary | $\$ 34,488$ | $\$ 35,316$ | $\$ 37,425$ | $\$ 38,534$ |
| Average years' experience | 8.7 | 8.6 | 9.1 | 8.7 |

Classroom dollar ranking: 217 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional \$2,630 in salary, and the librarian, nurse, and staff development/curriculum coordinator each earned an additional $\$ 1,875$.


## Performance

- The District accomplished some goals, which were based on school and individual performance.
- 2 teachers had perfect attendance.
- 3 teachers completed graduate-level courses and received a $\$ 100$ bonus per completed class as well as assistance with tuition, books, recertification, and fingerprint costs.
- Unmet goals were linked to increasing students' reading test scores and attendance.


## Menu

- Monies were used solely to increase eligible employee compensation.


# Central Arizona Valley Institute 

District size Students attending:

Medium
Number of schools:
Number of certified teachers:

Classroom Dollars
Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | District |  |  |  | State | National |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |
| Classroom dollars | NA | NA | NA | 52.6 | 58.6 | 61.5 |
| Nonclassroom dollars: | NA | NA | NA |  |  |  |
| Administration |  |  |  | 30.1 | 9.5 | 10.9 |
| Plant operations |  |  |  | 3.5 | 11.7 | 9.7 |
| Food service |  |  |  |  | 4.7 | 4.0 |
| Transportation |  |  |  |  | 4.0 | 4.1 |
| Student support |  |  |  |  | 7.0 | 5.0 |
| Instruction support |  |  |  | 13.8 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | NA | NA | NA | 18.2 |
| Average teacher salary | NA | NA | NA | $\$ 38,534$ |
| Average years' experience | NA | NA | NA | 8.7 |

Classroom dollar ranking: 163 of 227 districts.

## Proposition 301

District-reported 2004 results
Fiscal year 2004 was the first year the District was eligible to receive Proposition 301 monies. It received $\$ 4,313$, but did not spend any of the monies. Unspent monies will continue to be available to the District for future spending

## Chandler Unified School District

$$
\begin{array}{rr}
\text { District size: } & \text { Very Large } \\
\text { Students attending: } & 25,594 \\
\text { Number of schools: } & 29
\end{array}
$$

Number of certified teachers: ..... 1,222

## Classroom Dollars

Fiscal year 2004


## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: | :---: | :---: | :---: |
|  | District |  |  |  |  | State |  |  | National |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |  |  |  |
| Classroom dollars | 60.7 | 62.1 | 63.2 | 63.6 | 58.6 | 61.5 |  |  |  |
| Nonclassroom dollars: |  |  |  |  |  |  |  |  |  |
| $\quad$ Administration | 9.3 | 8.9 | 8.5 | 8.2 | 9.5 | 10.9 |  |  |  |
| Plant operations | 11.3 | 10.6 | 10.2 | 10.2 | 11.7 | 9.7 |  |  |  |
| Food service | 5.1 | 5.0 | 4.9 | 5.2 | 4.7 | 4.0 |  |  |  |
| Transportation | 3.9 | 3.8 | 4.0 | 3.9 | 4.0 | 4.1 |  |  |  |
| Student support | 4.5 | 4.8 | 4.4 | 4.6 | 7.0 | 5.0 |  |  |  |
| Instruction support | 4.9 | 4.6 | 4.7 | 4.2 | 4.3 | 4.6 |  |  |  |
| Other | 0.3 | 0.2 | 0.1 | 0.1 | 0.2 | 0.2 |  |  |  |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 0004 |  |  |  |
| Student/teacher ratio | 19.0 | 19.7 | 20.9 | 18.2 |
| Average teacher salary | $\$ 42,382$ | $\$ 43,963$ | $\$ 43,126$ | $\$ 38,534$ |
| Average years' experience | 7.2 | 7.4 | 7.8 | 8.7 |

Classroom dollar ranking: 13 of 227 districts.

## Proposition 301

## District-reported 2004 results

## Teacher pay

- On average, each teacher, librarian, speech pathologist, audiologist, and counselor earned between \$3,437 and \$3,931 in additional salary.


## Performance

- The District accomplished most of its goals, which were based on school and individual performance.
- Schools were evaluated using student achievement on standardized tests, ADE ratings for AZ LEARNS, and other factors. 28 schools met all requirements.
- Most teachers completed required professional development courses and activities.


## Menu

- About 45 percent of monies were used to increase eligible employee compensation.
- The District continued to use monies for class size reduction. 13.5 teachers were employed to teach core classes, and 40 instructional aides were employed to work with small groups of students.
- Over 12,000 students and 405 teachers participated in tutoring and intersession classes.
- Approximately 596 teachers participated in professional development activities.
- Approximately 2,123 students and 153 teachers participated in dropout prevention activities, including evening classes and study groups.


# Chinle Unified School District 

## District size <br> Medium <br> Students attending: 3,872 Number of schools:



4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 47.7 | 48.0 | 50.2 | 50.8 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 8.4 | 8.2 | 7.8 | 7.3 | 9.5 | 10.9 |
| Plant operations | 16.6 | 16.4 | 15.1 | 14.5 | 11.7 | 9.7 |
| Food service | 5.8 | 5.1 | 5.8 | 5.5 | 4.7 | 4.0 |
| Transportation | 7.4 | 7.0 | 6.8 | 7.1 | 4.0 | 4.1 |
| Student support | 9.7 | 12.2 | 11.8 | 12.8 | 7.0 | 5.0 |
| Instruction support | 4.4 | 3.1 | 2.5 | 1.7 | 4.3 | 4.6 |
| Other |  |  |  | 0.3 | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 15.6 | 15.2 | 14.7 | 18.2 |
| Average teacher salary | $\$ 41,856$ | $\$ 39,955$ | $\$ 40,363$ | $\$ 38,534$ |
| Average years' experience | 9.3 | 9.3 | 9.8 | 8.7 |

Classroom dollar ranking: 185 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, librarian, and counselor earned an additional \$3,993 in salary.


## Performance

- The District accomplished its goal, which was based on school performance.
- Students met school-established goals for achievement on vocabulary and reading comprehension tests.


## Menu

- Eligible employees were compensated for meeting professional development goals tied to each school's improvement plan objectives.


# Chino Valley Unified School District 

| District size: | Medium |
| ---: | ---: |
| Students attending: | 2,523 |
| Number of schools: | 4 |

Number of certified teachers: 148

Classroom Dollars
Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 60.5 | 58.1 | 59.6 | 57.9 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 10.9 | 12.3 | 11.9 | 12.3 | 9.5 | 10.9 |
| Plant operations | 11.9 | 11.4 | 9.9 | 11.3 | 11.7 | 9.7 |
| Food service | 6.0 | 6.4 | 6.6 | 6.4 | 4.7 | 4.0 |
| Transportation | 4.2 | 4.6 | 4.5 | 5.3 | 4.0 | 4.1 |
| $\quad$ Student support | 4.7 | 5.9 | 5.5 | 5.3 | 7.0 | 5.0 |
| Instruction support | 1.8 | 1.3 | 1.7 | 1.5 | 4.3 | 4.6 |
| Other |  |  | 0.3 |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 17.7 | 17.8 | 17.0 | 18.2 |
| Average teacher salary | $\$ 32,220$ | $\$ 34,157$ | $\$ 37,945$ | $\$ 38,534$ |
| Average years' experience | 9.2 | 8.6 | 8.1 | 8.7 |

Classroom dollar ranking: 80 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, librarian, speech pathologist, audiologist, and counselor earned between \$2,081 and \$2,595 in additional salary.


## Performance

- The District accomplished most of its goals, which were based on school and individual performance.
- Goals were linked to student achievement on standardized tests, and to teachers participating in mentoring and leadership activities, including curriculum and assessment committees, and providing before- and after-school tutoring and academic support to students.


## Menu

- Monies were used solely to increase eligible employee compensation.


# Clarkdale-Jerome Elementary 



4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State | National |  |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 56.7 | 58.7 | 58.3 | 60.2 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 8.2 | 8.0 | 8.5 | 8.4 | 9.5 | 10.9 |
| Plant operations | 9.7 | 9.5 | 9.8 | 9.4 | 11.7 | 9.7 |
| Food service | 6.0 | 7.4 | 5.9 | 5.2 | 4.7 | 4.0 |
| Transportation | 4.5 | 4.8 | 4.5 | 4.7 | 4.0 | 4.1 |
| $\quad$ Student support | 7.4 | 8.7 | 8.9 | 8.7 | 7.0 | 5.0 |
| Instruction support | 7.2 | 2.9 | 4.1 | 3.4 | 4.3 | 4.6 |
| Other | 0.3 |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 17.0 | 16.4 | 17.8 | 18.2 |
| Average teacher salary | $\$ 36,320$ | $\$ 37,154$ | $\$ 40,896$ | $\$ 38,534$ |
| Average years' experience | 9.1 | 9.8 | 10.6 | 8.7 |

Classroom dollar ranking: 42 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher and counselor earned an additional \$4,414 in salary.


## Performance

- The District accomplished its goals, which were based on district-wide performance.
- 82 percent of students demonstrated adequate yearly progress.
- At least 70 percent of completed parent surveys were required to indicate satisfaction with students' academic progress, home-school communications, and campus safety.


## Menu

- Monies were used primarily to increase eligible employee compensation.
- 3 part-time instructional aides were hired for AIMS intervention.


## Clifton Unified <br> School District

District size
Students attending
Very Small

## Classroom Dollars

Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 54.1 | 53.4 | 56.8 | 53.1 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 14.6 | 16.7 | 15.8 | 19.4 | 9.5 | 10.9 |
| Plant operations | 16.1 | 12.2 | 8.6 | 11.8 | 11.7 | 9.7 |
| Food service | 8.9 | 9.1 | 8.3 | 8.9 | 4.7 | 4.0 |
| Transportation | 2.7 | 2.0 | 1.9 | 1.8 | 4.0 | 4.1 |
| $\quad$ Student support | 3.3 | 6.0 | 6.8 | 4.0 | 7.0 | 5.0 |
| Instruction support | 0.3 | 0.6 | 1.0 | 1.0 | 4.3 | 4.6 |
| Other |  |  | 0.8 |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 12004 |  |  |  |
| Student/teacher ratio | 12.8 | 12.1 | 12.7 | 18.2 |
| Average teacher salary | $\$ 30,147$ | $\$ 32,471$ | $\$ 32,665$ | $\$ 38,534$ |
| Average years' experience | 7.4 | 7.8 | 8.4 | 8.7 |

Classroom dollar ranking: 159 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional $\$ 2,576$ in salary.


## Performance

- The District accomplished its goals, which were based on district and individual performance.
- Teachers were required to participate in 30 hours of professional development, including 1 technology class, receive acceptable performance evaluations, and maintain weekly lesson plans aligned to state standards.


## Menu

- Monies were used solely to increase teacher compensation.


# Cochise Elementary School District 



4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 60.2 | 58.5 | 60.4 | 62.7 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 14.5 | 14.0 | 15.8 | 11.5 | 9.5 | 10.9 |
| Plant operations | 15.7 | 15.7 | 14.6 | 14.6 | 11.7 | 9.7 |
| Food service | 1.0 | 0.9 | 3.6 | 3.4 | 4.7 | 4.0 |
| Transportation | 2.6 | 2.3 | 2.2 | 1.9 | 4.0 | 4.1 |
| Student support | 0.4 | 2.5 | 2.4 | 3.3 | 7.0 | 5.0 |
| Instruction support | 2.1 | 1.1 | 1.0 | 2.2 | 4.3 | 4.6 |
| Other | 3.5 | 5.0 |  | 0.4 | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 4.6 | 7.1 | 8.2 | 18.2 |
| Average teacher salary | $\$ 45,059$ | $\$ 43,909$ | $\$ 45,475$ | $\$ 38,534$ |
| Average years' experience | 10.3 | 8.7 | 10.1 | 8.7 |

Classroom dollar ranking: 23 of 227 districts.

## Proposition 301

District-reported 2004 results

## Teacher pay

- On average, each teacher earned an additional $\$ 500$ in salary and each instructional aide earned an additional $\$ 250$.
- Nonteaching staff, including the superintendent, an administrative assistant, and food service, custodial, and maintenance workers, were also paid $\$ 250$ each. The District reported that the pay increases were given to any staff person who came into contact with children and served as a role model.


## Performance

- The District accomplished its goals, which were based on district-wide performance.
- Student achievement was measured using portfolio assessments, standardized tests, teacher observations, and computer programs.
- The District's school was labeled "highly performing" by ADE for AZ LEARNS.
- Teachers provided daily after-school tutoring and attended professional development activities.
- Parents volunteered at school.


## Menu

- Employees earned additional compensation for increased student test scores
- Monies were also used to pay for AIMS intervention materials and professional development activities.


## Coconino County Regional Accommodation School District <br> District size: Very Small <br> Students attending

Classroom Dollars
Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | District |  |  |  | State | National |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |
| Classroom dollars | 49.8 | 71.0 | 57.3 | 57.0 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| Administration | 23.3 | 25.8 | 35.7 | 26.7 | 9.5 | 10.9 |
| Plant operations | 6.8 | 1.6 | 2.1 | 5.8 | 11.7 | 9.7 |
| Food service |  |  |  | 0.1 | 4.7 | 4.0 |
| Transportation | 4.2 |  |  |  | 4.0 | 4.1 |
| Student support | 11.3 | 0.4 | 4.6 | 7.4 | 7.0 | 5.0 |
| Instruction support | 4.6 | 1.2 | 0.3 | 3.0 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 7.3 | 12.0 | 14.0 | 18.2 |
| Average teacher salary | $\$ 32,216$ | $\$ 31,533$ | $\$ 29,595$ | $\$ 38,534$ |
| Average years' experience | 9.2 | 10.3 | 7.5 | 8.7 |

Classroom dollar ranking: 92 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional $\$ 1,938$ in salary, which does not include performance pay distributed in fiscal year 2005.


## Performance

- The District accomplished its goals, which called for each teacher to complete assigned curriculum development tasks needed to establish standardsbased curricula for high-school social studies, science, and math classes. The teachers completed their work in fiscal year 2005.


## Menu

- Monies were used solely to increase teacher compensation.


## Colorado City Unified School District

District size:
Students attending:
Small
Number of schools:

Classroom Dollars
Fiscal year 2004


Total
\$12,203 per pupil

4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | District |  |  |  | State | National$2001$ |
|  | 2001 | 2002 | 2003 | 2004 | 2004 |  |
| Classroom dollars | 39.9 | 42.0 | 40.7 | 46.2 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| Administration | 26.3 | 24.5 | 15.7 | 14.7 | 9.5 | 10.9 |
| Plant operations | 14.2 | 12.6 | 18.1 | 15.3 | 11.7 | 9.7 |
| Food service |  |  | 5.4 | 5.6 | 4.7 | 4.0 |
| Transportation | 3.6 | 4.0 | 3.5 | 3.0 | 4.0 | 4.1 |
| Student support | 7.3 | 8.4 | 8.8 | 7.0 | 7.0 | 5.0 |
| Instruction support | 8.7 | 8.5 | 7.3 | 8.2 | 4.3 | 4.6 |
| Other |  |  | 0.5 |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 18.9 | 17.2 | 14.3 | 18.2 |
| Average teacher salary | NA | NA | NA | $\$ 38,534$ |
| Average years' experience | 10.9 | 9.2 | 8.4 | 8.7 |

Classroom dollar ranking: 210 of 227 districts.

## Proposition 301

District-reported 2004 results
Although required by A.R.S. §15-977.E, the District did not report any results for programs funded with Classroom Site Fund monies. In fiscal year 2004, the District received \$107,766 in Classroom Site Fund monies and spent $\$ 63,058$.

# Colorado River Union High 

School District

Medium
Students attending: 2,064
Number of schools:
2
Number of certified teachers:

## Classroom Dollars

Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State | National |  |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 52.1 | 55.0 | 58.8 | 55.6 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 13.6 | 11.3 | 8.7 | 7.8 | 9.5 | 10.9 |
| Plant operations | 16.0 | 15.1 | 13.5 | 15.5 | 11.7 | 9.7 |
| Food service | 5.4 | 5.1 | 5.0 | 5.0 | 4.7 | 4.0 |
| Transportation | 4.7 | 4.8 | 4.4 | 4.8 | 4.0 | 4.1 |
| Student support | 6.3 | 6.8 | 7.0 | 7.2 | 7.0 | 5.0 |
| Instruction support | 1.1 | 1.7 | 2.4 | 3.2 | 4.3 | 4.6 |
| Other | 0.8 | 0.2 | 0.2 | 0.9 | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 25.0 | 23.2 | 23.2 | 18.2 |
| Average teacher salary | $\$ 34,926$ | $\$ 41,315$ | $\$ 41,260$ | $\$ 38,534$ |
| Average years' experience | 8.8 | 10.1 | 8.1 | 8.7 |

Classroom dollar ranking: 115 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, librarian, and counselor earned an additional $\$ 4,053$ in salary.


## Performance

- The District accomplished its goals, which were based on district and individual performance.
- Teachers administered district assessments aligned to state standards, completed at least 15 hours of professional development activities, attended at least 6 extracurricular events, and sent course syllabi to parents.
- Schools made adequate yearly progress and were labeled "performing" by ADE for AZ LEARNS.
- According to the District, more than 95 percent of students took the AIMS test and all groups of students met state standards on the test. Additionally, the District reports that course failure rates decreased.


## Menu

- 3 teachers were hired to reduce average math class sizes to 27 students.
- Monies were also used to increase eligible employee compensation.


# Concho Elementary School District 

Classroom Dollars
Fiscal year 2004


Total
$\$ 12,210$ per pupil

## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 55.2 | 57.0 | 53.3 | 54.1 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 13.4 | 14.0 | 11.0 | 10.6 | 9.5 | 10.9 |
| Plant operations | 11.2 | 9.3 | 12.7 | 11.2 | 11.7 | 9.7 |
| Food service | 3.9 | 3.6 | 3.6 | 3.5 | 4.7 | 4.0 |
| Transportation | 13.1 | 12.9 | 16.7 | 15.8 | 4.0 | 4.1 |
| $\quad$ Student support | 2.3 | 1.9 | 1.4 | 1.9 | 7.0 | 5.0 |
| Instruction support | 0.9 | 1.3 | 1.3 | 2.9 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | State |  |
|  | 1004 | 2004 |  |  |
| Student/teacher ratio | 10.8 | 12.3 | 10.3 | 18.2 |
| Average teacher salary | $\$ 32,326$ | $\$ 38,897$ | $\$ 35,122$ | $\$ 38,534$ |
| Average years' experience | 12.2 | 12.5 | 11.0 | 8.7 |

Classroom dollar ranking: 142 of 227 districts.

## Proposition 301

District-reported 2004 results

## Teacher pay

- On average, each teacher earned an additional $\$ 3,809$ in salary, and 2 instructional aides earned an additional $\$ 100$. Additionally, $\$ 633$ per teacher was used to pay for health benefits.


## Performance

- The District accomplished its goals, which were based on district-wide performance
- At least 80 percent of students successfully completed the AIMS test, and at least 60 percent of students met or exceeded state averages in each AIMS test category
- At least 70 percent of students scored within 2 months of grade level on the Stanford achievement test.

Menu

- Monies were used to pay for teachers' health insurance benefits and base pay increases.
- Teachers were also compensated for completing professional development courses in curriculum mapping, Web site development, and writing training
- 2 instructional aides earned monies for completing technology training.


# Congress Elementary 

 School DistrictDistrict size: Very Small Students attending: 109 Number of schools: 1

Number of certified teachers: 10

## Classroom Dollars

Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | District |  |  |  | State | National |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |
| Classroom dollars | NA | 51.7 | 58.9 | 59.3 | 58.6 | 61.5 |
| Nonclassroom dollars: | NA |  |  |  |  |  |
| Administration |  | 17.3 | 14.2 | 14.7 | 9.5 | 10.9 |
| Plant operations |  | 13.1 | 9.0 | 11.2 | 11.7 | 9.7 |
| Food service |  | 5.4 | 5.4 | 5.4 | 4.7 | 4.0 |
| Transportation |  | 5.2 | 4.3 | 4.4 | 4.0 | 4.1 |
| Student support |  | 1.6 | 1.7 | 2.0 | 7.0 | 5.0 |
| Instruction support |  | 5.7 | 6.5 | 3.0 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 004 |  |  |  |
| Student/teacher ratio | 15.4 | 12.4 | 10.9 | 18.2 |
| Average teacher salary | $\$ 37,857$ | 36,361 | $\$ 40,827$ | $\$ 38,534$ |
| Average years' experience | 9.4 | 6.7 | 8.3 | 8.7 |

Classroom dollar ranking: 53 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional \$2,403 in salary.


## Performance

- The District accomplished its goal, which was based on district-wide performance.
- Each student demonstrated 1 year's academic progress based on standardized tests or district assessments.


## Menu

- About half of menu monies were used to pay for additional health insurance benefits, including vision and dental coverage.
- 2 teachers were also compensated for providing reading and writing training to teachers and acting as mentors.
- Remaining monies were used to purchase AIMS intervention materials.
- 104 students participated in AIMS intervention writing classes taught by 10 teachers.


# Continental Elementary School District 

District size:
Students attending:
Small
Number of schools:

## Classroom Dollars

Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | State | National |  |  |  |  |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |
| Classroom dollars | 57.0 | 55.1 | 58.1 | 58.3 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 12.3 | 13.5 | 12.3 | 11.2 | 9.5 | 10.9 |
| Plant operations | 12.2 | 12.1 | 13.0 | 12.5 | 11.7 | 9.7 |
| Food service | 5.2 | 5.0 | 5.2 | 5.8 | 4.7 | 4.0 |
| Transportation | 8.1 | 8.0 | 5.6 | 6.7 | 4.0 | 4.1 |
| $\quad$ Student support | 3.9 | 3.4 | 2.9 | 2.7 | 7.0 | 5.0 |
| Instruction support | 1.3 | 2.9 | 2.9 | 2.8 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 14.2 | 13.4 | 12.8 | 18.2 |
| Average teacher salary | $\$ 34,721$ | $\$ 35,049$ | $\$ 35,152$ | $\$ 38,534$ |
| Average years' experience | 8.3 | 8.5 | 8.1 | 8.7 |

Classroom dollar ranking: 70 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional $\$ 3,400$ in salary.


## Performance

- The District accomplished its goals, which were based on district-wide performance.
- Student attendance was at least 94 percent.
- Goals also called for the District to review and upgrade its instructional focus documents to match state standards, and for the District to review, modify, and implement a school improvement plan to increase student achievement.

Menu

- Monies were used solely to pay for professional development activities.


# Coolidge Unified School District 

## District size <br> Medium <br> Students attending 2,912 <br> Number of schools:

## Classroom Dollars

Fiscal year 2004


## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 53.3 | 54.9 | 51.9 | 51.9 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 12.0 | 11.7 | 11.8 | 11.3 | 9.5 | 10.9 |
| Plant operations | 12.1 | 10.9 | 12.5 | 12.6 | 11.7 | 9.7 |
| Food service | 4.9 | 4.7 | 4.4 | 4.7 | 4.7 | 4.0 |
| Transportation | 5.3 | 4.9 | 4.8 | 4.8 | 4.0 | 4.1 |
| Student support | 7.9 | 8.2 | 9.0 | 8.7 | 7.0 | 5.0 |
| Instruction support | 4.5 | 4.7 | 4.6 | 4.5 | 4.3 | 4.6 |
| Other |  |  | 1.0 | 1.5 | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 16.2 | 16.9 | 16.3 | 18.2 |
| Average teacher salary | $\$ 35,500$ | $\$ 35,449$ | $\$ 35,449$ | $\$ 38,534$ |
| Average years' experience | 7.1 | 7.8 | 7.6 | 8.7 |

Classroom dollar ranking: 176 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, librarian, speech pathologist, audiologist, counselor, and curriculum coach earned between $\$ 2,710$ and $\$ 3,080$ in additional salary.


## Performance

- The District accomplished its goals, which were based on district-wide performance.
- Students, on average, demonstrated a 6 percent increase in combined reading, writing, and math scores on the AIMS test.
- Other goals were linked to teacher attendance.


## Menu

- Monies were primarily used to increase eligible employee compensation.
- Additionally, the District continued to use monies to pay for curriculum planning, mini-assessment development, and summer- and recovery-school programs.


## Cottonwood-Oak Creek Elementary School District <br> District size: <br> Students attending: <br> Medium 2,386 Number of schools: 4

4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: | :---: | :---: | :---: |
|  | District |  |  |  |  | State |  |  | National |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |  |  |  |
|  | Classroom dollars | 53.8 | 52.4 | 56.1 | 53.6 | 58.6 |  |  |  |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 18.0 | 17.7 | 17.9 | 18.2 |
| Average teacher salary | $\$ 36,473$ | $\$ 33,561$ | $\$ 33,566$ | $\$ 38,534$ |
| Average years' experience | 7.8 | 8.0 | 8.0 | 8.7 |

Classroom dollar ranking: 151 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, librarian, speech pathologist, and audiologist earned between \$2,903 and $\$ 4,247$ in additional salary.


## Performance

- The District accomplished most of its goals, which were based on district, school, and individual performance.
- Students at each school, on average, demonstrated improved reading skills.
- Teachers earned acceptable performance evaluations.
- The unmet goal was linked to increased student scores on standardized tests.


## Menu

- Monies were used solely to increase eligible employee compensation.


## Crane Elementary School District

District size: Large
Students attending 5,607
Number of schools: 7
Number of certified teachers: 302

Classroom Dollars
Fiscal year 2004


## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |  |
|  | State | National |  |  |  |  |  |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 56.8 | 59.4 | 59.0 | 58.8 | 58.6 | 61.5 |  |
| Nonclassroom dollars: |  |  |  |  |  |  |  |
| $\quad$ Administration | 13.8 | 12.8 | 10.9 | 11.0 | 9.5 | 10.9 |  |
| Plant operations | 9.8 | 10.0 | 11.6 | 11.3 | 11.7 | 9.7 |  |
| Food service | 6.9 | 6.4 | 5.8 | 5.6 | 4.7 | 4.0 |  |
| Transportation | 3.7 | 3.6 | 3.5 | 3.4 | 4.0 | 4.1 |  |
| Student support | 5.5 | 4.9 | 4.9 | 4.7 | 7.0 | 5.0 |  |
| Instruction support | 3.3 | 2.9 | 4.3 | 5.2 | 4.3 | 4.6 |  |
| Other | 0.2 |  |  |  | 0.2 | 0.2 |  |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 0004 |  |  |  |
| Student/teacher ratio | 18.7 | 17.7 | 18.6 | 18.2 |
| Average teacher salary | $\$ 35,880$ | $\$ 35,265$ | $\$ 33,000$ | $\$ 38,534$ |
| Average years' experience | 8.4 | 8.1 | 7.7 | 8.7 |

Classroom dollar ranking: 61 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional \$2,633 in salary, each librarian earned an additional $\$ 900$, and each counselor, facilitator, and staff development coordinator earned between $\$ 1,639$ and $\$ 1,800$.


## Performance

- The District accomplished its goals, which were based on school and individual performance.
- Goals called for a 7 percent increase in the number of students reading at grade level, and for each teacher to tutor 5 students in reading.


## Menu

- Monies were primarily used to add 13 full-timeequivalent teaching positions to reduce class sizes.
- 1 school offered before- and after-school AIMS intervention activities.
- 20 students, who otherwise may have been suspended or expelled, received instruction in an alternative setting.
- Additionally, monies continued to be used to pay 2 facilitators to assist with professional development activities.


# Creighton Elementary <br> School District 

District size: Large
Students attending: $\quad 7,979$
Number of schools:

Classroom Dollars
Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State | National |  |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 56.8 | 55.5 | 59.8 | 58.0 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 9.0 | 9.1 | 8.0 | 7.7 | 9.5 | 10.9 |
| Plant operations | 11.3 | 12.0 | 10.7 | 11.0 | 11.7 | 9.7 |
| Food service | 6.2 | 6.8 | 7.5 | 8.0 | 4.7 | 4.0 |
| Transportation | 2.6 | 2.6 | 2.7 | 2.6 | 4.0 | 4.1 |
| Student support | 7.0 | 7.1 | 6.8 | 7.5 | 7.0 | 5.0 |
| Instruction support | 7.1 | 6.9 | 4.5 | 5.2 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 19.9 | 17.6 | 16.6 | 18.2 |
| Average teacher salary | $\$ 36,026$ | $\$ 38,949$ | $\$ 39,340$ | $\$ 38,534$ |
| Average years' experience | 7.3 | 7.6 | 7.6 | 8.7 |

Classroom dollar ranking: 77 of 227 districts.

## Proposition 301

District-reported 2004 results

## Teacher pay

- On average, each teacher, librarian, speech pathologist, and audiologist earned an additional \$3,926 in salary.


## Performance

- The District accomplished most of its goals, which were based on district, school, and individual performance.
- Student achievement goals called for students to demonstrate adequate yearly progress; for an increased number of students to demonstrate mastery in writing; for English Language Learner students who have been enrolled for 3 years to demonstrate 1 year's academic progress; and for schools to either be labeled "performing" or better by ADE for AZ LEARNS or increase the percentage of students meeting or exceeding standards on the AIMS test.
- Other goals called for student attendance of 94 percent or higher; 5 or fewer absences per teacher; increased literacy activities for students; and increased parent involvement.


## Menu

- Monies were used solely to increase eligible employee compensation.


## Crown King Elementary

District size
Very Small
Students attending
Number of schools:
1
Number of certified teachers

Classroom Dollars
Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | District |  |  |  | State | National |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |
| Classroom dollars | 63.9 | 66.5 | 64.7 | 63.9 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| Administration | 10.4 | 13.2 | 11.8 | 11.6 | 9.5 | 10.9 |
| Plant operations | 14.5 | 11.2 | 12.3 | 15.2 | 11.7 | 9.7 |
| Food service |  |  |  |  | 4.7 | 4.0 |
| Transportation | 0.7 | 1.0 | 0.6 | 0.5 | 4.0 | 4.1 |
| Student support | 8.3 | 7.2 | 9.5 | 8.8 | 7.0 | 5.0 |
| Instruction support | 2.2 | 0.9 | 1.1 |  | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | State |  |
|  | 5004 | 2004 |  |  |
| Student/teacher ratio | 5.0 | 5.0 | 7.0 | 18.2 |
| Average teacher salary | $\$ 33,940$ | $\$ 37,113$ | $\$ 40,976$ | $\$ 38,534$ |
| Average years' experience | 15.0 | 15.0 | 15.0 | 8.7 |

Classroom dollar ranking: 10 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- The teacher earned an additional $\$ 1,054$ in salary.


## Performance

- The District accomplished its goal, which required the teacher to receive an acceptable performance evaluation.


## Menu

- Monies were used for additional teacher compensation to help pay for health insurance premiums.


# Deer Valley Unified School District 

District size:<br>Large<br>Students attending: 30,374<br>Number of schools:



## 4-year comparison



## Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 60.1 | 62.2 | 61.6 | 62.8 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 9.9 | 9.8 | 9.7 | 8.7 | 9.5 | 10.9 |
| Plant operations | 11.8 | 10.2 | 10.7 | 10.6 | 11.7 | 9.7 |
| Food service | 4.8 | 4.6 | 4.4 | 4.4 | 4.7 | 4.0 |
| Transportation | 5.4 | 4.9 | 4.5 | 4.7 | 4.0 | 4.1 |
| Student support | 5.0 | 5.7 | 5.8 | 5.8 | 7.0 | 5.0 |
| Instruction support | 2.6 | 2.4 | 2.7 | 2.7 | 4.3 | 4.6 |
| Other | 0.4 | 0.2 | 0.6 | 0.3 | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 18.1 | 18.5 | 19.2 | 18.2 |
| Average teacher salary | $\$ 40,564$ | $\$ 40,885$ | $\$ 41,575$ | $\$ 38,534$ |
| Average years' experience | 6.9 | 7.3 | 7.5 | 8.7 |

Classroom dollar ranking: 22 of 227 districts.

## Proposition 301

## District-reported 2004 results

## Teacher pay

- On average, each teacher, librarian, speech pathologist, audiologist, and counselor earned between $\$ 3,540$ and $\$ 3,585$ in additional salary.


## Performance

- The District accomplished its goals, which were based on school performance.
- Goals were linked to student achievement on standardized tests, increasing extended-day academic opportunities, surveying parent-student satisfaction, and meeting school improvement goals.
- Goals also called for teachers to each complete 40 hours of professional development activities, and to participate leadership activities.


## Menu

- Monies were primarily used to increase eligible employee compensation.
- 7 elementary-school teachers were hired to reduce class sizes.
- The District also continued to use monies to pay for an alternative program serving long-term suspended and other students; to pay 3 teachers to provide reading, writing, and math training and technical assistance to 32 schools; and to pay for 200 teachers to participate in an induction program featuring workshops, mentoring, and coaching.


# Double Adobe Elementary <br> District size 

 School DistrictVery Small<br>Students attending<br>Number of schools:

## Classroom Dollars

Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | District |  |  |  | State | National |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |
| Classroom dollars | 66.0 | 65.4 | 64.1 | 63.5 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| Administration | 13.7 | 14.0 | 13.0 | 13.1 | 9.5 | 10.9 |
| Plant operations | 9.4 | 9.1 | 9.0 | 10.8 | 11.7 | 9.7 |
| Food service |  |  |  |  | 4.7 | 4.0 |
| Transportation | 3.6 | 4.1 | 4.3 | 3.6 | 4.0 | 4.1 |
| Student support | 5.6 | 6.0 | 8.7 | 7.3 | 7.0 | 5.0 |
| Instruction support | 1.7 | 1.4 | 0.9 | 1.7 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 15.8 | 13.5 | 13.2 | 18.2 |
| Average teacher salary | $\$ 38,919$ | NA | $\$ 36,490$ | $\$ 38,534$ |
| Average years' experience | 13.0 | 13.5 | 14.1 | 8.7 |

Classroom dollar ranking: 16 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional $\$ 3,415$ in salary.


## Performance

- The District accomplished its goals, which were based on district and individual performance.
- At least 80 percent of students demonstrated 1 year's academic progress.
- Most teachers completed 20 hours of professional development activities.
- Other goals were linked to attendance at a school open house and family night activities, and parent participation in a survey and parent-teacher conferences.
- 100 percent of parents and students surveyed indicated they were satisfied with the school.


## Menu

- Teachers were compensated for participating in AIMS intervention activities, which the District indicates resulted in changes in students' test scores.


# Douglas Unified School District 

District size
Students attending:
Medium 3,913 Number of schools:


4-year comparison


Expenditures by function
Percentage

|  | District |  |  |  |  |  | State |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: | ---: |
|  | National |  |  |  |  |  |  |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |  |
|  |  |  |  |  |  |  |  |
| Classroom dollars | 62.2 | 63.6 | 61.0 | 63.6 | 58.6 | 61.5 |  |
| Nonclassroom dollars: |  |  |  |  |  |  |  |
| Administration | 11.8 | 11.3 | 12.9 | 10.6 | 9.5 | 10.9 |  |
| Plant operations | 11.4 | 10.3 | 11.3 | 11.7 | 11.7 | 9.7 |  |
| Food service | 5.9 | 5.7 | 5.4 | 5.7 | 4.7 | 4.0 |  |
| Transportation | 1.4 | 1.3 | 1.1 | 1.3 | 4.0 | 4.1 |  |
| Student support | 5.3 | 5.9 | 6.6 | 6.1 | 7.0 | 5.0 |  |
| Instruction support | 2.0 | 1.8 | 1.7 | 1.0 | 4.3 | 4.6 |  |
| Other |  | 0.1 |  |  | 0.2 | 0.2 |  |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 18.6 | 18.5 | 19.1 | 18.2 |
| Average teacher salary | NA | $\$ 38,698$ | $\$ 40,607$ | $\$ 38,534$ |
| Average years' experience | 9.5 | 9.5 | 9.4 | 8.7 |

Classroom dollar ranking: 15 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, librarian, and counselor earned an additional \$5,380 in salary.


## Performance

- The District accomplished its goals, which were based on district, school, and individual performance.
- Each school set and accomplished a goal linked to increasing student achievement.
- More than 90 percent of teachers met attendance goals.
- 83 percent of teachers attended all staff trainings.
- More than 95 percent of teachers received acceptable performance evaluations.
- 80 percent of teachers participated in tutoring students.

Menu

- Monies were used solely to increase eligible employee compensation.


# Duncan Unified School District 

## District size <br> Small <br> Students attending

Classroom Dollars
Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | District |  |  |  | State | National |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |
| Classroom dollars | 57.5 | 63.5 | 58.3 | 58.1 | 58.6 | 61.5 |
| Nonclassroom dollars: | NA |  |  |  |  |  |
| Administration |  | 10.4 | 10.8 | 8.8 | 9.5 | 10.9 |
| Plant operations |  | 13.9 | 14.9 | 14.3 | 11.7 | 9.7 |
| Food service |  | 4.1 | 3.6 | 3.6 | 4.7 | 4.0 |
| Transportation |  | 4.1 | 4.1 | 4.4 | 4.0 | 4.1 |
| Student support |  | 3.6 | 6.2 | 7.3 | 7.0 | 5.0 |
| Instruction support |  | 0.4 | 2.1 | 3.5 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 14.2 | 14.5 | 14.7 | 18.2 |
| Average teacher salary | $\$ 34,091$ | $\$ 34,294$ | $\$ 32,607$ | $\$ 38,534$ |
| Average years' experience | 10.2 | 10.4 | 10.7 | 8.7 |

Classroom dollar ranking: 74 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional \$3,825 in salary.


## Performance

- The District accomplished its goals, which were based on district and individual performance.
- Student assessments and teacher evaluations were aligned to state standards.
- Teachers completed 30 hours of professional development activities and aligned daily lesson plans to state standards.
- The District selected a new reading curriculum for implementation in the 2005-2006 school year.
- The District implemented a revised discipline policy designed to reduce discipline problems.


## Menu

- Monies were used solely to increase teacher compensation.


# Dysart Unified <br> School District 

$$
\begin{array}{rr}
\text { District size: } & \text { Large } \\
\text { Students attending: } & 10,437 \\
\text { Number of schools: } & 12 \\
\text { Number of certified teachers: } & 528
\end{array}
$$



## 4-year comparison



Expenditures by function
Percentage

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | 2002 | State | National |  |  |
|  | 2003 | 2004 | 2004 | 2001 |  |  |
| Classroom dollars | 50.8 | 55.1 | 55.8 | 55.3 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 10.1 | 9.5 | 11.2 | 10.3 | 9.5 | 10.9 |
| Plant operations | 11.7 | 10.5 | 9.2 | 10.4 | 11.7 | 9.7 |
| Food service | 6.8 | 5.4 | 5.4 | 4.9 | 4.7 | 4.0 |
| Transportation | 4.8 | 4.4 | 5.2 | 4.8 | 4.0 | 4.1 |
| Student support | 7.1 | 7.0 | 7.3 | 6.1 | 7.0 | 5.0 |
| Instruction support | 8.3 | 8.1 | 5.8 | 8.1 | 4.3 | 4.6 |
| Other | 0.4 |  | 0.1 | 0.1 | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 19.8 | 18.7 | 19.8 | 18.2 |
| Average teacher salary | $\$ 36,775$ | $\$ 35,909$ | $\$ 37,935$ | $\$ 38,534$ |
| Average years' experience | 7.2 | 6.1 | 6.1 | 8.7 |

Classroom dollar ranking: 119 of 227 districts.

## Proposition 301

District-reported 2004 results

## Teacher pay

- On average, each teacher, librarian, speech pathologist, audiologist, counselor, mentor, social worker, and therapist earned an additional $\$ 1,974$ in salary, which does not include performance pay distributed in fiscal year 2005.


## Performance

- The District accomplished most of its goals, which were based on school and individual performance.
- Teachers earned performance pay based on their attendance or participation in extracurricular activities including tutoring, and for accomplishing 3 individual academically oriented goals.
- Other goals were linked to high-school student attendance and dropout rates, and to elementaryschool student achievement.

Menu

- Monies were used solely to increase eligible employee compensation.


# East Valley Institute of Technology 

| District size: | Medium |
| ---: | ---: |
| Students attending: | 1,713 |
| Number of schools: | 1 |

Number of certified teachers: 61

Classroom Dollars
Fiscal year 2004


## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | District |  |  |  | State | National 2001 |
|  | 2001 | 2002 | 2003 | 2004 | 2004 |  |
| Classroom dollars | 44.9 | 46.8 | 54.6 | 59.7 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| Administration | 15.7 | 20.6 | 19.8 | 16.1 | 9.5 | 10.9 |
| Plant operations | 17.9 | 22.5 | 16.4 | 14.5 | 11.7 | 9.7 |
| Food service |  |  |  |  | 4.7 | 4.0 |
| Transportation |  |  |  |  | 4.0 | 4.1 |
| Student support | 11.6 | 9.4 | 8.5 | 8.7 | 7.0 | 5.0 |
| Instruction support | 5.2 | 0.7 | 0.7 | 1.0 | 4.3 | 4.6 |
| Other | 4.7 |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | NA | NA | 28.1 | 18.2 |
| Average teacher salary | $\$ 44,322$ | $\$ 48,475$ | $\$ 40,427$ | $\$ 38,534$ |
| Average years' experience | 13.5 | 13.4 | 13.6 | 8.7 |

Classroom dollar ranking: 49 of 227 districts.

## Proposition 301

## District-reported 2004 results

Teacher pay

- On average, each teacher and counselor earned between $\$ 4,530$ and $\$ 4,540$ in additional salary.


## Performance

- The District accomplished its performance goals, which were based on district and individual performance.
- Teachers earned incentives for having 1 or fewer absences during the school year. 64 percent of teachers earned monies the first semester and 47 percent earned monies the second.
- The District's PASS program assisted students who were earning failing grades or who had attendance problems to receive additional tutoring, instruction, and counseling. Attendance problems were minimized for 31 percent of students referred to PASS.


## Menu

- Monies were primarily used to increase eligible employee compensation.
- 1 instructional aide was hired to reduce automotive class sizes and to monitor students placed in internships. The number of students per teacher was reduced from 41 to 32.
- 1 instructional aide was hired to reduce health class sizes from 32 students per teacher to 21.


# Elfrida Elementary School District 

## District size: <br> Very Small <br> Students attending:



## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: | :---: | :---: |
|  | District |  |  |  |  | State |  | National |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |  |  |
|  | Classroom dollars | 52.0 | 51.0 | 60.2 | 61.2 | 58.6 |  |  |
| 61.5 |  |  |  |  |  |  |  |  |
| Nonclassroom dollars: |  |  |  |  |  |  |  |  |
| $\quad$ Administration | 21.4 | 2.5 | 15.4 | 13.6 | 9.5 | 10.9 |  |  |
| Plant operations | 8.3 | 8.1 | 9.0 | 10.9 | 11.7 | 9.7 |  |  |
| Food service |  |  | 2.9 | 4.3 | 4.7 | 4.0 |  |  |
| Transportation | 6.2 | 4.1 | 4.1 | 3.9 | 4.0 | 4.1 |  |  |
| Student support | 4.1 | 8.8 | 8.4 | 5.9 | 7.0 | 5.0 |  |  |
| Instruction support | 4.7 | 4.6 |  | 0.2 | 4.3 | 4.6 |  |  |
| Other | 3.3 | 0.9 |  |  | 0.2 | 0.2 |  |  |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 18.2 | 17.0 | 16.0 | 18.2 |
| Average teacher salary | $\$ 35,163$ | $\$ 38,311$ | $\$ 36,673$ | $\$ 38,534$ |
| Average years' experience | 11.2 | 11.3 | 9.2 | 8.7 |

Classroom dollar ranking: 33 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional \$6,219 in salary.


## Performance

- The District accomplished most of its goals, which were based on school performance.
- Goals called for students in kindergarten through 8th grades to improve their standardized test scores in 3 categories.
- Overall, students demonstrated improvement in 22 of the 26 grade-level subjects tested.


## Menu

- Monies were used to compensate teachers whose students, on average, demonstrated more than 1 year's academic growth and scored above the 60thpercentile on standardized tests. Teachers were also compensated for meeting with parents during the first 9 weeks of school.
- Monies were also used to pay 2 teachers for providing after-school tutoring to students experiencing difficulties, and to pay teachers for attending 2 days of professional development activities.


# Eloy Elementary School District 

## District size <br> Students attending <br> Medium <br> Number of schools: <br> 1,135

Number of certified teachers
62

Classroom Dollars
Fiscal year 2004


## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | 2002 | State |  | National |  |
|  | 2003 | 2004 | 2004 | 2001 |  |  |
| Classroom dollars | 56.9 | 54.4 | 54.0 | 52.2 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 10.4 | 10.4 | 12.2 | 11.8 | 9.5 | 10.9 |
| Plant operations | 11.4 | 11.9 | 11.7 | 11.6 | 11.7 | 9.7 |
| Food service | 8.1 | 7.9 | 8.0 | 9.2 | 4.7 | 4.0 |
| Transportation | 3.4 | 4.2 | 3.2 | 3.3 | 4.0 | 4.1 |
| Student support | 7.6 | 8.9 | 8.2 | 8.7 | 7.0 | 5.0 |
| Instruction support | 2.0 | 2.2 | 2.7 | 3.2 | 4.3 | 4.6 |
| Other | 0.2 | 0.1 |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 0004 |  |  |  |
| Student/teacher ratio | 16.0 | 16.1 | 18.3 | 18.2 |
| Average teacher salary | $\$ 33,860$ | $\$ 32,154$ | $\$ 35,954$ | $\$ 38,534$ |
| Average years' experience | 8.3 | 7.6 | 8.5 | 8.7 |

Classroom dollar ranking: 172 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, speech pathologist, and counselor earned an additional $\$ 2,655$ in salary.
Another $\$ 720$ per eligible employee was allocated to pay for increases in health insurance coverage.


## Performance

- The District accomplished its goals, which were based on district and individual performance.
- Student achievement was measured by standardized tests.
- Student attendance was required to be above 94 percent.
- Teachers created lesson plans based on the standards-based learning approach.


## Menu

- Monies continued to be used to pay academic coaches who provided mentoring and instruction to help teachers improve teaching methods, implement best practices, and align curriculum to state standards.
- Monies were also used as added teacher compensation to help pay for health insurance.


# Flagstaff Unified <br> School District 

Classroom Dollars
Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | District |  |  |  | State | National 2001 |
|  | 2001 | 2002 | 2003 | 2004 | 2004 |  |
| Classroom dollars | 61.3 | 60.7 | 61.3 | 58.4 | 58.6 | 61.5 |
| Nonclassroom dollars: |  | NA |  |  |  |  |
| Administration | 8.6 |  | 9.0 | 9.4 | 9.5 | 10.9 |
| Plant operations | 10.9 |  | 9.4 | 10.7 | 11.7 | 9.7 |
| Food service | 3.4 |  | 2.9 | 3.3 | 4.7 | 4.0 |
| Transportation | 4.9 |  | 4.8 | 4.8 | 4.0 | 4.1 |
| Student support | 5.6 |  | 7.2 | 7.2 | 7.0 | 5.0 |
| Instruction support | 5.2 |  | 4.9 | 5.6 | 4.3 | 4.6 |
| Other | 0.1 |  | 0.5 | 0.6 | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 14.8 | 15.2 | 16.9 | 18.2 |
| Average teacher salary | $\$ 36,300$ | $\$ 38,599$ | $\$ 38,500$ | $\$ 38,534$ |
| Average years' experience | 9.4 | 9.5 | 10.3 | 8.7 |

Classroom dollar ranking: 68 of 227 districts.

## Proposition 301

District-reported 2004 results

## Teacher pay

- On average, each teacher, librarian, speech pathologist, audiologist, counselor, nurse, and occupational and physical therapist earned between $\$ 1,099$ and $\$ 2,464$ in additional salary, which includes fiscal year 2003 performance pay distributed in fiscal year 2004.


## Performance

- The District indicated that it is revising its performance pay plan, and did not report any information relating to performance pay goals or results.

Menu

- Monies were used to increase eligible employee compensation, including pay for working additional planning days.


## Florence Unified School District

## District size <br> Students attending <br> Medium <br> Number of schools:

Classroom Dollars
Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | District |  |  |  | State | $\begin{aligned} & \text { National } \\ & 2001 \end{aligned}$ |
|  | 2001 | 2002 | 2003 | 2004 | 2004 |  |
| Classroom dollars | 54.6 | 57.6 | 59.8 | 56.4 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| Administration | 16.5 | 14.8 | 12.6 | 12.0 | 9.5 | 10.9 |
| Plant operations | 12.4 | 11.0 | 12.7 | 14.4 | 11.7 | 9.7 |
| Food service | 3.8 | 3.2 | 4.6 | 5.0 | 4.7 | 4.0 |
| Transportation | 5.4 | 5.6 | 5.5 | 5.4 | 4.0 | 4.1 |
| Student support | 5.5 | 5.1 | 3.6 | 4.8 | 7.0 | 5.0 |
| Instruction support | 1.4 | 2.7 | 1.1 | 2.0 | 4.3 | 4.6 |
| Other | 0.4 |  | 0.1 |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 17.2 | 14.5 | 16.7 | 18.2 |
| Average teacher salary | $\$ 33,911$ | $\$ 34,100$ | $\$ 32,562$ | $\$ 38,534$ |
| Average years' experience | 6.4 | 5.9 | 5.4 | 8.7 |

Classroom dollar ranking: 104 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional $\$ 1,869$ in salary.


## Performance

- The District accomplished its goals, which were based on district and individual performance.
- Students' math, reading, and writing scores increased on standardized tests.
- Teachers completed 40 hours of professional development and received acceptable performance evaluations.


## Menu

- Monies were used to create a staff development department and to pay 3 trainers to provide training and professional development activities throughout the District.


# Flowing Wells Unified <br> School District 

District size:
Large
Students attending:
5,761
Number of schools:

Classroom Dollars
Fiscal year 2004


Total
$\$ 6,138$ per pupil

## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | 2002 | State | National |  |  |
|  | 2003 | 2004 | 2004 | 2001 |  |  |
| Classroom dollars | 57.8 | 59.4 | 59.7 | 60.6 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 8.8 | 9.4 | 9.0 | 8.6 | 9.5 | 10.9 |
| Plant operations | 14.7 | 12.9 | 14.0 | 13.6 | 11.7 | 9.7 |
| Food service | 6.4 | 6.0 | 5.8 | 5.7 | 4.7 | 4.0 |
| Transportation | 3.1 | 2.9 | 3.1 | 3.1 | 4.0 | 4.1 |
| Student support | 7.4 | 8.0 | 6.5 | 6.0 | 7.0 | 5.0 |
| Instruction support | 1.4 | 1.3 | 1.8 | 2.2 | 4.3 | 4.6 |
| Other | 0.4 | 0.1 | 0.1 | 0.2 | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 18.8 | 18.8 | 19.4 | 18.2 |
| Average teacher salary | $\$ 35,312$ | $\$ 35,821$ | $\$ 36,382$ | $\$ 38,534$ |
| Average years' experience | 8.8 | 9.0 | 9.2 | 8.7 |

Classroom dollar ranking: 38 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, librarian, speech pathologist, audiologist, and counselor earned between \$3,731 and \$4,184 in additional salary.


## Performance

- The District accomplished its goals, which were based on district and school performance.
- Elementary-school goals were linked to increased student achievement as measured by district assessments. Additionally, 1 elementary school also focused on increasing student homework completion rates.
- Junior high-school goals focused on improving students' writing skills and attendance at before- and after-school activities and tutoring sessions.
- High-school goals were linked to improving response time to fire and other safety drills.
- The District surveyed parent-student satisfaction.


## Menu

- The District continued to pay 10 teachers who were hired to reduce class sizes.
- Monies were also used to increase eligible employee compensation.


## Fountain Hills Unified School District

District size Students attending Number of schools: , 2,453 4
Number of certified teachers:

Classroom Dollars
Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | 2002 | 2003 | 2004 | State | National |
|  | 2004 | 2001 |  |  |  |  |
| Classroom dollars | 56.4 | 60.4 | 55.6 | 53.9 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| Administration | 16.0 | 14.1 | 12.3 | 12.4 | 9.5 | 10.9 |
| Plant operations | 10.6 | 10.3 | 14.2 | 14.7 | 11.7 | 9.7 |
| Food service | 4.2 | 4.2 | 4.2 | 4.7 | 4.7 | 4.0 |
| Transportation | 2.8 | 3.0 | 3.2 | 3.5 | 4.0 | 4.1 |
| Student support | 4.3 | 3.7 | 5.5 | 6.4 | 7.0 | 5.0 |
| Instruction support | 4.8 | 4.3 | 5.0 | 4.4 | 4.3 | 4.6 |
| Other | 0.9 |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 17.5 | 18.3 | 18.0 | 18.2 |
| Average teacher salary | $\$ 37,789$ | $\$ 38,027$ | $\$ 39,541$ | $\$ 38,534$ |
| Average years' experience | 7.9 | 8.7 | 8.7 | 8.7 |

Classroom dollar ranking: 148 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, librarian, speech pathologist, audiologist, and counselor earned an additional $\$ 3,647$ in salary.

Performance

- The District accomplished most of its goals, which were based on individual performance.
- 98 percent of eligible employees completed professional growth portfolios.


## Menu

- The District continued to use monies to pay for 3 teachers and to increase eligible employee compensation.


# Fowler Elementary School District 

## District size <br> Students attending: <br> Medium

Classroom Dollars
Fiscal year 2004


## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | State | National |  |  |  |  |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |
|  |  |  |  |  |  |  |
| Classroom dollars | 56.9 | 56.4 | 60.1 | 60.7 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 14.3 | 14.6 | 11.8 | 9.4 | 9.5 | 10.9 |
| Plant operations | 9.9 | 9.4 | 8.7 | 9.0 | 11.7 | 9.7 |
| Food service | 7.5 | 7.3 | 7.1 | 7.7 | 4.7 | 4.0 |
| Transportation | 4.3 | 4.2 | 3.7 | 3.1 | 4.0 | 4.1 |
| Student support | 5.3 | 5.7 | 6.1 | 8.3 | 7.0 | 5.0 |
| Instruction support | 1.8 | 2.4 | 2.5 | 1.8 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 18.8 | 18.4 | 16.9 | 18.2 |
| Average teacher salary | $\$ 35,821$ | $\$ 37,963$ | $\$ 38,000$ | $\$ 38,534$ |
| Average years' experience | 7.6 | 7.2 | 6.9 | 8.7 |

Classroom dollar ranking: 37 of 227 districts.

## Proposition 301

District-reported 2004 results

## Teacher pay

- On average, each teacher and librarian earned an additional $\$ 3,709$ in salary, and the counselor earned an additional $\$ 3,827$.


## Performance

- The District accomplished its goals, which were based on school and individual performance.
- Goals were linked to students' reading and math scores on standardized tests, and to teacher participation in leadership activities such as mentoring and committee work.
- About 60 percent of students, on average, increased their reading and math scores on standardized tests.
- Schools documented efforts to increase parent participation.
- Teachers documented efforts to integrate technology into the classroom.


## Menu

- Monies continued to be used for AIMS intervention activities, including new teacher orientation, afterschool tutoring, and intersession classes.
- Monies were also used to increase eligible employee compensation.


# Fredonia-Moccasin Unified 

# District size <br> Small <br> Students attending 

Classroom Dollars
Fiscal year 2004


## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 60.2 | 60.7 | 59.3 | 62.8 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 12.6 | 13.9 | 14.4 | 12.1 | 9.5 | 10.9 |
| Plant operations | 12.9 | 11.9 | 14.1 | 13.3 | 11.7 | 9.7 |
| Food service | 6.0 | 5.7 | 6.0 | 5.1 | 4.7 | 4.0 |
| Transportation | 2.8 | 2.8 | 2.4 | 2.9 | 4.0 | 4.1 |
| $\quad$ Student support | 3.3 | 3.3 | 3.0 | 3.0 | 7.0 | 5.0 |
| Instruction support | 2.2 | 1.7 | 0.8 | 0.8 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 15.4 | 13.9 | 13.8 | 18.2 |
| Average teacher salary | $\$ 36,095$ | $\$ 35,796$ | $\$ 38,037$ | $\$ 38,534$ |
| Average years' experience | 10.2 | 9.9 | 10.0 | 8.7 |

Classroom dollar ranking: 21 of 227 districts.

## Proposition 301

## District-reported 2004 results

Teacher pay

- On average, each teacher and counselor earned between $\$ 2,520$ and $\$ 3,429$ in additional salary.


## Performance

- The District accomplished most of its goals, which were based on district, school, and individual performance.
- Students' writing test scores improved.
- Elementary student attendance was 94.5 percent.
- The high-school graduation rate increased by 34 percent to 95 percent.
- Teachers were evaluated, had acceptable attendance records, and participated in leadership activities and professional development courses.
- High-school teachers mentored students and staffed twice-weekly study sessions to help strengthen skills needed to meet state standards. Through the program, 12 percent of graduating students received intensive instruction, which helped them to complete coursework and earn diplomas.
- The District worked to increase parent involvement.


## Menu

- Monies were used to compensate teachers who provided remedial instruction to students and participated in curriculum planning, and to pay for medical insurance premiums and training activities.


# Ft. Huachuca Accommodation 

 School DistrictDistrict size<br>Students attending:<br>Medium<br>Number of schools:



4-year comparison


## Expenditures by function

|  | Percentage |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | District |  |  |  | State | National |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |
| Classroom dollars | 56.5 | 58.2 | 59.8 | 59.3 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| Administration | 14.9 | 15.3 | 13.7 | 12.7 | 9.5 | 10.9 |
| Plant operations | 12.0 | 9.7 | 10.2 | 10.9 | 11.7 | 9.7 |
| Food service | 3.8 | 3.9 | 3.7 | 3.9 | 4.7 | 4.0 |
| Transportation | 3.0 | 2.8 | 2.8 | 3.0 | 4.0 | 4.1 |
| Student support | 7.4 | 7.7 | 7.2 | 7.3 | 7.0 | 5.0 |
| Instruction support | 2.4 | 2.4 | 2.6 | 2.9 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 14.7 | 14.1 | 14.3 | 18.2 |
| Average teacher salary | $\$ 42,519$ | $\$ 43,791$ | $\$ 46,326$ | $\$ 38,534$ |
| Average years' experience | 10.3 | 10.6 | 10.9 | 8.7 |

Classroom dollar ranking: 52 of 227 districts.

## Proposition 301

District-reported 2004 results

## Teacher pay

- On average, each teacher, librarian, speech pathologist, audiologist, counselor, and nurse earned an additional $\$ 2,210$ in salary.


## Performance

- The District accomplished most of its goals, which were based on district-wide performance.
- Students were required to demonstrate 1 year's academic progress in math, on average, as measured by standardized tests.
- Goals also called for parents surveyed to give schools at least an 80 percent satisfaction rating, and/or volunteers to perform at least 1,650 hours of service at each school. 94 percent of parents surveyed rated schools as satisfactory. Volunteer service at each school ranged between 880 and 4,069 hours.

Menu

- Monies were used solely to increase eligible employee compensation.


## Ft. Thomas Unified School District

District size
Students attending
Small
Number of schools:

Classroom Dollars
Fiscal year 2004


## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | $\begin{gathered} \text { District } \\ 200220032004 \end{gathered}$ |  |  | State | National |
|  | 2001 |  |  |  | 2004 | 2001 |
| Classroom dollars | 54.0 | 57.8 | 54.1 | 55.2 | 58.6 | 61.5 |
| Nonclassroom dollars: |  | NA |  |  |  |  |
| Administration | 14.0 |  | 13.9 | 12.9 | 9.5 | 10.9 |
| Plant operations | 11.6 |  | 10.0 | 11.8 | 11.7 | 9.7 |
| Food service | 7.5 |  | 6.7 | 8.0 | 4.7 | 4.0 |
| Transportation | 5.5 |  | 5.5 | 5.1 | 4.0 | 4.1 |
| Student support | 1.7 |  | 2.5 | 1.5 | 7.0 | 5.0 |
| Instruction support | 5.7 |  | 7.3 | 5.5 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 13.2 | 12.2 | 12.6 | 18.2 |
| Average teacher salary | $\$ 34,494$ | $\$ 33,826$ | $\$ 35,720$ | $\$ 38,534$ |
| Average years' experience | 11.0 | 10.8 | 10.9 | 8.7 |

Classroom dollar ranking: 121 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional \$3,049 in salary.


## Performance

- The District accomplished its goals, which were based on district-wide performance.
- Schools established activities and incentives to improve student attendance. Teachers earned monies when student attendance rates at the 40th and 100th day of school were within 1.5 percent of last year's rates.
- Teachers each attended professional development activities, provided after-school tutoring to students to increase their test scores, and participated in at least 3 activities to increase parent involvement. The District indicates that increased parent involvement was anticipated to increase student achievement. Activities included open houses, parent/teacher conferences, and special programs such as student art shows or other grade-level activities.


## Menu

- Monies were used solely to increase teacher compensation.


# Gadsden Elementary School District 

## District size: <br> Students attending: <br> Medium <br> Number of schools:



4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | State | National |  |  |  |  |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |
| Classroom dollars | 58.6 | 55.8 | 56.6 | 50.6 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 12.6 | 12.5 | 13.5 | 11.7 | 9.5 | 10.9 |
| Plant operations | 8.4 | 8.8 | 9.1 | 11.7 | 11.7 | 9.7 |
| Food service | 8.8 | 8.9 | 7.3 | 8.1 | 4.7 | 4.0 |
| Transportation | 4.2 | 3.9 | 3.7 | 3.5 | 4.0 | 4.1 |
| $\quad$ Student support | 4.1 | 3.8 | 5.1 | 5.4 | 7.0 | 5.0 |
| Instruction support | 3.3 | 6.3 | 4.7 | 9.0 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 22.9 | 24.7 | 24.7 | 18.2 |
| Average teacher salary | $\$ 36,461$ | $\$ 40,953$ | $\$ 41,247$ | $\$ 38,534$ |
| Average years' experience | 6.8 | 6.8 | 6.9 | 8.7 |

Classroom dollar ranking: 186 of 227 districts.

## Proposition 301

District-reported 2004 results

## Teacher pay

- On average, each teacher, librarian, speech pathologist, audiologist, and counselor earned an additional \$3,770 in salary, each instructional aide earned an additional $\$ 2,770$, and the professional development coordinator earned an additional $\$ 1,800$.


## Performance

- The District accomplished its goals, which were based on school and individual student performance.
- Goals were linked to improved students' reading, language arts, spoken English, and math scores on standardized tests and other assessments.


## Menu

- Monies continued to be used for professional development activities, including paying a professional development coordinator and assistant.
- Teachers earned up to $\$ 1,000$ each for completing 30 hours of professional development activities geared toward improving student achievement.


# Ganado Unified <br> School District 

## District size <br> Medium <br> Students attending <br> 2,007 <br> Number of schools:

## Classroom Dollars

Fiscal year 2004


Total
\$10,062 per pupil

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 16.7 | 15.6 | 16.2 | 18.2 |
| Average teacher salary | NA | $\$ 37,966$ | $\$ 35,886$ | $\$ 38,534$ |
| Average years' experience | 7.7 | 7.0 | 6.8 | 8.7 |

Classroom dollar ranking: 203 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, librarian, speech pathologist, and counselor earned an additional $\$ 1,448$ in salary, which does not include performance pay distributed in fiscal year 2005.


## Performance

- The District accomplished its goals, which were linked to student performance on standardized tests, Language Assessment Scales, and the Accelerated Reader program.


## Menu

- Monies were used solely to increase eligible employee compensation.

Expenditures by function

|  | Percentage |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | District |  |  |  | State | National |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |
| Classroom dollars | 46.7 | 48.0 | 48.0 | 47.0 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| Administration | 19.5 | 15.7 | 15.8 | 18.7 | 9.5 | 10.9 |
| Plant operations | 13.0 | 12.5 | 13.9 | 14.8 | 11.7 | 9.7 |
| Food service | 4.1 | 4.1 | 3.9 | 3.7 | 4.7 | 4.0 |
| Transportation | 5.8 | 6.5 | 7.3 | 6.7 | 4.0 | 4.1 |
| Student support | 5.9 | 6.5 | 5.9 | 5.5 | 7.0 | 5.0 |
| Instruction support | 5.0 | 6.7 | 5.2 | 3.6 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

# Gila Bend Unified <br> School District 

District size:
Small
Students attending


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | 2002 | State | National |  |  |
|  | 2003 | 2004 | 2004 | 2001 |  |  |
| Classroom dollars | 49.4 | 53.3 | 56.4 | 54.0 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 17.2 | 16.1 | 16.0 | 14.9 | 9.5 | 10.9 |
| Plant operations | 17.5 | 16.4 | 14.5 | 17.2 | 11.7 | 9.7 |
| Food service | 6.4 | 5.9 | 5.9 | 5.4 | 4.7 | 4.0 |
| Transportation | 1.2 | 1.5 | 1.9 | 0.8 | 4.0 | 4.1 |
| Student support | 7.1 | 5.6 | 5.1 | 7.7 | 7.0 | 5.0 |
| Instruction support | 1.2 | 1.2 | 0.2 |  | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 15.7 | 15.8 | 14.7 | 18.2 |
| Average teacher salary | $\$ 34,100$ | $\$ 31,900$ | $\$ 34,216$ | $\$ 38,534$ |
| Average years' experience | 8.3 | 7.5 | 8.2 | 8.7 |

Classroom dollar ranking: 147 of 227 districts.

## Proposition 301

District-reported 2004 results

## Teacher pay

- On average, each teacher and counselor earned an additional \$2,650 in salary.


## Performance

- The District accomplished its goals, which were based on district, school, and individual performance.
- The student attendance rate was 97 percent, and teachers also met their 97 percent attendance goal.
- Teachers participated in developing a new teacher evaluation instrument.
- 100 percent of parents attended parent/teacher conferences.
- The District published newsletters, established a new Web site, and established a master calendar.
- Schools sponsored family nights and other activities to increase parent involvement and required teachers to send positive communication about students' academic progress to parents. The District indicates that efforts to increase parent involvement are expected to improve student achievement.


## Menu

- Monies were used to reduce class sizes and for dropout prevention. According to the District, an additional 5 percent of students stayed in school as a result of dropout prevention efforts.


## Gila Institute

for Technology

| District size: | Small |
| ---: | ---: |
| Students attending: | 38 |
| Number of schools: | NA |
| Number of certified teachers: | 1 |

Classroom Dollars
Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: | :---: | :---: | :---: |
|  | District |  |  |  |  | State |  |  | National |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |  |  |  |
| Classroom dollars | NA | 2.3 | 9.7 | 24.3 | 58.6 | 61.5 |  |  |  |
| Nonclassroom dollars: | NA |  |  |  |  |  |  |  |  |
| Administration |  | 69.6 | 81.7 | 60.5 | 9.5 | 10.9 |  |  |  |
| Plant operations |  | 7.1 | 7.7 | 5.2 | 11.7 | 9.7 |  |  |  |
| Food service |  |  |  |  | 4.7 | 4.0 |  |  |  |
| Transportation |  |  |  |  | 4.0 | 4.1 |  |  |  |
| Student support |  | 18.7 | 0.5 | 9.6 | 7.0 | 5.0 |  |  |  |
| Instruction support | 2.3 | 0.4 | 0.4 | 4.3 | 4.6 |  |  |  |  |
| Other |  |  |  |  | 0.2 | 0.2 |  |  |  |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | NA | NA | NA | 18.2 |
| Average teacher salary | NA | NA | NA | $\$ 38,534$ |
| Average years' experience | NA | NA | NA | 8.7 |

Classroom dollar ranking: 221 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- The teacher earned an additional $\$ 2,235$ in salary.


## Performance

- The District accomplished its goal, which was based on individual performance.
- Students gave the teacher high marks on class evaluations.


## Menu

- The District did not report spending any menu monies.


# Gilbert Unified <br> School District 

## District size: <br> Very Large 33,288



4-year comparison


Expenditures by function
Percentage

|  | Percentage |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2001 |  |  |  | State <br> 2004 | National 2001 |
| Classroom dollars | 63.4 | 62.3 | 64.5 | 64.3 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| Administration | 8.9 | 8.2 | 8.2 | 7.8 | 9.5 | 10.9 |
| Plant operations | 13.1 | 12.9 | 12.5 | 12.3 | 11.7 | 9.7 |
| Food service | 4.4 | 4.4 | 4.2 | 4.0 | 4.7 | 4.0 |
| Transportation | 2.6 | 2.5 | 2.7 | 3.2 | 4.0 | 4.1 |
| Student support | 5.3 | 5.2 | 5.2 | 5.4 | 7.0 | 5.0 |
| Instruction support | 2.3 | 4.4 | 2.6 | 2.9 | 4.3 | 4.6 |
| Other |  | 0.1 | 0.1 | 0.1 | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 17.6 | 17.4 | 17.4 | 18.2 |
| Average teacher salary | $\$ 36,819$ | $\$ 37,021$ | $\$ 38,858$ | $\$ 38,534$ |
| Average years' experience | 4.8 | 7.0 | 7.5 | 8.7 |

Classroom dollar ranking: 8 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, librarian, speech pathologist, audiologist, and counselor earned between \$3,761 and \$4,269 in additional salary.


## Performance

- The District accomplished its goals, which were based on school and individual performance.
- Each school established an academic goal relating to math, reading, or writing. To help meet the goals, teachers at each site created an action plan that called for classroom practice and assessment, and for results to be reported to the School Improvement Committee.
- Certified teachers completed 15 hours of professional development activities that supported school academic goals.

Menu

- Monies were primarily used to increase eligible employee compensation.
- The schools were also allocated monies to pay for professional development activities.


## Glendale Elementary School District

| District size: | Large |
| ---: | ---: |
| Students attending: | 12,450 |
| Number of schools: | 16 |

Number of certified teachers: 647

## Classroom Dollars

Fiscal year 2004


## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 62.9 | 59.3 | 59.1 | 58.3 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 8.6 | 9.9 | 10.3 | 10.0 | 9.5 | 10.9 |
| Plant operations | 10.7 | 9.7 | 9.1 | 9.9 | 11.7 | 9.7 |
| Food service | 6.1 | 6.4 | 5.8 | 6.0 | 4.7 | 4.0 |
| Transportation | 3.1 | 2.8 | 3.1 | 2.8 | 4.0 | 4.1 |
| Student support | 3.5 | 5.2 | 4.7 | 4.9 | 7.0 | 5.0 |
| Instruction support | 5.1 | 6.7 | 7.9 | 8.1 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 20.0 | 18.2 | 19.2 | 18.2 |
| Average teacher salary | $\$ 38,222$ | $\$ 40,436$ | $\$ 38,194$ | $\$ 38,534$ |
| Average years' experience | 7.9 | 7.2 | 7.7 | 8.7 |

Classroom dollar ranking: 72 of 227 districts.

## Proposition 301

## District-reported 2004 results

Teacher pay

- On average, each teacher earned an additional $\$ 4,198$ in salary and each instructional aide, facilitator, and mentor earned an additional $\$ 2,000$.


## Performance

- The District accomplished most of its goals, which were based on school and individual performance.
- The student achievement goal called for students' average reading, math, and writing scores to increase on standardized tests and district performance assessments.
- Most schools met 2 of the 3 student achievement goals.
- Teachers compiled and implemented "action research plans" and were evaluated on their results.


## Menu

- Monies were primarily used to increase teacher compensation. The District indicates that the salary increases are anticipated to help it attract teachers in competitive areas such as special education and math, and to retain teachers who have benefited from the District's professional development program.
- Primary-grade teachers were also hired to reduce class sizes. Reducing class sizes is anticipated to help the District meet its goal of having all children reading at grade level by grade 3 .


# Glendale Union High <br> School District 

| District size: | Large |
| ---: | ---: |
| Students attending: | 14,377 |
| Number of schools: | 11 |
| Number of certified teachers: | 680 |

Classroom Dollars
Fiscal year 2004


## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |
|  | Clate | National |  |  |  |  |
| Classroom dollars | 57.3 | 59.1 | 59.7 | 60.1 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 11.4 | 10.7 | 9.9 | 9.1 | 9.5 | 10.9 |
| Plant operations | 14.0 | 12.9 | 12.8 | 12.8 | 11.7 | 9.7 |
| Food service | 3.6 | 3.6 | 3.4 | 3.7 | 4.7 | 4.0 |
| Transportation | 2.1 | 2.2 | 2.7 | 2.7 | 4.0 | 4.1 |
| Student support | 5.6 | 5.5 | 5.6 | 5.6 | 7.0 | 5.0 |
| Instruction support | 5.7 | 5.5 | 5.4 | 5.5 | 4.3 | 4.6 |
| Other | 0.3 | 0.5 | 0.5 | 0.5 | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 20.6 | 21.1 | 21.1 | 18.2 |
| Average teacher salary | $\$ 45,411$ | $\$ 46,939$ | $\$ 47,358$ | $\$ 38,534$ |
| Average years' experience | 10.2 | 10.1 | 9.7 | 8.7 |

Classroom dollar ranking: 45 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned \$4,754 and each counselor and librarian earned between $\$ 5,718$ and \$5,844 in additional salary.


## Performance

- The District accomplished its goals, which were based on school performance.
- At each school, students' scores on standardized tests and other measures were required to meet a set performance standard or show improvement compared to last year, on average.
- Each school's dropout rate was required to be 6 percent or lower or show improvement compared to last year.
- Each school was required to receive at least an 80 percent rating on a parent satisfaction index or show improvement compared to last year.
- Schools also set individual school-level goals.

Menu

- Monies were used to increase eligible employee compensation, including pay for working an additional 3 school days on the District's extended 180-day calendar.


## Globe Unified School District

## District size <br> Students attending <br> Medium <br> Number of schools:

## Classroom Dollars

Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 54.1 | 58.5 | 59.0 | 58.1 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 15.6 | 12.8 | 13.7 | 13.4 | 9.5 | 10.9 |
| Plant operations | 12.7 | 12.5 | 11.3 | 11.7 | 11.7 | 9.7 |
| Food service | 5.4 | 5.0 | 5.3 | 5.4 | 4.7 | 4.0 |
| Transportation | 5.2 | 5.7 | 4.7 | 4.8 | 4.0 | 4.1 |
| $\quad$ Student support | 4.0 | 2.9 | 2.9 | 2.7 | 7.0 | 5.0 |
| Instruction support | 3.0 | 2.6 | 3.1 | 3.9 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 0004 |  |  |  |
| Student/teacher ratio | 19.2 | 19.3 | 18.1 | 18.2 |
| Average teacher salary | $\$ 33,209$ | $\$ 35,602$ | $\$ 35,729$ | $\$ 38,534$ |
| Average years' experience | 9.8 | 9.5 | 9.4 | 8.7 |

Classroom dollar ranking: 75 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, librarian, speech pathologist, and counselor earned between \$3,998 and $\$ 5,638$ in additional salary.


## Performance

- The District accomplished most of its goals, which were based on school performance.
- When compared to last year, the percentage of 5thgrade students meeting or exceeding state standards on the AIMS test increased by 16 percent in math and 21 percent in writing.
- Additionally, the percentage of 8th-grade students meeting or exceeding state standards on the math portion of the AIMS test increased by 7 percent.


## Menu

- Monies were used solely to increase eligible employee compensation.


# Graham County Special Services 

District size:<br>Very Small<br>Students attending:<br>Number of schools:



4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 |  | State | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 42.1 | 37.2 | 45.6 | 46.7 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 6.9 | 6.9 | 6.5 | 6.1 | 9.5 | 10.9 |
| Plant operations | 3.3 | 3.4 | 2.5 | 3.0 | 11.7 | 9.7 |
| Food service |  |  |  |  | 4.7 | 4.0 |
| Transportation | 6.0 | 8.4 | 8.0 | 7.0 | 4.0 | 4.1 |
| Student support | 37.3 | 36.8 | 34.6 | 34.1 | 7.0 | 5.0 |
| Instruction support | 0.8 |  |  |  | 4.3 | 4.6 |
| Other | 3.6 | 7.3 | 2.8 | 3.1 | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 7004 |  |  |  |
| Student/teacher ratio | 7.6 | 6.9 | 5.7 | 18.2 |
| Average teacher salary | $\$ 30,636$ | $\$ 34,199$ | $\$ 35,600$ | $\$ 38,534$ |
| Average years' experience | 9.4 | 10.2 | 8.9 | 8.7 |

Classroom dollar ranking: 206 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional $\$ 4,500$ in salary.


## Performance

- The District accomplished its goals, which were based on school performance.
- Teachers participated in professional development activities focused on enhancing student learning and teacher effectiveness.


## Menu

- Monies were used solely to increase teacher compensation. The District indicated that the increases helped it to recruit and retain teachers.


## Grand Canyon Unified

District size:
Students attending:
Small
Number of schools:

## Classroom Dollars

Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | District |  |  |  | State | National |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |
| Classroom dollars | 53.1 | 52.5 | 52.7 | 53.5 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  | NA |  |  |
| Administration | 13.9 | 12.5 | 13.0 |  | 9.5 | 10.9 |
| Plant operations | 18.6 | 18.5 | 17.7 |  | 11.7 | 9.7 |
| Food service | 2.2 | 2.7 | 2.6 |  | 4.7 | 4.0 |
| Transportation | 2.9 | 3.9 | 4.0 |  | 4.0 | 4.1 |
| Student support | 7.4 | 6.8 | 5.2 |  | 7.0 | 5.0 |
| Instruction support | 1.9 | 3.1 | 4.8 |  | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | State |  |
|  | 2004 | 2004 |  |  |
| Student/teacher ratio | 10.7 | 12.3 | 9.9 | 18.2 |
| Average teacher salary | $\$ 33,966$ | $\$ 35,027$ | $\$ 36,075$ | $\$ 38,534$ |
| Average years' experience | 8.8 | 9.9 | 10.1 | 8.7 |

Classroom dollar ranking: 154 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional $\$ 3,757$ in salary, and the librarian earned an additional $\$ 3,795$.


## Performance

- The District accomplished its goals, which were based on individual performance.
- Eligible employees earned $\$ 250$ per day for attending up to 6 days of professional development activities, which focused on curriculum development and aligning curriculum with state standards.
- 7 teachers met the attendance goal of 1 or fewer absences.
- 3 teachers who acted as mentors earned $\$ 100$ per semester.


## Menu

- Monies were used solely to increase eligible employee compensation.


# Hackberry Elementary 

 School District

4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | 2002 | State | National |  |  |
|  | 2003 | 2004 | 2004 | 2001 |  |  |
| Classroom dollars | 47.0 | 43.9 | 55.9 | 52.5 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 28.3 | 34.0 | 25.5 | 24.7 | 9.5 | 10.9 |
| Plant operations | 7.1 | 10.4 | 8.3 | 10.9 | 11.7 | 9.7 |
| Food service | 0.1 | 3.6 | 2.7 | 2.6 | 4.7 | 4.0 |
| Transportation | 7.2 | 4.7 | 5.1 | 6.3 | 4.0 | 4.1 |
| Student support | 10.3 | 3.3 | 0.1 | 1.6 | 7.0 | 5.0 |
| Instruction support |  | 0.1 | 2.4 | 1.4 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 12.5 | 24.0 | 13.2 | 18.2 |
| Average teacher salary | $\$ 30,867$ | $\$ 30,583$ | $\$ 33,631$ | $\$ 38,534$ |
| Average years' experience | 6.8 | 3.5 | 3.2 | 8.7 |

Classroom dollar ranking: 165 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional $\$ 2,866$ in salary.


## Performance

- The District accomplished its goals, which were based on district and individual performance.
- Goals called for a 10 percent increase in the number of students demonstrating 1 year's academic progress; a decrease in the number of students who fall far below state standards in reading, math, and writing; a 5 percent increase in student attendance; and a 10 percent decrease in disciplinary referrals.
- A tutoring program was established to improve students' reading and writing skills.
- Other goals were linked to increased parent involvement, and to teacher attendance, evaluations, and participation in professional development, team building, and leadership activities.


## Menu

- 6 teachers and instructional aides were hired to teach core subjects and reduce class sizes.
- For AIMS intervention, 3 teachers worked with 58 students who were having difficulty meeting state student achievement standards.
- 3 teachers completed professional development activities.

\title{

Hayden-Winkelman Unified

School District

\title{

District size

# District size <br> Small <br> Students attending <br> Number of schools: 

Classroom Dollars
Fiscal year 2004


Total
\$8,105 per pupil

4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | 2002 | State |  | National |  |
|  | 2003 | 2004 | 2004 | 2001 |  |  |
| Classroom dollars | 53.3 | 54.1 | 52.9 | 51.2 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 15.2 | 13.7 | 16.1 | 15.4 | 9.5 | 10.9 |
| Plant operations | 14.6 | 16.2 | 13.3 | 13.3 | 11.7 | 9.7 |
| Food service | 6.7 | 6.2 | 6.1 | 7.0 | 4.7 | 4.0 |
| Transportation | 5.0 | 4.0 | 4.7 | 4.2 | 4.0 | 4.1 |
| $\quad$ Student support | 3.8 | 3.7 | 3.8 | 3.9 | 7.0 | 5.0 |
| Instruction support | 1.4 | 2.1 | 3.1 | 5.0 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 0004 |  |  |  |
| Student/teacher ratio | 12.5 | 12.7 | 14.4 | 18.2 |
| Average teacher salary | $\$ 34,470$ | $\$ 36,480$ | $\$ 38,092$ | $\$ 38,534$ |
| Average years' experience | 8.6 | 9.3 | 10.3 | 8.7 |

Classroom dollar ranking: 182 of 227 districts.

## Proposition 301

## District-reported 2004 results

Teacher pay

- On average, each teacher, librarian, and counselor earned an additional \$3,449 in salary.


## Performance

- The District accomplished its goals, which were based on school and individual performance.
- All primary- and middle-school teachers met biweekly for professional development activities focused on improving math instruction. Related activities included developing portfolios of classroom math activities and integrating the activities into lesson plans.
- Intermediate-school teachers attended monthly professional development activities that involved discussing math teaching strategies, sharing lesson plans, and evaluating student work. Additionally, the intermediate school developed programs and activities to increase parent involvement and student achievement in math.
- High-school teachers participated in activities focused on improving students' writing and organizational skills in all content areas.


## Menu

- Monies were used solely to compensate teachers for attending professional development activities.


# Heber-Overgaard Unified 

 School DistrictDistrict size:
Small
Students attending:
Number of schools:


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 50.2 | 53.3 | 55.1 | 52.3 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 15.5 | 14.6 | 13.4 | 11.6 | 9.5 | 10.9 |
| Plant operations | 16.4 | 15.0 | 13.7 | 15.5 | 11.7 | 9.7 |
| Food service | 5.7 | 5.4 | 4.7 | 4.4 | 4.7 | 4.0 |
| Transportation | 6.5 | 5.9 | 6.1 | 6.6 | 4.0 | 4.1 |
| $\quad$ Student support | 3.9 | 3.5 | 4.4 | 5.9 | 7.0 | 5.0 |
| Instruction support | 1.8 | 2.3 | 2.5 | 3.3 | 4.3 | 4.6 |
| Other |  |  | 0.1 | 0.4 | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 15.9 | 15.8 | 15.6 | 18.2 |
| Average teacher salary | $\$ 31,863$ | $\$ 33,923$ | $\$ 33,899$ | $\$ 38,534$ |
| Average years' experience | 9.4 | 10.3 | 10.1 | 8.7 |

Classroom dollar ranking: 167 of 227 districts.

## Proposition 301

District-reported 2004 results

## Teacher pay

- On average, each teacher earned an additional $\$ 4,720$ in salary, and each librarian and counselor earned between \$4,233 and \$4,977 in additional salary.


## Performance

- The District accomplished most of its goals, which were based on school and individual performance.
- Most teachers met student achievement goals, which were based on the change in students' scores on district pre- and post-tests and/or achievement on standardized tests.
- Teachers received acceptable performance evaluations.
- 3 schools implemented an accelerated reader program to motivate students to read.
- High-school teachers each initiated 18 positive parental contacts; as well as assigned and graded 2 student writing assignments and/or taught 2 multimedia lesson plans.


## Menu

- Monies were used to increase eligible employee compensation, including paying for increased health insurance costs.


# Higley Unified School District 

| District size: | Medium |
| ---: | ---: |
| Students attending: | 4,510 |
| Number of schools: | 5 |

## Classroom Dollars

Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 60.2 | 56.1 | 58.2 | 59.9 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 16.4 | 13.9 | 13.7 | 13.0 | 9.5 | 10.9 |
| Plant operations | 13.0 | 13.8 | 13.1 | 11.4 | 11.7 | 9.7 |
| Food service | 0.1 | 4.5 | 4.5 | 4.0 | 4.7 | 4.0 |
| Transportation | 3.8 | 4.0 | 4.3 | 4.3 | 4.0 | 4.1 |
| $\quad$ Student support | 4.2 | 5.0 | 4.4 | 5.0 | 7.0 | 5.0 |
| Instruction support | 2.3 | 2.7 | 1.8 | 2.4 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 17.1 | 14.9 | 19.3 | 18.2 |
| Average teacher salary | $\$ 35,838$ | $\$ 36,768$ | $\$ 36,428$ | $\$ 38,534$ |
| Average years' experience | 6.9 | 6.0 | 4.9 | 8.7 |

Classroom dollar ranking: 47 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, librarian, speech pathologist, audiologist, and counselor earned between $\$ 2,210$ and $\$ 2,859$ in additional salary.


## Performance

- The District accomplished most of its goals, which were based on school and individual performance.
- Goals were linked to student achievement; teacher evaluations and participation in leadership and tutoring activities; and parent survey responses and participation in back-to-school and other activities.


## Menu

- Monies were used solely to increase eligible employee compensation.


# Hillside Elementary School District 

District size:
Students attending:
Number of schools:


## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
|  | Classroom dollars | 50.1 | 52.1 | 53.8 | 57.5 | 58.6 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 0004 |  |  |  |
| Student/teacher ratio | 11.0 | 19.0 | 14.0 | 18.2 |
| Average teacher salary | $\$ 29,721$ | $\$ 32,000$ | $\$ 32,242$ | $\$ 38,534$ |
| Average years' experience | 15.0 | 15.0 | 15.0 | 8.7 |

Classroom dollar ranking: 82 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- The teacher earned an additional \$4,829 in salary, and each instructional aide earned an additional $\$ 821$.


## Performance

- The District accomplished its goals, which were based on district and individual performance.
- Students, on average, demonstrated 1 year's academic progress.
- The teacher participated in professional development activities.

Menu

- Monies were used solely to increase eligible employee compensation.


# Holbrook Unified <br> School District 

## District size <br> Medium <br> Students attending 1,999 <br> Number of schools:

## Classroom Dollars

Fiscal year 2004


Total
$\$ 8,092$ per pupil

## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 57.3 | 56.5 | 57.2 | 54.6 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 11.5 | 12.4 | 12.3 | 11.6 | 9.5 | 10.9 |
| Plant operations | 13.7 | 2.5 | 11.1 | 12.7 | 11.7 | 9.7 |
| Food service | 5.0 | 5.1 | 4.7 | 4.5 | 4.7 | 4.0 |
| Transportation | 4.0 | 3.5 | 3.9 | 4.2 | 4.0 | 4.1 |
| $\quad$ Student support | 5.7 | 6.0 | 6.3 | 6.7 | 7.0 | 5.0 |
| Instruction support | 2.8 | 4.0 | 4.5 | 5.7 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 14.8 | 15.1 | 14.8 | 18.2 |
| Average teacher salary | $\$ 36,846$ | $\$ 35,434$ | $\$ 36,780$ | $\$ 38,534$ |
| Average years' experience | 8.9 | 8.3 | 8.1 | 8.7 |

Classroom dollar ranking: 132 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned $\$ 5,493$ in additional salary.


## Performance

- The District accomplished its goals, which were based on school and individual performance.
- Schools developed individual academic improvement plans for students to help them achieve 1 year's academic progress on standardized tests, and meet grade-level benchmarks and state standards on the AIMS test.
- Teachers developed, taught, and evaluated 1 lesson plan based on state standards, developed a professional development goal, completed 6 credit hours toward an academic endorsement or master's program, and attended training classes.
- Teachers also participated in leadership activities including mentoring and committee work.
- The District developed a parental involvement program, which included such things as weekly newsletters, home visits, and evening and afterschool activities for parents.


## Menu

- Monies were used solely to increase teacher compensation in an effort to attract and retain teachers.


# Humboldt Unified <br> School District 

District size: Large
Students attending: 5,007
Number of schools:
8
Number of certified teachers: 248

Classroom Dollars
Fiscal year 2004


## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | District |  |  |  | State | National |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |
| Classroom dollars | 57.5 | 59.5 | 58.5 | 57.6 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| Administration | 12.5 | 11.5 | 11.0 | 9.3 | 9.5 | 10.9 |
| Plant operations | 11.2 | 9.5 | 11.1 | 11.6 | 11.7 | 9.7 |
| Food service | 4.7 | 5.4 | 5.2 | 5.3 | 4.7 | 4.0 |
| Transportation | 5.6 | 5.8 | 5.9 | 7.0 | 4.0 | 4.1 |
| Student support | 6.1 | 6.2 | 6.9 | 7.4 | 7.0 | 5.0 |
| Instruction support | 2.4 | 2.1 | 1.4 | 1.8 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 17.2 | 19.3 | 20.2 | 18.2 |
| Average teacher salary | $\$ 39,251$ | $\$ 44,096$ | $\$ 42,885$ | $\$ 38,534$ |
| Average years' experience | 8.7 | 9.8 | 10.0 | 8.7 |

Classroom dollar ranking: 81 of 227 districts.

## Proposition 301

District-reported 2004 results

## Teacher pay

- On average, each teacher, librarian, counselor, and nurse earned an additional \$4,652 in salary.


## Performance

- The District accomplished its goals, which were based on school and district performance.
- All schools maintained or improved their AZ LEARNS ratings, and students at each school demonstrated adequate yearly progress and met achievement goals on the AIMS test.
- Other goals called for student attendance to be at or above the 2001 level, for teachers to participate in professional development activities, for the dropout and graduation rates to improve, and for parents to be contacted about student progress and surveyed to assess their satisfaction with the schools.

Menu

- Monies were primarily used to increase eligible employee compensation.
- Remaining monies were used for professional development seminars, guest speakers, and substitutes for teachers attending training sessions.


## Hyder Elementary School District

## District size <br> Very Small <br> Students attending

## Classroom Dollars

Fiscal year 2004


Total
\$9,287 per pupil

## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 49.8 | 50.5 | 53.1 | 55.1 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 12.6 | 12.7 | 11.8 | 11.3 | 9.5 | 10.9 |
| Plant operations | 17.1 | 17.1 | 15.1 | 15.1 | 11.7 | 9.7 |
| Food service | 10.3 | 10.1 | 9.8 | 8.1 | 4.7 | 4.0 |
| Transportation | 8.1 | 7.6 | 8.4 | 7.6 | 4.0 | 4.1 |
| $\quad$ Student support | 1.2 | 1.1 | 0.9 | 1.1 | 7.0 | 5.0 |
| Instruction support | 0.9 | 0.9 | 0.9 | 1.7 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 17.7 | 18.9 | 15.5 | 18.2 |
| Average teacher salary | NA | $\$ 39,675$ | $\$ 42,292$ | $\$ 38,534$ |
| Average years' experience | 10.1 | 10.8 | 11.0 | 8.7 |

Classroom dollar ranking: 124 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional \$3,987 in salary, and each instructional aide earned an additional $\$ 1,020$.


## Performance

- The District accomplished its goals, which were based on school performance.
- The goals called for students' test scores, on average, to increase by at least 5 percent on the Stanford achievement test in grades 1 through 8.
- Additionally, goals called for students' AIMS test scores in grades 3,5 , and 8 to show improvement, and for the total number of students meeting or exceeding state standards to increase.


## Menu

- Monies were used to provide after-school and intersession AIMS intervention tutoring to students in grades 3,5 , and 8 . The District indicated that the tutoring sessions contributed to meeting its performance goals.


## Indian Oasis-Baboquivari Unified School District <br> District size: <br> Students attending: <br> Medium

## Classroom Dollars

Fiscal year 2004


4-year comparison


Expenditures by function
Percentage

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | 2002 | 2003 | 2004 | State | National |
|  | 2004 | 2001 |  |  |  |  |
| Classroom dollars | 49.7 | 48.3 | 49.4 | 52.2 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 13.6 | 13.7 | 15.0 | 10.0 | 9.5 | 10.9 |
| Plant operations | 14.0 | 15.5 | 13.9 | 13.4 | 11.7 | 9.7 |
| Food service | 4.5 | 4.7 | 4.2 | 4.1 | 4.7 | 4.0 |
| Transportation | 6.9 | 6.7 | 6.6 | 6.3 | 4.0 | 4.1 |
| Student support | 9.8 | 8.8 | 8.4 | 10.9 | 7.0 | 5.0 |
| Instruction support | 1.5 | 2.3 | 2.4 | 3.1 | 4.3 | 4.6 |
| Other |  |  | 0.1 |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 13.9 | 13.8 | 13.3 | 18.2 |
| Average teacher salary | NA | $\$ 32,608$ | $\$ 32,608$ | $\$ 38,534$ |
| Average years' experience | 8.6 | 7.6 | 8.0 | 8.7 |

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, librarian, and counselor earned between $\$ 3,114$ and $\$ 3,376$ in additional salary.


## Performance

- The District met some of its goals, which were linked to teacher evaluations, student attendance, and student achievement on standardized tests in reading, writing, and math.

Menu

- Monies were used to increase eligible employee compensation.


# Isaac Elementary School District 

District size: Large
Students attending 7,907
Number of schools:
12
Number of certified teachers: 440

Classroom Dollars
Fiscal year 2004


## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 56.3 | 56.9 | 58.0 | 58.3 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 10.5 | 9.6 | 10.2 | 8.2 | 9.5 | 10.9 |
| Plant operations | 11.4 | 11.2 | 10.6 | 11.2 | 11.7 | 9.7 |
| Food service | 7.4 | 7.7 | 6.7 | 7.0 | 4.7 | 4.0 |
| Transportation | 2.0 | 2.0 | 1.9 | 1.9 | 4.0 | 4.1 |
| Student support | 7.3 | 8.5 | 9.4 | 9.4 | 7.0 | 5.0 |
| Instruction support | 5.0 | 4.1 | 3.2 | 4.0 | 4.3 | 4.6 |
| Other | 0.1 |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 17.9 | 17.1 | 18.0 | 18.2 |
| Average teacher salary | $\$ 40,151$ | NA | $\$ 44,093$ | $\$ 38,534$ |
| Average years' experience | 7.6 | 7.8 | 8.3 | 8.7 |

Classroom dollar ranking: 71 of 227 districts.

## Proposition 301

## District-reported 2004 results

Teacher pay

- On average, each teacher, librarian, speech pathologist, audiologist, counselor, and nurse earned an additional $\$ 4,193$ in salary.


## Performance

- The District accomplished most of its goals, which were based on school and individual performance.
- The student achievement goal was based on the percentage of students at each school scoring at or above the 50th-percentile in reading, math, and language on national standardized tests, or an overall 5 percentage point increase in averaged student scores in each area.
- 7 schools achieved the goal in all 3 categories, 3 schools achieved the goal in math and language, and 2 schools did not meet the goal.
- Students at all schools, on average, improved language development skills.
- Student attendance rates were 94 percent or higher.
- 80 percent of parents surveyed gave schools positive ratings.
- Eligible employees completed 15 hours of professional development activities.


## Menu

- Monies were used solely to increase eligible employee compensation.


# J. O. Combs Elementary <br> District size: 

School District

Small
Students attending:
Number of schools:

Classroom Dollars
Fiscal year 2004


Total
\$5,961 per pupil

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 0004 |  |  |  |
| Student/teacher ratio | 14.4 | 18.0 | 18.3 | 18.2 |
| Average teacher salary | $\$ 30,926$ | $\$ 30,365$ | $\$ 26,887$ | $\$ 38,534$ |
| Average years' experience | 4.3 | 5.1 | 5.0 | 8.7 |

Classroom dollar ranking: 170 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional \$2,742 in salary.


## Performance

- The District accomplished its goals, which were based on school and individual performance.
- The student achievement goal called for 29 percent of students categorized as "falls far below" state standards on the AIMS test to move to the "approaches standards" category.
- Teachers completed professional development courses, received acceptable performance evaluations, and completed lesson plans using a standards-based format.

Menu

- Monies continued to be used to pay for a kindergarten teacher, which kept class sizes at 20 students, and to compensate teachers for working 4 additional days.
- A part-time academic coach was hired to mentor staff. According to the District, this resulted in increased AIMS test scores.


# Joseph City Unified School District 

District size
Students attending
Small
Number of schools:

## Classroom Dollars

Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | District |  |  |  | State | Nationa 2001 |
|  | 2001 | 2002 | 2003 | 2004 | 2004 |  |
| Classroom dollars | 48.8 | 54.6 | 60.2 | 55.5 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| Administration | 19.6 | 18.1 | 13.7 | 13.3 | 9.5 | 10.9 |
| Plant operations | 21.6 | 18.1 | 15.2 | 15.1 | 11.7 | 9.7 |
| Food service |  |  | 0.1 | 2.3 | 4.7 | 4.0 |
| Transportation | 4.6 | 4.7 | 5.4 | 6.1 | 4.0 | 4.1 |
| Student support | 4.7 | 3.5 | 3.3 | 6.7 | 7.0 | 5.0 |
| Instruction support | 0.7 | 1.0 | 2.1 | 1.0 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 13.2 | 14.1 | 13.8 | 18.2 |
| Average teacher salary | $\$ 36,712$ | $\$ 36,375$ | $\$ 38,034$ | $\$ 38,534$ |
| Average years' experience | 8.8 | 9.1 | 9.7 | 8.7 |

Classroom dollar ranking: 117 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher and counselor earned an additional \$4,279 in salary.

Performance

- The District accomplished its goals, which were based on individual performance.
- Goals were linked to teachers using research-based instructional methods and developing lessons that met set criteria.


## Menu

- Monies were used to increase eligible employee compensation, including paying for increased health insurance premiums.


# Kayenta Unified School District 

District size:<br>Students attending:<br>Medium<br>2,454<br>Number of schools:

Classroom Dollars
Fiscal year 2004


Total
\$8,946 per pupil

## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | District |  |  |  | State 2004 | National 2001 |
| Classroom dollars | 55.1 | 49.9 | 46.7 | 47.9 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| Administration | 9.1 | 9.5 | 10.5 | 9.7 | 9.5 | 10.9 |
| Plant operations | 16.5 | 16.7 | 17.4 | 17.9 | 11.7 | 9.7 |
| Food service | 5.1 | 4.9 | 4.9 | 4.7 | 4.7 | 4.0 |
| Transportation | 7.1 | 6.9 | 7.7 | 6.4 | 4.0 | 4.1 |
| Student support | 4.0 | 5.6 | 5.9 | 6.0 | 7.0 | 5.0 |
| Instruction support | 3.1 | 6.5 | 6.9 | 7.1 | 4.3 | 4.6 |
| Other |  |  |  | 0.3 | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 15.7 | 15.7 | 15.3 | 18.2 |
| Average teacher salary | $\$ 36,339$ | $\$ 36,782$ | $\$ 37,857$ | $\$ 38,534$ |
| Average years' experience | 8.7 | 8.5 | 8.5 | 8.7 |

## Proposition 301

## District-reported 2004 results

## Teacher pay

- On average, each teacher earned an additional $\$ 3,300$ in salary. Additionally, each librarian, speech pathologist, and audiologist earned between $\$ 1,006$ and $\$ 2,099$ in additional salary.


## Performance

- The District accomplished most of its goals, which were based on district and individual performance.
- Each school set goals to increase student achievement on standardized tests, with 2 schools calling for scores to increase 10 percent compared to last year. 2 schools accomplished all student achievement goals and 2 schools accomplished about two-thirds of their goals.
- Teachers participated in tutoring and leadership activities.
- The dropout/graduation rate goal was not met.


## Menu

- The District continued to use monies to employ 1 middle-school and 1 high-school teacher for class size reduction, and 2 counselors and 4 part-time staff development specialists.
- Monies were also used to increase eligible employee compensation and to purchase AIMS intervention materials and classroom supplies.


# Kingman Unified School District 

District size: Large
Students attending 6,966
Number of schools:
10
Number of certified teachers: 368

Classroom Dollars
Fiscal year 2004


## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | NA | 55.8 | 57.0 | 56.4 | 58.6 | 61.5 |
| Nonclassroom dollars: | NA |  |  |  |  |  |
| Administration |  | 11.1 | 11.6 | 10.2 | 9.5 | 10.9 |
| Plant operations |  | 12.8 | 11.5 | 12.1 | 11.7 | 9.7 |
| Food service |  | 3.4 | 3.4 | 3.7 | 4.7 | 4.0 |
| Transportation |  | 5.8 | 5.3 | 5.7 | 4.0 | 4.1 |
| Student support |  | 8.3 | 8.0 | 8.0 | 7.0 | 5.0 |
| Instruction support |  | 2.7 | 3.1 | 3.8 | 4.3 | 4.6 |
| Other |  | 0.1 | 0.1 | 0.1 | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 004 |  |  |  |
| Student/teacher ratio | 18.8 | 18.3 | 18.9 | 18.2 |
| Average teacher salary | $\$ 35,507$ | $\$ 36,775$ | $\$ 37,615$ | $\$ 38,534$ |
| Average years' experience | 9.3 | 9.1 | 8.0 | 8.7 |

Classroom dollar ranking: 100 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, librarian, speech pathologist, audiologist, and counselor earned an additional $\$ 3,050$ in salary.


## Performance

- The District accomplished its goal, which required teachers to receive acceptable performance evaluations.


## Menu

- The District continued to use monies to employ 8 computer teachers and 5 instructional aides to reduce class sizes, and to compensate teachers for providing additional instruction.
- For AIMS intervention, elementary-level intercession programs, homework centers, and after-school tutoring programs were offered.
- For dropout prevention, monies were used to pay for educational software, guidance activities, and security services. According to the District, approximately 2,200 students benefited from these activities.
- Monies were also used to increase eligible employee performance pay and to pay for professional development activities.


# Kirkland Elementary <br> School District 

District size:
Students attending:
Very Small
Number of schools:


4-year comparison


## Expenditures by function

|  | Percentage |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | District |  |  |  | State | National |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |
| Classroom dollars | 65.9 | 53.9 | 55.0 | 56.7 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| Administration | 8.3 | 21.2 | 19.8 | 16.7 | 9.5 | 10.9 |
| Plant operations | 8.5 | 7.2 | 8.0 | 10.3 | 11.7 | 9.7 |
| Food service | 9.0 | 9.0 | 8.5 | 8.5 | 4.7 | 4.0 |
| Transportation | 7.1 | 8.7 | 7.7 | 6.3 | 4.0 | 4.1 |
| Student support | 0.8 |  | 1.0 | 1.4 | 7.0 | 5.0 |
| Instruction support | 0.4 |  |  | 0.1 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 16.5 | 14.2 | 14.8 | 18.2 |
| Average teacher salary | $\$ 31,458$ | $\$ 31,677$ | $\$ 33,801$ | $\$ 38,534$ |
| Average years' experience | 7.5 | 7.2 | 8.8 | 8.7 |

Classroom dollar ranking: 98 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional $\$ 4,262$ in salary.


## Performance

- The District accomplished most of its goals, which were based on individual and school performance.
- Each student was required to demonstrate 1 year's academic progress based on year-end report cards.
- Each teacher was required to lead an academic committee.
- The unmet goal called for increased student attendance.


## Menu

- Monies were used solely to increase teacher compensation.


# Kyrene Elementary <br> School District 

| District size: | Large |
| ---: | ---: |
| Students attending: | 17,597 |
| Number of schools: | 25 |
| Number of certified teachers: | 1,015 |

Classroom Dollars
Fiscal year 2004


## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | State | National |  |  |  |  |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |
| Classroom dollars | 60.2 | 61.2 | 61.9 | 64.4 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 9.6 | 9.1 | 8.6 | 7.6 | 9.5 | 10.9 |
| Plant operations | 11.5 | 10.8 | 11.1 | 10.3 | 11.7 | 9.7 |
| Food service | 5.0 | 5.1 | 4.9 | 4.5 | 4.7 | 4.0 |
| Transportation | 3.3 | 3.5 | 3.1 | 2.9 | 4.0 | 4.1 |
| Student support | 6.1 | 6.1 | 6.2 | 6.2 | 7.0 | 5.0 |
| Instruction support | 4.3 | 4.2 | 4.2 | 4.1 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 17.3 | 17.7 | 17.3 | 18.2 |
| Average teacher salary | $\$ 40,460$ | $\$ 41,870$ | $\$ 41,631$ | $\$ 38,534$ |
| Average years' experience | 8.5 | 9.2 | 9.6 | 8.7 |

Classroom dollar ranking: 6 of 227 districts.

## Proposition 301

## District-reported 2004 results

Teacher pay

- On average, each teacher, librarian, speech pathologist, audiologist, and counselor earned an additional $\$ 3,635$ in salary.


## Performance

- The District accomplished most of its goals, which were based on district-wide performance.
- Goals were linked to student achievement on standardized tests and district assessments, and to a parent-student satisfaction survey.


## Menu

- Monies were used primarily to increase eligible employee compensation.
- The District also continued to use monies to reduce class sizes at schools where class sizes exceeded district guidelines, and to employ teachers and instructional aides for AIMS intervention.
- AIMS intervention programs provided additional support for students in reading, writing, and math.
- Teachers participated in professional development activities including collaborating with peers and attending conferences and workshops.
- Monies were also used for dropout prevention programs to address students' academic difficulties, and attendance and disciplinary problems.


# Lake Havasu Unified School District 

Number of certified teachers: 296


## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: | :---: | :---: |
|  | District |  |  |  |  | State |  | National |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |  |  |
|  | Classroom dollars | 60.3 | 61.1 | 61.7 | 60.1 | 58.6 |  |  |
| 61.5 |  |  |  |  |  |  |  |  |
| Nonclassroom dollars: |  |  |  |  |  |  |  |  |
| $\quad$ Administration | 12.4 | 10.9 | 10.3 | 10.8 | 9.5 | 10.9 |  |  |
| Plant operations | 12.7 | 12.3 | 12.4 | 12.8 | 11.7 | 9.7 |  |  |
| Food service | 6.3 | 6.5 | 6.0 | 6.4 | 4.7 | 4.0 |  |  |
| Transportation | 2.4 | 2.3 | 2.1 | 2.3 | 4.0 | 4.1 |  |  |
| Student support | 4.5 | 5.3 | 5.2 | 5.6 | 7.0 | 5.0 |  |  |
| Instruction support | 1.4 | 1.5 | 1.9 | 1.9 | 4.3 | 4.6 |  |  |
| Other |  | 0.1 | 0.4 | 0.1 | 0.2 | 0.2 |  |  |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 20.0 | 19.5 | 21.1 | 18.2 |
| Average teacher salary | $\$ 35,201$ | $\$ 35,844$ | $\$ 35,800$ | $\$ 38,534$ |
| Average years' experience | 8.1 | 7.8 | 8.2 | 8.7 |

Classroom dollar ranking: 44 of 227 districts.

## Proposition 301

District-reported 2004 results

## Teacher pay

- On average, each teacher, librarian, speech pathologist, audiologist, and counselor earned an additional $\$ 1,804$ in salary, which does not include performance pay distributed in fiscal year 2005.


## Performance

- The District accomplished most of its goals, which were based on school and individual performance.
- Student achievement goals were linked to student achievement on district assessments and standardized tests, and most goals required students to demonstrate 1 year's academic progress. Goals relying on district assessments were accomplished; and students at 1 school demonstrated 1 year's academic progress on standardized tests.
- Teachers were evaluated based on portfolios they maintained to demonstrate performance in collaboration, student support, commitment to the school, and professional development.


## Menu

- Monies were used solely to increase eligible employee compensation.


# Laveen Elementary School District 

Medium
1,613
Number of schools: 3
Number of certified teachers:

Classroom Dollars
Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | 2002 | State | National |  |  |
|  | 2000 | 2004 | 2001 |  |  |  |
| Classroom dollars | 53.8 | 52.1 | 52.9 | 52.3 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 13.0 | 13.9 | 13.8 | 14.9 | 9.5 | 10.9 |
| Plant operations | 12.5 | 11.9 | 10.3 | 8.6 | 11.7 | 9.7 |
| Food service | 6.7 | 5.6 | 5.3 | 6.6 | 4.7 | 4.0 |
| Transportation | 3.6 | 3.4 | 4.0 | 3.5 | 4.0 | 4.1 |
| Student support | 6.0 | 5.8 | 8.8 | 8.2 | 7.0 | 5.0 |
| Instruction support | 3.4 | 7.3 | 4.9 | 5.9 | 4.3 | 4.6 |
| Other | 1.0 |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 0004 |  |  |  |
| Student/teacher ratio | 18.5 | 16.9 | 17.0 | 18.2 |
| Average teacher salary | $\$ 31,995$ | $\$ 34,336$ | $\$ 35,849$ | $\$ 38,534$ |
| Average years' experience | 6.6 | 5.5 | 5.8 | 8.7 |

Classroom dollar ranking: 169 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, librarian, and counselor earned an additional $\$ 1,571$ in salary.


## Performance

- The District accomplished its goals, which were based on district and individual performance.
- Goals called for students' reading, math, and language arts scores to increase by 1 percentile, for student attendance to be at least 94 percent, and for teachers to complete at least 30 hours of governing board-approved committee work.


## Menu

- Monies were used solely to pay for increases in health insurance premiums for eligible employees


# Liberty Elementary School District 

Classroom Dollars
Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State | National |  |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 60.0 | 62.5 | 64.4 | 64.3 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 12.3 | 11.0 | 9.7 | 9.7 | 9.5 | 10.9 |
| Plant operations | 9.3 | 10.0 | 8.9 | 8.2 | 11.7 | 9.7 |
| Food service | 5.0 | 4.5 | 4.3 | 4.3 | 4.7 | 4.0 |
| Transportation | 6.0 | 4.7 | 4.7 | 4.5 | 4.0 | 4.1 |
| Student support | 4.7 | 4.4 | 5.0 | 4.6 | 7.0 | 5.0 |
| Instruction support | 2.7 | 2.9 | 3.0 | 4.4 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 18.6 | 17.0 | 16.3 | 18.2 |
| Average teacher salary | $\$ 33,600$ | $\$ 34,471$ | $\$ 34,440$ | $\$ 38,534$ |
| Average years' experience | 6.6 | 6.5 | 6.0 | 8.7 |

Classroom dollar ranking: 7 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, librarian, speech pathologist, audiologist, and counselor earned between $\$ 2,687$ and $\$ 3,087$ in additional salary.


## Performance

- The District accomplished most of its goals, which were based on school and individual performance.
- Students at each school were required, on average, to increase reading and math skills.
- Teachers' lesson plans, instructional methods, leadership activities, and classroom management techniques were evaluated.


## Menu

- Monies were used primarily to increase eligible employee compensation in an effort to attract and retain highly qualified staff.
- Monies were also used to provide teachers with reading strategies training and to enable teachers to attend workshops.


## Litchfield Elementary School District

## District size <br> Large <br> Students attending: 5,951 <br> Number of schools:

## Classroom Dollars

Fiscal year 2004


## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | 2002 | State |  | National |  |
|  | 2003 | 2004 | 2004 | 2001 |  |  |
| Classroom dollars | 57.9 | 59.7 | 59.3 | 60.7 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 10.7 | 10.9 | 10.9 | 10.1 | 9.5 | 10.9 |
| Plant operations | 14.7 | 13.4 | 13.3 | 12.8 | 11.7 | 9.7 |
| Food service | 6.2 | 5.3 | 5.1 | 4.7 | 4.7 | 4.0 |
| Transportation | 4.7 | 4.9 | 5.4 | 5.2 | 4.0 | 4.1 |
| $\quad$ Student support | 4.1 | 4.1 | 4.4 | 4.3 | 7.0 | 5.0 |
| Instruction support | 1.7 | 1.7 | 1.6 | 2.2 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 20.4 | 18.1 | 20.6 | 18.2 |
| Average teacher salary | $\$ 36,711$ | $\$ 35,103$ | $\$ 35,198$ | $\$ 38,534$ |
| Average years' experience | 6.1 | 5.6 | 6.0 | 8.7 |

Classroom dollar ranking: 36 of 227 districts.

## Proposition 301

## District-reported 2004 results

## Teacher pay

- On average each teacher, librarian, speech pathologist, audiologist, and counselor earned an additional $\$ 2,300$ to $\$ 2,400$ in salary, which does not include menu pay tied to AIMS intervention activities.


## Performance

- The District accomplished its goals, which were based on school performance.
- Student achievement goals were linked to students' standardized test scores and other measures.
- Student and teacher attendance rates at each school were 95 percent or higher.
- Parents and students gave schools at least an 80 percent satisfaction rating
- The number of parent volunteer and student community work hours exceeded school goals.


## Menu

- Monies were used solely for AIMS intervention.
- Teachers and instructional aides were hired to identify and work with at-risk students.
- About 40 percent of teachers earned stipends for coordinating AIMS intervention activities, acting as instruction specialists or mentors, and for tutoring students. 1,052 students with failing grades were required to attend tutoring sessions, and 78 percent of these students improved their grades.


# Littlefield Unified School District 

District size:
Small
Students attending:


## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | District |  |  |  | State | National |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |
| Classroom dollars | NA | 63.4 | 62.9 | 63.7 | 58.6 | 61.5 |
| Nonclassroom dollars: | NA |  |  |  |  |  |
| Administration |  | 12.5 | 11.5 | 10.5 | 9.5 | 10.9 |
| Plant operations |  | 9.3 | 9.3 | 9.0 | 11.7 | 9.7 |
| Food service |  | 7.1 | 6.7 | 6.7 | 4.7 | 4.0 |
| Transportation |  | 5.4 | 5.6 | 5.6 | 4.0 | 4.1 |
| Student support |  | 0.6 | 1.3 | 1.1 | 7.0 | 5.0 |
| Instruction support |  | 1.7 | 2.7 | 3.4 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | NA | NA | 15.8 | 18.2 |
| Average teacher salary | $\$ 33,346$ | $\$ 31,982$ | $\$ 34,028$ | $\$ 38,534$ |
| Average years' experience | 12.2 | 11.7 | 7.0 | 8.7 |

Classroom dollar ranking: 12 of 227 districts.

## Proposition 301

District-reported 2004 results

## Teacher pay

- On average, each teacher earned an additional $\$ 3,114$ in salary. The District indicates that through Proposition 301 pay increases, its teacher pay rates now approach those paid by adjacent districts.


## Performance

- The District accomplished its goal, which was based on district-wide performance.
- The District continued to use pre- and post-tests to measure student achievement, and required student scores, on average, to demonstrate 1 year's academic progress.


## Menu

- 2 teachers were hired to reduce 5th- and 8th-grade class sizes from 28 to 19 students.
- Monies were also used compensate teachers for providing AIMS intervention activities, including tutoring and reteaching English language acquisition skills. 60 percent of students in grades 1 through 8 participated and, according to the District, students' academic gains, by grade level, averaged 25 to 87 percent.


# Littleton Elementary School District 

| District size: | Medium |
| ---: | ---: |
| Students attending: | 2,313 |
| Number of schools: | 3 |

Number of certified teachers: 110

## Classroom Dollars

Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | District |  |  |  | State | National |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |
| Classroom dollars | 56.8 | 56.4 | 53.5 | 56.4 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| Administration | 12.0 | 12.5 | 12.5 | 9.4 | 9.5 | 10.9 |
| Plant operations | 10.1 | 10.9 | 10.9 | 9.6 | 11.7 | 9.7 |
| Food service | 7.6 | 7.3 | 7.2 | 7.2 | 4.7 | 4.0 |
| Transportation | 4.9 | 5.1 | 5.0 | 5.7 | 4.0 | 4.1 |
| Student support | 4.3 | 3.6 | 5.1 | 5.2 | 7.0 | 5.0 |
| Instruction support | 3.8 | 4.2 | 5.8 | 6.5 | 4.3 | 4.6 |
| Other | 0.5 |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 17.2 | 15.6 | 21.0 | 18.2 |
| Average teacher salary | $\$ 38,966$ | $\$ 35,410$ | $\$ 36,720$ | $\$ 38,534$ |
| Average years' experience | 7.9 | 7.1 | 5.5 | 8.7 |

Classroom dollar ranking: 103 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, librarian, and counselor earned between \$3,250 and \$3,375 in additional salary.


## Performance

- The District accomplished most of its goals, which were based on school and individual performance.
- Students' average scores increased by 6 percent on standardized tests at 1 school and increased by 5 percent at each of 2 other schools.
- All teachers received acceptable performance evaluations.
- Eligible employees participated in 4 days of professional development activities.


## Menu

- Monies were used to reward teachers who accomplished professional development goals. Each teacher selected 5 goals from a list of 17 .
- A total of 568 goals were set, and 560 were accomplished.


# Madison Elementary <br> School District 

Classroom Dollars
Fiscal year 2004


## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | State | National |  |  |  |  |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |
| Classroom dollars | 54.3 | 56.1 | 58.1 | 59.5 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 11.1 | 9.9 | 9.4 | 9.3 | 9.5 | 10.9 |
| Plant operations | 12.2 | 12.2 | 11.3 | 10.1 | 11.7 | 9.7 |
| Food service | 4.8 | 5.3 | 5.9 | 6.1 | 4.7 | 4.0 |
| Transportation | 4.0 | 3.9 | 3.9 | 3.9 | 4.0 | 4.1 |
| Student support | 7.8 | 7.5 | 7.0 | 7.1 | 7.0 | 5.0 |
| Instruction support | 5.8 | 5.1 | 4.4 | 4.0 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 16.9 | 16.4 | 15.7 | 18.2 |
| Average teacher salary | $\$ 35,430$ | $\$ 44,454$ | $\$ 38,687$ | $\$ 38,534$ |
| Average years' experience | 6.8 | 6.8 | 6.8 | 8.7 |

Classroom dollar ranking: 50 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, librarian, speech pathologist, audiologist, and counselor earned an additional $\$ 3,956$ in salary.


## Performance

- The District accomplished its goals, which were based on district and school performance.
- Goals were linked to student achievement on standardized tests; teacher evaluations related to skills, knowledge, and professional responsibilities; and results of a parent satisfaction survey.


## Menu

- For the 4 schools participating in the Milken Family Foundation Teacher Advancement Program, menu monies were combined with performance pay and other monies to increase teacher performance pay by $\$ 1,700$ to $\$ 5,000$ per teacher.
- Monies were also used to pay for 3 days of professional development activities for all teachers and for AIMS intervention programs.


# Maine Consolidated School District 

District size: Very Small
Students attending
Number of schools:

## Classroom Dollars

Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 46.2 | 46.7 | 47.7 | 50.6 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 18.5 | 17.4 | 14.7 | 13.8 | 9.5 | 10.9 |
| Plant operations | 12.1 | 12.4 | 11.7 | 14.3 | 11.7 | 9.7 |
| Food service | 3.5 | 4.5 | 4.0 | 2.9 | 4.7 | 4.0 |
| Transportation | 13.2 | 11.4 | 12.9 | 12.3 | 4.0 | 4.1 |
| $\quad$ Student support | 2.9 | 4.5 | 5.6 | 4.1 | 7.0 | 5.0 |
| Instruction support | 3.6 | 3.1 | 3.4 | 2.0 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 7004 |  |  |  |
| Student/teacher ratio | 7.8 | 8.9 | 7.3 | 18.2 |
| Average teacher salary | $\$ 31,852$ | $\$ 32,200$ | $\$ 32,508$ | $\$ 38,534$ |
| Average years' experience | 5.1 | 5.9 | 5.9 | 8.7 |

Classroom dollar ranking: 187 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher and librarian earned an additional $\$ 2,511$ in salary, and the part-time counselor earned an additional $\$ 715$, which does not include a portion of performance pay distributed in fiscal year 2005.


## Performance

- The District accomplished its goals, which were based on district and individual performance.
- Students' standardized test scores improved.
- Teachers completed professional development programs.
- Survey results indicated that parent and student satisfaction with the school increased.


## Menu

- Monies were used solely to compensate teachers for participating in professional development activities that directly related to their grade and specialty.


# Mammoth-San Manuel Unified 

# District size: <br> Medium <br> Students attending: 

Classroom Dollars
Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | State | National |  |  |  |  |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |
| Classroom dollars | 57.9 | 55.6 | 56.1 | 55.9 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 11.4 | 11.9 | 11.1 | 10.5 | 9.5 | 10.9 |
| Plant operations | 13.0 | 13.1 | 12.2 | 12.2 | 11.7 | 9.7 |
| Food service | 6.3 | 5.8 | 5.3 | 5.9 | 4.7 | 4.0 |
| Transportation | 3.5 | 3.0 | 2.6 | 3.2 | 4.0 | 4.1 |
| $\quad$ Student support | 5.4 | 8.7 | 10.1 | 8.2 | 7.0 | 5.0 |
| Instruction support | 1.6 | 1.9 | 2.6 | 4.1 | 4.3 | 4.6 |
| Other | 0.9 |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 15.2 | 15.2 | 15.4 | 18.2 |
| Average teacher salary | $\$ 35,500$ | $\$ 33,500$ | $\$ 33,485$ | $\$ 38,534$ |
| Average years' experience | 9.8 | 9.7 | 9.4 | 8.7 |

Classroom dollar ranking: 113 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, librarian, speech pathologist, and audiologist earned an additional $\$ 4,141$ in salary, each nurse earned an additional $\$ 3,865$, and each counselor earned an additional \$2,921.


## Performance

- The District accomplished most of its goals, which were based on school performance.
- Goals were linked to student attendance and achievement and called for students' scores to improve in reading, writing, and math, and for schools to be rated "performing" or better by ADE for AZ LEARNS.

Menu

- Monies were used solely to increase eligible employee compensation.


# Marana Unified School District 

| District size: | Large |
| ---: | ---: |
| Students attending: | 12,175 |
| Number of schools: | 16 |
| Number of certified teachers: | 656 |

Classroom Dollars
Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | 2002 | State | National |  |  |
|  | 2003 | 2004 | 2004 | 2001 |  |  |
| Classroom dollars | 52.9 | 55.4 | 56.5 | 59.2 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 10.2 | 9.1 | 8.8 | 7.6 | 9.5 | 10.9 |
| Plant operations | 15.9 | 14.5 | 15.1 | 14.0 | 11.7 | 9.7 |
| Food service | 3.4 | 4.3 | 3.5 | 3.9 | 4.7 | 4.0 |
| Transportation | 8.2 | 7.8 | 7.3 | 7.5 | 4.0 | 4.1 |
| Student support | 6.4 | 6.1 | 5.7 | 4.8 | 7.0 | 5.0 |
| Instruction support | 3.0 | 2.6 | 2.9 | 2.8 | 4.3 | 4.6 |
| Other |  | 0.2 | 0.2 | 0.2 | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 0004 |  |  |  |
| Student/teacher ratio | 18.1 | 18.4 | 18.6 | 18.2 |
| Average teacher salary | $\$ 37,123$ | $\$ 39,241$ | $\$ 36,093$ | $\$ 38,534$ |
| Average years' experience | 9.6 | 9.7 | 9.6 | 8.7 |

Classroom dollar ranking: 54 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, librarian, speech pathologist, audiologist, and counselor earned an additional \$4,202 in salary.


## Performance

- The District accomplished its goals, which were based on school and individual performance.
- Each school set and accomplished goals linked to increased student achievement, and each school named a teacher to assist with the development, implementation, review, and monitoring of school performance plans.


## Menu

- Monies were used solely to increase eligible employee compensation.


# Maricopa County Regional <br> District size 

 School DistrictMedium
Students attending


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 43.3 | 40.4 | 42.8 | 43.6 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 23.4 | 22.1 | 23.3 | 26.2 | 9.5 | 10.9 |
| Plant operations | 17.2 | 17.3 | 15.9 | 15.5 | 11.7 | 9.7 |
| Food service | 0.5 | 0.4 | 0.2 | 0.2 | 4.7 | 4.0 |
| Transportation | 8.0 | 10.8 | 7.9 | 7.9 | 4.0 | 4.1 |
| $\quad$ Student support | 7.3 | 8.3 | 9.3 | 5.7 | 7.0 | 5.0 |
| Instruction support |  |  | 0.5 | 0.9 | 4.3 | 4.6 |
| Other | 0.3 | 0.7 | 0.1 |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 20.8 | 18.1 | 18.5 | 18.2 |
| Average teacher salary | $\$ 38,699$ | $\$ 40,222$ | $\$ 38,298$ | $\$ 38,534$ |
| Average years' experience | 4.8 | 4.9 | 4.6 | 8.7 |

Classroom dollar ranking: 213 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher and speech therapist earned an additional \$4,710 in salary.


## Performance

- The District accomplished its goals, which were based on district and school performance.
- Teachers each developed a project relating to student achievement.
- The District's teacher evaluation instrument was converted to a rating scale, and teachers were paid according to their scores.


## Menu

- Monies were used primarily to increase teacher compensation
- Instructional aides were hired to reduce class sizes.


# Maricopa Unified School District 

## District size <br> Students attending <br> Medium <br> Number of schools: <br> 1,277

Number of certified teachers

Classroom Dollars
Fiscal year 2004


Total
\$6,795 per pupil

4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State | National |  |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 59.1 | 56.8 | 58.8 | 51.1 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 12.5 | 14.5 | 13.2 | 14.7 | 9.5 | 10.9 |
| Plant operations | 11.7 | 10.7 | 10.3 | 12.0 | 11.7 | 9.7 |
| Food service | 6.3 | 6.4 | 5.1 | 5.7 | 4.7 | 4.0 |
| Transportation | 5.2 | 5.3 | 5.3 | 6.2 | 4.0 | 4.1 |
| Student support | 3.5 | 4.1 | 4.2 | 7.6 | 7.0 | 5.0 |
| Instruction support | 1.7 | 2.2 | 3.1 | 2.7 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 0004 |  |  |  |
| Student/teacher ratio | 16.4 | 16.0 | 17.0 | 18.2 |
| Average teacher salary | $\$ 35,337$ | $\$ 38,019$ | $\$ 32,000$ | $\$ 38,534$ |
| Average years' experience | 6.7 | 6.9 | 6.7 | 8.7 |

Classroom dollar ranking: 183 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional \$2,163 in salary, and each librarian, instructional aide, and counselor earned an additional $\$ 979$ to $\$ 1,189$.


## Performance

- The District accomplished most of its goals, which were based on district and school performance.
- Goals were linked to increasing student achievement on standardized tests, increasing student and teacher attendance rates, and improving the student promotion rate.
- Other goals called for teachers to complete professional development activities and receive performance evaluations.


## Menu

- Monies were used solely to reduce class sizes.


# Mary C. O'Brien Accommodation <br> Very Small 

 School DistrictDistrict size:
Students attending:
Number of schools:


4-year comparison


## Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 45.1 | 40.6 | 42.5 | 36.0 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 13.9 | 15.1 | 17.9 | 15.5 | 9.5 | 10.9 |
| Plant operations | 16.2 | 13.2 | 18.1 | 13.9 | 11.7 | 9.7 |
| Food service | 6.3 | 4.2 | 4.8 | 3.6 | 4.7 | 4.0 |
| Transportation | 8.4 | 7.4 | 9.9 | 9.6 | 4.0 | 4.1 |
| Student support | 7.1 | 17.7 | 6.7 | 18.1 | 7.0 | 5.0 |
| Instruction support | 0.8 |  | 0.1 | 3.3 | 4.3 | 4.6 |
| Other | 2.2 | 1.8 |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 10.8 | 9.7 | 10.7 | 18.2 |
| Average teacher salary | $\$ 38,091$ | $\$ 38,583$ | $\$ 40,031$ | $\$ 38,534$ |
| Average years' experience | 5.9 | 6.0 | 6.4 | 8.7 |

Classroom dollar ranking: 219 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional $\$ 2,343$ in salary.


## Performance

- The District accomplished some of its goals, which were based on school performance.
- Student achievement goals involved increasing the percentage of students scoring at or above the 50thpercentile on standardized tests in designated academic areas. 1 school's math scores met the goal.
- Another school accomplished the goal of decreasing its student drop-out rate.


## Menu

- Monies were used solely to increase teacher performance pay and compensate teachers for additional duties. Teachers were required to receive acceptable performance evaluations, tutor students outside the regular school day, plan extended-day instructional activities, and complete professional development activities.


# Mayer Unified School District 

$$
\begin{array}{rr}
\text { District size: } & \text { Small } \\
\text { Students attending: } & 574 \\
\text { Number of schools: } & 2
\end{array}
$$

Classroom Dollars
Fiscal year 2004


Total
\$7,396 per pupil

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 0004 |  |  |  |
| Student/teacher ratio | 17.6 | 16.4 | 15.1 | 18.2 |
| Average teacher salary | $\$ 31,978$ | $\$ 34,544$ | $\$ 35,088$ | $\$ 38,534$ |
| Average years' experience | 10.1 | 11.4 | 11.4 | 8.7 |

Classroom dollar ranking: 135 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, librarian, and counselor earned an additional \$3,697 in salary.


## Performance

- The District accomplished its goals, which were based on school and individual performance.
- Student achievement goals called for elementaryschool students' progress to be measured by preand post-tests, for students in grades 7 through 10 to improve writing skills, and for students in grades 11 through 12 to each produce 1 writing sample per week.
- Junior- and senior-high school teachers were trained to interpret pre- and post-test results.
- The preschool teacher updated preschool standards and coordinated preschool licensure.


## Menu

- Monies were primarily used to increase eligible employee compensation.
- Monies were also used to pay a trainer and to compensate eligible employees for attending professional development activities during the summer.


# Mcnary Elementary <br> School District 



## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State | National |  |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 61.9 | 63.8 | 62.3 | 61.8 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 10.7 | 10.8 | 10.2 | 10.6 | 9.5 | 10.9 |
| Plant operations | 14.1 | 14.0 | 13.6 | 13.1 | 11.7 | 9.7 |
| Food service | 5.7 | 5.3 | 5.1 | 6.2 | 4.7 | 4.0 |
| Transportation | 0.5 | 0.1 | 0.3 | 0.2 | 4.0 | 4.1 |
| Student support | 3.9 | 2.1 | 4.7 | 3.6 | 7.0 | 5.0 |
| Instruction support | 3.2 | 3.9 | 3.8 | 4.5 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 11.8 | 10.3 | 11.5 | 18.2 |
| Average teacher salary | $\$ 31,880$ | $\$ 29,423$ | $\$ 32,513$ | $\$ 38,534$ |
| Average years' experience | 8.0 | 7.9 | 7.9 | 8.7 |

Classroom dollar ranking: 27 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional $\$ 1,163$ in salary.

Performance

- The District accomplished its goals, which were based on district-wide performance.
- Student achievement goals required students who were enrolled for more than 1 year to demonstrate 1 year's academic progress on standardized tests.
- 80 percent of 4th- through 8th-grade students participated in extracurricular activities.
- 97 percent of kindergarten through 3rd-grade students participated in after-school activities.
- 85 percent of responses on an annual parent satisfaction survey were positive.

Menu

- Monies were used as added compensation for 1 teacher who oversaw student activities.


# McNeal Elementary School District 

District size: Very Small
Students attending
Number of schools:

Classroom Dollars
Fiscal year 2004


## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | District |  |  |  | State | National |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |
| Classroom dollars | 76.6 | 68.7 | 60.1 | 49.9 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| Administration | 9.5 | 12.4 | 13.7 | 22.6 | 9.5 | 10.9 |
| Plant operations | 7.3 | 10.9 | 10.9 | 16.3 | 11.7 | 9.7 |
| Food service |  |  |  |  | 4.7 | 4.0 |
| Transportation | 3.0 | 4.0 | 6.4 | 5.3 | 4.0 | 4.1 |
| Student support | 3.6 | 4.0 | 8.9 | 5.2 | 7.0 | 5.0 |
| Instruction support |  |  |  | 0.7 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | State |  |
|  | 2004 | 2004 |  |  |
| Student/teacher ratio | 11.0 | 9.3 | 9.7 | 18.2 |
| Average teacher salary | $\$ 35,084$ | $\$ 37,315$ | $\$ 32,656$ | $\$ 38,534$ |
| Average years' experience | 15.0 | 5.7 | 6.0 | 8.7 |

Classroom dollar ranking: 191 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional \$656 in salary. This does not include performance and menu monies, which were distributed in fiscal year 2005.


## Performance

- The District accomplished its goals, which were based on school and individual performance.
- Goals were linked to student achievement on standardized tests, teacher professional development, and parent and student satisfaction.
- The school received positive ratings by students and parents on satisfaction surveys.
- 75 percent or more of parents attended parentteacher conferences and back-to-school night.


## Menu

- Monies were designated to increase teacher compensation and to pay teachers for participating in professional development activities.
- Teachers completed more than 261 professional development hours.


# Mesa Unified <br> School District 

$$
\begin{array}{rr}
\text { District size: } & \text { Very Large } \\
\text { Students attending: } & 69,731 \\
\text { Number of schools: } & 89 \\
\text { Number of certified teachers: } & 3,698
\end{array}
$$



4-year comparison


## Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 61.9 | 62.7 | 63.0 | 63.1 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 8.7 | 8.6 | 8.5 | 8.2 | 9.5 | 10.9 |
| Plant operations | 10.8 | 10.4 | 10.2 | 10.7 | 11.7 | 9.7 |
| Food service | 4.6 | 4.5 | 4.2 | 4.3 | 4.7 | 4.0 |
| Transportation | 3.8 | 3.8 | 3.9 | 3.8 | 4.0 | 4.1 |
| Student support | 5.9 | 6.0 | 6.2 | 5.9 | 7.0 | 5.0 |
| Instruction support | 3.7 | 3.5 | 3.5 | 3.5 | 4.3 | 4.6 |
| Other | 0.6 | 0.5 | 0.5 | 0.5 | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 18.8 | 19.0 | 18.9 | 18.2 |
| Average teacher salary | $\$ 46,750$ | $\$ 43,939$ | $\$ 44,113$ | $\$ 38,534$ |
| Average years' experience | 10.6 | 10.7 | 10.8 | 8.7 |

Classroom dollar ranking: 19 of 227 districts.

## Proposition 301

District-reported 2004 results

## Teacher pay

- On average, each teacher, librarian, and counselor earned between $\$ 3,757$ and $\$ 4,157$ in additional salary.


## Performance

- The District accomplished its goals, which were based on school performance.
- Each school set student achievement goals in reading, writing, and math. 76 schools accomplished all goals and 10 partially accomplished the goals.
- Other goals related to dropout and graduation rates.


## Menu

- Monies were primarily used to increase teacher base and performance pay.
- For AIMS intervention, 72 percent of schools hired instructional aides and tutors, 4 schools held summer-school programs, and 22 schools purchased supplemental materials.
- For dropout prevention, 19 schools provided alternative learning centers, 27 provided tutoring, 1 sponsored a student decision-making program, and 3 provided summer or Saturday school programs.
- 57 percent of teachers participated in professional development activities.
- Additionally, the District continued to use monies for class size reduction.


# Miami Unified School District 

## District size <br> Students attending <br> Medium <br> Number of schools: <br> 1,111

Number of certified teachers:
68

Classroom Dollars
Fiscal year 2004


## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | 2002 | State |  | National |  |
|  | 2003 | 2004 | 2004 | 2001 |  |  |
| Classroom dollars | 52.0 | 54.7 | 52.1 | 56.1 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 14.2 | 14.2 | 13.8 | 12.7 | 9.5 | 10.9 |
| Plant operations | 14.5 | 13.0 | 14.4 | 15.0 | 11.7 | 9.7 |
| Food service | 5.3 | 4.7 | 5.1 | 5.2 | 4.7 | 4.0 |
| Transportation | 6.0 | 5.5 | 6.0 | 3.0 | 4.0 | 4.1 |
| $\quad$ Student support | 7.0 | 6.8 | 6.7 | 6.2 | 7.0 | 5.0 |
| Instruction support | 1.0 | 1.1 | 1.9 | 1.8 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 16.8 | 13.5 | 16.3 | 18.2 |
| Average teacher salary | $\$ 32,258$ | $\$ 34,351$ | $\$ 34,996$ | $\$ 38,534$ |
| Average years' experience | 12.1 | 11.2 | 10.6 | 8.7 |

Classroom dollar ranking: 108 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher and counselor earned an additional $\$ 3,252$ in salary.


## Performance

- The District accomplished its goals, which were based on district, school, and individual performance.
- The District provided for teachers to earn $\$ 100$ per goal accomplished at the district, school, and individual level.
- The District selected 2 of 3 goals, which called for increased student achievement on standardized tests and writing assessments.
- Schools each selected 2 of 6 school goals, which were linked to student achievement, attendance, discipline, or overall school improvement.
- Teachers each selected 1 of 5 individual goals, and also earned additional monies for achieving above a certain number of points on the District's teacher evaluation instrument.


## Menu

- Monies were used solely to increase eligible employee compensation.


# Mingus Union High School District 

$$
\text { Number of certified teachers: } 55
$$



4-year comparison


Expenditures by function
Percentage

|  | District |  |  |  |  | State | National |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: | :---: |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 59.8 | 62.0 | 59.4 | 58.6 | 58.6 | 61.5 |  |
| Nonclassroom dollars: |  |  |  |  |  |  |  |
| Administration | 12.4 | 10.4 | 12.7 | 9.7 | 9.5 | 10.9 |  |
| Plant operations | 10.5 | 11.9 | 12.3 | 13.4 | 11.7 | 9.7 |  |
| Food service | 1.7 |  |  | 0.1 | 4.7 | 4.0 |  |
| Transportation | 4.0 | 4.2 | 4.7 | 4.1 | 4.0 | 4.1 |  |
| Student support | 8.9 | 9.0 | 8.6 | 12.1 | 7.0 | 5.0 |  |
| Instruction support | 2.7 | 2.5 | 2.3 | 2.0 | 4.3 | 4.6 |  |
| Other |  |  |  |  | 0.2 | 0.2 |  |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 17.8 | 21.8 | 22.1 | 18.2 |
| Average teacher salary | $\$ 42,817$ | $\$ 45,983$ | $\$ 47,094$ | $\$ 38,534$ |
| Average years' experience | 11.4 | 11.0 | 11.0 | 8.7 |

Classroom dollar ranking: 65 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional \$4,975 in salary.


## Performance

- The District accomplished its goals, which were based on district-wide performance.
- Goals were linked to improving students' written communication skills, increasing teacher professional development, and improving communication with parents through such things as Web-based homework, electronic grade books, and parentteacher conferences.
- Teachers each completed 16 hours of professional development activities focused on effective classroom instruction, technology, and writing.

Menu

- Monies were used to increase teacher base pay and to pay for health insurance premium increases.


# Mobile Elementary School District 

District size: Very Small Students attending: 16 Number of schools: 1
Number of certified teachers: 3

## Classroom Dollars

Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | District |  |  |  | State | Nationa 2001 |
|  | 2001 | 2002 | 2003 | 2004 | 2004 |  |
| Classroom dollars | 31.8 | 33.6 | 37.3 | 34.9 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| Administration | 20.0 | 23.6 | 19.8 | 21.8 | 9.5 | 10.9 |
| Plant operations | 23.7 | 23.0 | 21.8 | 19.7 | 11.7 | 9.7 |
| Food service | 11.3 | 9.0 | 8.7 | 6.9 | 4.7 | 4.0 |
| Transportation | 12.0 | 10.8 | 12.4 | 16.3 | 4.0 | 4.1 |
| Student support |  |  |  | 0.1 | 7.0 | 5.0 |
| Instruction support | 1.2 |  |  | 0.3 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | State |  |
|  | 9004 | 2004 |  |  |
| Student/teacher ratio | 9.5 | 5.7 | 5.3 | 18.2 |
| Average teacher salary | $\$ 34,724$ | $\$ 35,760$ | $\$ 34,985$ | $\$ 38,534$ |
| Average years' experience | 11.5 | 10.4 | 14.0 | 8.7 |

Classroom dollar ranking: 220 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional $\$ 1,479$ in salary.


## Performance

- The District accomplished its goals, which were based on school and individual performance.
- Each classroom teacher measured and evaluated student achievement and submitted narratives describing student progress. The District indicates that, based on teacher reports, student achievement increased school-wide.
- Teacher attendance rates improved or remained at last year's level.


## Menu

- Monies were used solely to increase teacher compensation.


# Mohave Valley Elementary <br> District size 

 School DistrictStudents attending
Medium
Number of schools: 1,680

## Classroom Dollars

Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  | State |
|  | National |  |  |  |  |  |  |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 54.8 | 55.9 | 59.5 | 57.2 | 58.6 | 61.5 |  |
| Nonclassroom dollars: |  |  |  |  |  |  |  |
| Administration | 11.6 | 11.9 | 10.4 | 10.9 | 9.5 | 10.9 |  |
| Plant operations | 11.4 | 9.9 | 11.5 | 11.5 | 11.7 | 9.7 |  |
| Food service | 6.3 | 7.1 | 5.6 | 5.9 | 4.7 | 4.0 |  |
| Transportation | 8.3 | 7.3 | 5.9 | 5.3 | 4.0 | 4.1 |  |
| Student support | 3.5 | 3.7 | 3.3 | 3.9 | 7.0 | 5.0 |  |
| Instruction support | 4.1 | 4.2 | 3.8 | 5.3 | 4.3 | 4.6 |  |
| Other |  |  |  |  | 0.2 | 0.2 |  |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 19.7 | 21.6 | 21.8 | 18.2 |
| Average teacher salary | $\$ 34,610$ | $\$ 34,355$ | $\$ 34,855$ | $\$ 38,534$ |
| Average years' experience | 7.8 | 8.1 | 7.9 | 8.7 |

Classroom dollar ranking: 89 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, speech pathologist, and instructional facilitator earned between $\$ 5,514$ and $\$ 6,000$ in additional salary.


## Performance

- The District accomplished its goal, which was based on individual performance.
- 85 percent of teachers earned monies tied to the percentage of their students demonstrating 1 year's academic progress and to teacher evaluations.

Menu

- Monies were used solely to increase eligible employee compensation.


# Mohawk Valley Elementary <br> District size 

 School DistrictStudents attending
Small
Number of schools:

Classroom Dollars
Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 56.1 | 52.4 | 52.9 | 54.0 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 13.6 | 17.2 | 17.9 | 14.8 | 9.5 | 10.9 |
| Plant operations | 13.4 | 13.5 | 13.1 | 12.4 | 11.7 | 9.7 |
| Food service | 9.7 | 7.1 | 7.4 | 7.9 | 4.7 | 4.0 |
| Transportation | 4.4 | 4.9 | 3.9 | 5.6 | 4.0 | 4.1 |
| $\quad$ Student support | 1.4 | 2.6 | 2.1 | 3.1 | 7.0 | 5.0 |
| Instruction support | 1.4 | 2.3 | 2.7 | 2.2 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 15.7 | 16.4 | 13.9 | 18.2 |
| Average teacher salary | $\$ 33,514$ | $\$ 34,745$ | $\$ 35,045$ | $\$ 38,534$ |
| Average years' experience | 12.6 | 11.3 | 11.0 | 8.7 |

Classroom dollar ranking: 146 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional \$3,933 in salary, which does not include performance pay distributed in fiscal year 2005.


## Performance

- The District accomplished its goals, which were based on school and individual performance.
- Teachers earned $\$ 10$ for each student scoring between the 55th- and 64th-percentile on standardized tests, and \$20 for each student scoring at or above the 65th-percentile.
- Goals also called for students to demonstrate adequate yearly progress and for the school to be labeled "performing" by ADE for AZ LEARNS.


## Menu

- Monies were used to hire 1 teacher to implement a skill acceleration program, which the District indicates reduced class sizes and enabled teachers to better address individual students' needs.
- Monies were also used to increase teacher compensation in an effort to retain teachers.


# Morenci Unified <br> School District 

District size:
Medium
Students attending


4-year comparison


Expenditures by function
Percentage

|  | Percentage |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | District |  |  |  | State | National 2001 |
|  | 2001 | 2002 |  | 2004 | 2004 |  |
| Classroom dollars | 54.9 | 57.9 | 58.0 | 56.8 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| Administration | 12.5 | 15.0 | 14.0 | 14.8 | 9.5 | 10.9 |
| Plant operations | 15.8 | 14.4 | 14.6 | 15.5 | 11.7 | 9.7 |
| Food service | 5.3 | 4.4 | 4.2 | 4.1 | 4.7 | 4.0 |
| Transportation | 5.4 | 3.6 | 4.2 | 3.6 | 4.0 | 4.1 |
| Student support | 3.8 | 3.6 | 3.2 | 4.0 | 7.0 | 5.0 |
| Instruction support | 1.4 | 1.1 | 1.8 | 1.2 | 4.3 | 4.6 |
| Other | 0.9 |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 16.6 | 16.8 | 16.9 | 18.2 |
| Average teacher salary | $\$ 36,501$ | $\$ 36,528$ | $\$ 36,515$ | $\$ 38,534$ |
| Average years' experience | 10.0 | 9.9 | 10.2 | 8.7 |

Classroom dollar ranking: 96 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher and speech pathologist earned an additional \$4,440 in salary.


## Performance

- The District accomplished most of its goals, which were based on district, school, and individual performance.
- All schools were labeled "performing" by ADE for AZ LEARNS.
- Teachers were required to demonstrate Six-Trait Writing competency and receive acceptable performance evaluations.
- Other goals were linked to students' demonstrating 1 year's academic progress on standardized tests, and to parents' reporting increased satisfaction with schools on a survey.

Menu

- Monies were used solely to increase eligible employee compensation.


# Morristown Elementary 

School District
District size: Very Small
Students attending:
Number of schools:


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | District |  |  |  | State | $\begin{aligned} & \text { National } \\ & 2001 \end{aligned}$ |
|  | 2001 | 2002 | 2003 | 2004 | 2004 |  |
| Classroom dollars | 49.5 | 47.0 | 49.9 | 49.8 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| Administration | 9.8 | 9.2 | 11.6 | 14.6 | 9.5 | 10.9 |
| Plant operations | 11.3 | 14.9 | 13.5 | 15.2 | 11.7 | 9.7 |
| Food service | 8.5 | 4.6 | 7.3 | 8.1 | 4.7 | 4.0 |
| Transportation | 13.0 | 11.2 | 8.5 | 7.9 | 4.0 | 4.1 |
| Student support | 6.1 | 11.5 | 5.8 | 0.7 | 7.0 | 5.0 |
| Instruction support | 1.8 | 1.6 | 3.4 | 3.7 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 0004 |  |  |  |
| Student/teacher ratio | 15.8 | 14.6 | 18.0 | 18.2 |
| Average teacher salary | $\$ 34,586$ | $\$ 34,514$ | $\$ 36,953$ | $\$ 38,534$ |
| Average years' experience | 6.0 | 6.6 | 7.8 | 8.7 |

Classroom dollar ranking: 193 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional \$2,411 in salary.


## Performance

- The District accomplished most of its goals, which were based on individual performance.
- Goals were linked to students' increasing standardized test scores, and teachers' developing curriculum units, submitting lesson plans in a timely manner, managing classrooms effectively, and participating in extracurricular activities.


## Menu

- The District indicates it plans to combine menu monies received in fiscal years 2004 and 2005 to hire a teacher to help reduce class sizes.


# Murphy Elementary <br> School District 

District size:
Students attending:
Medium
2,451
Number of schools:


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 47.4 | 53.3 | 55.1 | 54.4 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 10.4 | 14.8 | 13.0 | 16.1 | 9.5 | 10.9 |
| Plant operations | 14.6 | 11.9 | 12.2 | 10.8 | 11.7 | 9.7 |
| Food service | 12.6 | 8.1 | 7.3 | 7.1 | 4.7 | 4.0 |
| Transportation | 1.7 | 1.7 | 1.6 | 1.8 | 4.0 | 4.1 |
| $\quad$ Student support | 7.1 | 4.9 | 7.0 | 6.1 | 7.0 | 5.0 |
| Instruction support | 6.2 | 5.3 | 3.8 | 3.7 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 17.7 | 17.2 | 16.9 | 18.2 |
| Average teacher salary | $\$ 36,999$ | $\$ 41,519$ | $\$ 41,935$ | $\$ 38,534$ |
| Average years' experience | 7.7 | 7.5 | 7.6 | 8.7 |

Classroom dollar ranking: 136 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, librarian, speech pathologist, and counselor earned an additional $\$ 4,323$ in salary.


## Performance

- The District accomplished most of its goals, which were based on school performance.
- Goals called for schools to be labeled "performing" or better by ADE for AZ LEARNS, for at least 75 percent of parents surveyed to give schools positive ratings, and for schools to host 4 parent involvement nights.


## Menu

- Monies were primarily used to increase eligible employee compensation.
- 32 teachers provided after-school AIMS intervention tutoring to a total of 390 students.
- 4 teachers attended the Phoenix Leadership Conference.
- 1 teacher attended the Institute for Education Development.


## Naco Elementary School District

## District size <br> Small <br> Students attending

Classroom Dollars
Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | District |  |  |  | State | National |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |
| Classroom dollars | 64.2 | 67.3 | 59.7 | 62.7 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| Administration | 12.6 | 12.9 | 18.1 | 8.9 | 9.5 | 10.9 |
| Plant operations | 11.9 | 13.3 | 11.8 | 13.1 | 11.7 | 9.7 |
| Food service |  |  | 4.7 | 5.0 | 4.7 | 4.0 |
| Transportation | 3.0 | 2.3 | 2.3 | 2.6 | 4.0 | 4.1 |
| Student support | 4.3 | 2.2 | 0.9 | 2.1 | 7.0 | 5.0 |
| Instruction support | 4.0 | 2.0 | 2.5 | 5.6 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 0004 |  |  |  |
| Student/teacher ratio | 18.3 | 13.9 | 13.5 | 18.2 |
| Average teacher salary | $\$ 36,236$ | $\$ 38,274$ | $\$ 36,308$ | $\$ 38,534$ |
| Average years' experience | 9.5 | 9.7 | 10.1 | 8.7 |

Classroom dollar ranking: 24 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional $\$ 1,722$ in salary.


## Performance

- The District accomplished its goals, which were based on school performance.
- 80 percent of students demonstrated at least 1 year's academic progress in math and reading.
- 80 percent of parents attended parent/teacher conferences.
- All responses to parent/student surveys indicated satisfaction with student/teacher communication.


## Menu

- Monies continued to be used for class size reduction. 1 full- and 1 part-time teacher and 2 part-time instructional aides were employed to reduce 4thgrade class sizes.


# Nadaburg Elementary School District 

District size
Students attending:
Small
Number of schools:


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 53.3 | 54.7 | 58.0 | 56.1 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 11.1 | 11.2 | 8.6 | 8.2 | 9.5 | 10.9 |
| Plant operations | 10.1 | 10.3 | 9.2 | 9.0 | 11.7 | 9.7 |
| Food service | 5.1 | 4.6 | 5.0 | 5.0 | 4.7 | 4.0 |
| Transportation | 9.8 | 9.7 | 11.2 | 10.6 | 4.0 | 4.1 |
| $\quad$ Student support | 8.9 | 8.1 | 6.4 | 9.5 | 7.0 | 5.0 |
| Instruction support | 1.7 | 1.4 | 1.6 | 1.6 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 13.7 | 17.3 | 16.8 | 18.2 |
| Average teacher salary | $\$ 38,309$ | $\$ 39,682$ | $\$ 38,351$ | $\$ 38,534$ |
| Average years' experience | 9.5 | 9.4 | 8.8 | 8.7 |

Classroom dollar ranking: 107 of 227 districts.

## Proposition 301

District-reported 2004 results

## Teacher pay

- On average, each teacher and speech pathologist earned an additional $\$ 2,800$ in salary. This excludes performance pay distributed in fiscal year 2005.


## Performance

- The District accomplished its goal, which was based on school performance.
- At least 60 percent of students taking standardized tests were required to demonstrate 1 year's academic progress in 2 of 3 subject areas.


## Menu

- Eligible employees earned up to $\$ 1,600$ each for working additional days and/or performing additional duties such as developing district assessments aligned to state standards and tutoring students.
- An additional $\$ 1,600$ was available to each eligible employee who completed 32 hours of professional development courses in math, reading, writing, and classroom management.


# Nogales Unified <br> School District 

| District size: | Large |
| ---: | ---: |
| Students attending: | 5,855 |
| Number of schools: | 10 |
| Number of certified teachers: | 322 |

Classroom Dollars
Fiscal year 2004


Total
\$6,264 per pupil

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 18.2 | 18.1 | 18.2 | 18.2 |
| Average teacher salary | $\$ 36,885$ | $\$ 38,070$ | $\$ 39,050$ | $\$ 38,534$ |
| Average years' experience | 8.4 | 8.6 | 8.7 | 8.7 |

Classroom dollar ranking: 130 of 227 districts.

## Proposition 301

## District-reported 2004 results

Teacher pay

- On average, each teacher, librarian, speech pathologist, audiologist, and counselor earned an additional $\$ 3,550$ in salary.


## Performance

- The District accomplished most of its goals, which were based on school and individual performance.
- Goals were linked to students' scores on standardized tests, and to accomplishing campus improvement goals, making adequate yearly progress at each school, and earning or maintaining school accreditation. Other school goals called for increased parent involvement and student attendance, and for plans to resolve student conflicts.
- Individual employee goals called for such things as 5 or fewer absences, completing professional development courses, mentoring other teachers, supervising after-school activities, providing tutoring, and documenting contacts with parents.


## Menu

- 3 physical education teachers and 3 music teachers were hired to provide classes to all students, which allowed grade-level teachers additional time to align school curriculum with state standards.
- Monies were also used to pay a portion of eligible employees' health insurance premiums.


## Northern Arizona Vocational



4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: | ---: | :---: | :---: |
|  | District |  |  |  |  |  | State |  | National |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |  |  |  |
|  |  | 19.0 | 27.1 | 53.6 | 58.6 | 61.5 |  |  |  |
| Classroom dollars | 42.6 | 19.0 |  |  |  |  |  |  |  |
| Nonclassroom dollars: |  |  |  |  |  |  |  |  |  |
| Administration | 51.0 | 67.5 | 57.3 | 37.1 | 9.5 | 10.9 |  |  |  |
| Plant operations | 6.2 | 13.5 | 15.6 | 9.3 | 11.7 | 9.7 |  |  |  |
| Food service |  |  |  |  | 4.7 | 4.0 |  |  |  |
| Transportation |  |  |  |  | 4.0 | 4.1 |  |  |  |
| Student support |  |  |  |  | 7.0 | 5.0 |  |  |  |
| Instruction support | 0.2 |  |  |  | 4.3 | 4.6 |  |  |  |
| Other |  |  |  |  | 0.2 | 0.2 |  |  |  |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | NA | NA | NA | 18.2 |
| Average teacher salary | NA | NA | NA | $\$ 38,534$ |
| Average years' experience | NA | NA | NA | 8.7 |

Classroom dollar ranking: 153 of 227 districts.

## Proposition 301

District-reported 2004 results
The District did not employ any teachers, and thus spent none of the base pay or performance pay monies.

Menu

- Monies were used to pay for a summer school dropout prevention program.


## Oracle Elementary School District

## District size <br> Small <br> Students attending

Classroom Dollars
Fiscal year 2004


Total
$\$ 8,679$ per pupil

4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 49.2 | 49.2 | 51.2 | 52.4 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 19.8 | 17.3 | 15.2 | 15.4 | 9.5 | 10.9 |
| Plant operations | 11.1 | 12.8 | 13.6 | 12.0 | 11.7 | 9.7 |
| Food service | 4.7 | 4.6 | 4.2 | 4.2 | 4.7 | 4.0 |
| Transportation | 9.3 | 9.0 | 8.0 | 8.1 | 4.0 | 4.1 |
| $\quad$ Student support | 4.2 | 4.3 | 4.7 | 5.2 | 7.0 | 5.0 |
| Instruction support | 1.3 | 2.8 | 3.1 | 2.7 | 4.3 | 4.6 |
| Other | 0.4 |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 16.6 | 14.5 | 15.6 | 18.2 |
| Average teacher salary | $\$ 31,730$ | $\$ 36,589$ | $\$ 35,014$ | $\$ 38,534$ |
| Average years' experience | 8.6 | 6.0 | 7.9 | 8.7 |

Classroom dollar ranking: 166 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional $\$ 4,641$ in salary.


## Performance

- The District accomplished its goals, which were based on school and individual performance.
- Goals were linked to increased student achievement on standardized tests in reading, language, and math, and to teachers receiving acceptable performance evaluations and participating in all school improvement process activities.


## Menu

- Monies were used solely to increase teacher compensation.


# Osborn Elementary School District 

Medium
3,459

## Classroom Dollars

Fiscal year 2004


Total
\$7,403 per pupil

## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State | National |  |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 53.2 | 53.1 | 52.9 | 51.5 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 9.3 | 9.2 | 8.7 | 8.2 | 9.5 | 10.9 |
| Plant operations | 12.0 | 11.7 | 12.1 | 12.6 | 11.7 | 9.7 |
| Food service | 6.9 | 6.3 | 6.2 | 6.3 | 4.7 | 4.0 |
| Transportation | 3.1 | 3.1 | 2.8 | 2.9 | 4.0 | 4.1 |
| Student support | 10.3 | 9.4 | 10.2 | 11.4 | 7.0 | 5.0 |
| Instruction support | 5.1 | 7.2 | 7.1 | 7.1 | 4.3 | 4.6 |
| Other | 0.1 |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 15.6 | 15.7 | 14.6 | 18.2 |
| Average teacher salary | $\$ 36,198$ | $\$ 35,936$ | $\$ 37,146$ | $\$ 38,534$ |
| Average years' experience | 6.6 | 7.5 | 7.5 | 8.7 |

Classroom dollar ranking: 180 of 227 districts.

## Proposition 301

## District-reported 2004 results

## Teacher pay

- On average, each teacher,librarian, and counselor earned between \$4,169 and \$4,431 in additional salary, and each speech pathologist and audiologist earned an additional $\$ 3,214$.


## Performance

- The District accomplished its goals, which were based on school performance.
- Goals called for students to improve their reading, writing, and math scores on the AIMS test and other exams when compared to the prior year.
- Teachers worked to improve student attendance through parent contacts and student incentives.
- Teachers had the opportunity to participate in professional development activities.
- Other goals were linked to parent involvement, and included having parents sign compacts indicating their commitment to the school, and encouraging each teacher to make 30 positive contacts with parents, send "good news" postcards, or telephone 10 parents to discuss student performance.


## Menu

- Monies were used solely to increase eligible employee compensation.


# Owens-Whitney Elementary 

 School DistrictVery Small
Students attending
Number of schools:
Number of certified teachers:

Classroom Dollars
Fiscal year 2004


Total
\$13,135 per pupil

4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | 2002 | State | National |  |  |
|  | 2003 | 2004 | 2004 | 2001 |  |  |
| Classroom dollars | 52.0 | 55.6 | 53.0 | 53.7 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 15.5 | 12.2 | 14.0 | 14.3 | 9.5 | 10.9 |
| Plant operations | 19.3 | 17.2 | 18.2 | 18.3 | 11.7 | 9.7 |
| Food service | 9.0 | 9.3 | 9.2 | 9.0 | 4.7 | 4.0 |
| Transportation | 1.9 | 1.6 | 1.4 | 1.7 | 4.0 | 4.1 |
| Student support |  | 4.0 | 2.9 | 2.1 | 7.0 | 5.0 |
| Instruction support | 2.3 | 0.1 | 1.3 | 0.9 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 0004 |  |  |  |
| Student/teacher ratio | 17.0 | 11.0 | 10.7 | 18.2 |
| Average teacher salary | $\$ 44,643$ | $\$ 42,470$ | $\$ 41,298$ | $\$ 38,534$ |
| Average years' experience | 15.0 | 11.3 | 11.6 | 8.7 |

Classroom dollar ranking: 150 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional \$2,941 in salary.


## Performance

- The District accomplished its goals, which were based on individual performance.
- Goals called for students to pass 3 math tests, receive acceptable scores on 3 written papers, and read 9 nonfiction books.


## Menu

- Monies were used solely to increase teacher compensation.


# Page Unified <br> School District 

$$
\begin{array}{rr}
\text { District size: } & \text { Medium } \\
\text { Students attending: } & 2,880 \\
\text { Number of schools: } & 4 \\
\text { Number of certified teachers: } & 183
\end{array}
$$

Classroom Dollars
Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 56.5 | 54.8 | 54.8 | 53.0 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 10.0 | 10.7 | 9.2 | 7.6 | 9.5 | 10.9 |
| Plant operations | 14.6 | 13.2 | 12.8 | 15.5 | 11.7 | 9.7 |
| Food service | 5.1 | 4.6 | 4.1 | 4.1 | 4.7 | 4.0 |
| Transportation | 4.6 | 4.3 | 4.2 | 4.1 | 4.0 | 4.1 |
| $\quad$ Student support | 7.2 | 7.5 | 8.9 | 9.3 | 7.0 | 5.0 |
| Instruction support | 1.8 | 4.6 | 6.0 | 6.4 | 4.3 | 4.6 |
| Other | 0.2 | 0.3 |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 16.7 | 14.6 | 15.7 | 18.2 |
| Average teacher salary | $\$ 36,887$ | $\$ 37,719$ | $\$ 41,220$ | $\$ 38,534$ |
| Average years' experience | 9.3 | 7.5 | 8.3 | 8.7 |

Classroom dollar ranking: 161 of 227 districts.

## Proposition 301

## District-reported 2004 results

## Teacher pay

- On average, each teacher, librarian, speech pathologist, audiologist, and counselor earned between $\$ 3,050$ and $\$ 3,132$ in additional salary. This does not include a portion of performance pay distributed in fiscal year 2005 nor menu monies paid to teachers who instructed professional development courses.


## Performance

- The District accomplished most of its goals, which were based on school and individual performance.
- The percentage of students meeting or exceeding state reading standards increased by 5,8 , and 10 percent, respectively, at 3 schools.
- 98 percent of teachers received acceptable performance evaluations.
- Most teachers completed up to 45 hours of professional development activities.


## Menu

- Monies were primarily used to increase eligible employee compensation.
- Monies were also used to pay for professional development activities. 40 teachers earned up to $\$ 1,500$ each for instructing or assisting with professional development courses.


# Palo Verde Elementary <br> School District 

District size:
Small
Students attending:

## Classroom Dollars

Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 52.3 | 58.3 | 53.7 | 49.9 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 12.9 | 13.1 | 15.8 | 15.8 | 9.5 | 10.9 |
| Plant operations | 14.2 | 11.1 | 11.8 | 12.1 | 11.7 | 9.7 |
| Food service | 7.3 | 6.8 | 6.1 | 6.6 | 4.7 | 4.0 |
| Transportation | 7.7 | 6.1 | 6.0 | 6.8 | 4.0 | 4.1 |
| Student support | 1.5 | 1.0 | 3.2 | 6.7 | 7.0 | 5.0 |
| Instruction support | 4.1 | 3.6 | 3.4 | 2.1 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 16.7 | 17.9 | 18.5 | 18.2 |
| Average teacher salary | $\$ 32,237$ | $\$ 33,572$ | $\$ 35,410$ | $\$ 38,534$ |
| Average years' experience | 5.5 | 6.0 | 5.3 | 8.7 |

Classroom dollar ranking: 190 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional $\$ 4,143$ in salary.


## Performance

- The District accomplished its goals, which were based on school and individual performance.
- Goals were linked to student achievement in reading, math, and language arts, and to student attendance, teacher evaluations, and parent and student satisfaction.


## Menu

- Monies continued to be used to employ 1 junior-high school teacher to reduce class sizes.


# Paloma Elementary <br> School District 



4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 43.1 | 42.9 | 50.8 | 46.6 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 22.6 | 23.5 | 17.4 | 18.5 | 9.5 | 10.9 |
| Plant operations | 22.0 | 20.2 | 17.0 | 20.8 | 11.7 | 9.7 |
| Food service | 9.4 | 9.6 | 7.9 | 7.9 | 4.7 | 4.0 |
| Transportation | 1.7 | 3.5 | 4.9 | 4.7 | 4.0 | 4.1 |
| $\quad$ Student support |  | 0.2 | 1.4 |  | 7.0 | 5.0 |
| Instruction support | 1.2 | 0.1 | 0.6 | 1.5 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 14.3 | 13.3 | 16.2 | 18.2 |
| Average teacher salary | $\$ 30,102$ | $\$ 33,413$ | $\$ 35,140$ | $\$ 38,534$ |
| Average years' experience | 6.0 | 7.2 | 8.2 | 8.7 |

Classroom dollar ranking: 208 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional \$4,098 in salary, and each instructional aide earned an additional \$313.


## Performance

- The District accomplished its goals, which were based on individual performance.
- Goals were linked to student achievement, teacher development and evaluations, and parent-student satisfaction.
- Most students improved their reading skills.
- All teachers participated in reading training and 2 teachers participated in an American history teaching program.


## Menu

- Monies were used solely to increase eligible employee compensation.


# Palominas Elementary <br> School District 

District size:
Students attending:
Medium
1,075
Number of schools:
3
Number of certified teachers:
65

## Classroom Dollars

Fiscal year 2004


Total
\$6,757 per pupil

## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State | National |  |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 55.4 | 54.9 | 54.2 | 55.7 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 11.4 | 12.1 | 10.5 | 9.9 | 9.5 | 10.9 |
| Plant operations | 12.7 | 11.0 | 12.0 | 11.5 | 11.7 | 9.7 |
| Food service | 3.5 | 4.1 | 3.9 | 3.9 | 4.7 | 4.0 |
| Transportation | 11.7 | 11.4 | 11.7 | 11.5 | 4.0 | 4.1 |
| $\quad$ Student support | 3.9 | 4.8 | 5.0 | 4.9 | 7.0 | 5.0 |
| Instruction support | 1.4 | 1.7 | 2.7 | 2.6 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | State |  |
|  | 2004 | 2004 |  |  |
| Student/teacher ratio | 15.2 | 15.3 | 16.5 | 18.2 |
| Average teacher salary | $\$ 34,704$ | $\$ 32,704$ | $\$ 36,788$ | $\$ 38,534$ |
| Average years' experience | 10.2 | 9.9 | 10.3 | 8.7 |

Classroom dollar ranking: 114 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher and speech pathologist earned an additional $\$ 4,945$ in salary.


## Performance

- The District accomplished its goals, which were linked to district-wide performance.
- Goals were linked to students' demonstrating 1 year's academic progress, teachers' meeting twice yearly with the curriculum director to monitor student progress, and to parent satisfaction.
- All schools made adequate yearly progress.
- 1 school was labeled "excelling," 1 school was labeled "highly performing," and 1 school was labeled "performing" by ADE for AZ LEARNS.


## Menu

- Monies were used to increase eligible employee compensation and to pay for professional development activities.


# Paradise Valley Unified <br> School District 

District size:<br>Students attending:<br>Very Large 33,509 Number of schools:



## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 64.0 | 64.6 | 62.9 | 61.8 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 7.5 | 7.3 | 7.4 | 7.2 | 9.5 | 10.9 |
| Plant operations | 12.3 | 11.1 | 11.6 | 12.7 | 11.7 | 9.7 |
| Food service | 2.9 | 2.8 | 3.0 | 3.2 | 4.7 | 4.0 |
| Transportation | 3.1 | 3.1 | 3.1 | 3.2 | 4.0 | 4.1 |
| $\quad$ Student support | 6.4 | 6.6 | 7.1 | 6.7 | 7.0 | 5.0 |
| Instruction support | 3.7 | 4.3 | 4.7 | 5.0 | 4.3 | 4.6 |
| Other | 0.1 | 0.2 | 0.2 | 0.2 | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 18.4 | 18.0 | 18.7 | 18.2 |
| Average teacher salary | $\$ 44,195$ | $\$ 44,100$ | $\$ 44,122$ | $\$ 38,534$ |
| Average years' experience | 10.2 | 10.0 | 10.3 | 8.7 |

Classroom dollar ranking: 28 of 227 districts.

## Proposition 301

## District-reported 2004 results

## Teacher pay

- On average, each teacher, librarian, speech pathologist, audiologist, and counselor earned an additional $\$ 4,430$ in salary.


## Performance

- The District accomplished its goals, which were based on school performance.
- 40 schools implemented plans for improving student achievement in specific areas, including reading, writing, and math. The goal called for eligible employees to identify needs, and develop and implement a plan to address those needs.
- 1 school worked to create a positive learning environment as measured by student disciplinary referrals and attendance.
- 1 school accomplished its goal of increasing the use of technology in the classroom as measured by the number of teachers using PowerPoint presentations and other forms of technology.
- 1 school decreased its number of disciplinary referrals and thereby increased the time available for teaching and learning.


## Menu

- Monies were used solely to increase eligible employee compensation.


# Parker Unified <br> School District 

## District size <br> Medium <br> Students attending: <br> 1,922 <br> Number of schools:

## Classroom Dollars

Fiscal year 2004


## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State | National |  |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 55.3 | 57.3 | 57.4 | 57.0 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 14.2 | 13.7 | 11.9 | 10.2 | 9.5 | 10.9 |
| Plant operations | 12.5 | 11.3 | 12.4 | 11.1 | 11.7 | 9.7 |
| Food service | 3.9 | 3.9 | 3.7 | 3.7 | 4.7 | 4.0 |
| Transportation | 5.1 | 4.9 | 5.0 | 4.8 | 4.0 | 4.1 |
| $\quad$ Student support | 5.3 | 5.7 | 6.6 | 8.8 | 7.0 | 5.0 |
| Instruction support | 3.4 | 2.8 | 2.7 | 4.4 | 4.3 | 4.6 |
| Other | 0.3 | 0.4 | 0.3 |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 0004 |  |  |  |
| Student/teacher ratio | 16.5 | 15.7 | 15.1 | 18.2 |
| Average teacher salary | $\$ 36,619$ | $\$ 39,697$ | $\$ 40,287$ | $\$ 38,534$ |
| Average years' experience | 9.2 | 8.8 | 8.7 | 8.7 |

Classroom dollar ranking: 93 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, speech pathologist, and counselor earned an additional $\$ 5,124$ in salary.


## Performance

- The District accomplished most of its goals, which were based on school and individual performance.
- Each school accomplished a student achievement goal linked to student performance on the AIMS test.
- All traditional schools were labeled "performing" or better by ADE for AZ LEARNS.
- District-wide, students' standardized test scores improved by 2 percent, on average.
- Most teachers made the required number of individual parent contacts during the year. For example, the junior high school reported a total of more than 900 parent contacts during the year.
- Most teachers also established performance goals for individual students in their classes.

Menu

- Monies were used solely to increase eligible employee compensation.


# Patagonia Elementary School District 



4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | 2002 | State | National |  |  |
|  | 2003 | 2004 | 2004 | 2001 |  |  |
| Classroom dollars | 57.3 | 56.0 | 60.2 | 60.4 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 13.2 | 16.1 | 17.8 | 15.8 | 9.5 | 10.9 |
| Plant operations | 6.5 | 10.5 | 5.7 | 6.9 | 11.7 | 9.7 |
| Food service | 0.1 | 1.0 | 2.5 | 2.0 | 4.7 | 4.0 |
| Transportation | 6.6 | 10.1 | 9.0 | 10.7 | 4.0 | 4.1 |
| $\quad$ Student support | 11.5 | 2.9 | 2.4 | 3.0 | 7.0 | 5.0 |
| Instruction support | 4.8 | 3.4 | 2.4 | 1.2 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 15.6 | 10.6 | 13.1 | 18.2 |
| Average teacher salary | $\$ 36,993$ | $\$ 43,233$ | $\$ 41,431$ | $\$ 38,534$ |
| Average years' experience | 13.0 | 13.6 | 11.1 | 8.7 |

Classroom dollar ranking: 40 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional $\$ 3,497$ in salary.


## Performance

- The District accomplished its goals, which were based on individual performance.
- Each teacher engaged in a collaborative curriculum and instruction project with another teacher, and aligned curriculum, assessments, and parent progress reports with state standards.
- Most teachers participated in a regular team review of individual students' progress and provided intervention as needed.


## Menu

- Monies were used to compensate teachers for participating in a series of 12 professional development workshops focused on improving students' reading and writing scores on the AIMS test.
- Students' reading and writing scores maintained last year's level or improved in 2 of 3 grades tested.


## Patagonia Union High School District

District size: Very Small Students attending:

## Classroom Dollars

Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | District |  |  |  | State | National |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |
| Classroom dollars | 39.8 | 41.7 | 41.4 | 42.5 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| Administration | 18.5 | 17.1 | 17.5 | 17.4 | 9.5 | 10.9 |
| Plant operations | 15.3 | 16.6 | 16.3 | 15.9 | 11.7 | 9.7 |
| Food service | 8.3 | 8.7 | 8.5 | 7.0 | 4.7 | 4.0 |
| Transportation | 11.3 | 7.7 | 9.4 | 10.8 | 4.0 | 4.1 |
| Student support | 1.9 | 3.2 | 3.2 | 3.3 | 7.0 | 5.0 |
| Instruction support | 4.5 | 5.0 | 3.7 | 3.1 | 4.3 | 4.6 |
| Other | 0.4 |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 17.0 | 17.5 | 12.7 | 18.2 |
| Average teacher salary | $\$ 34,509$ | $\$ 35,487$ | $\$ 36,392$ | $\$ 38,534$ |
| Average years' experience | 7.6 | 6.8 | 6.5 | 8.7 |

Classroom dollar ranking: 214 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional \$4,919 in salary.


## Performance

- The District accomplished its goal, which was based on individual performance.
- The goal was linked to teacher participation in professional development activities focused on improving students' reading and writing scores on the AIMS test.


## Menu

- Monies were used to compensate teachers for participating in a series of 12 professional development workshops focused on improving students' reading and writing scores on the AIMS test.


# Payson Unified <br> School District 

$$
\begin{array}{rr}
\text { District size: } & \text { Medium } \\
\text { Students attending: } & 2,698 \\
\text { Number of schools: } & 6 \\
\text { Number of certified teachers: } & 155
\end{array}
$$



## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 57.8 | 60.8 | 61.5 | 59.5 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 9.6 | 9.5 | 9.6 | 10.1 | 9.5 | 10.9 |
| Plant operations | 13.5 | 11.2 | 11.1 | 11.1 | 11.7 | 9.7 |
| Food service | 3.7 | 3.9 | 3.6 | 3.6 | 4.7 | 4.0 |
| Transportation | 3.0 | 2.7 | 2.7 | 3.1 | 4.0 | 4.1 |
| Student support | 8.6 | 8.3 | 8.2 | 9.0 | 7.0 | 5.0 |
| Instruction support | 2.9 | 3.4 | 3.1 | 3.4 | 4.3 | 4.6 |
| Other | 0.9 | 0.2 | 0.2 | 0.2 | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 17.2 | 17.4 | 17.4 | 18.2 |
| Average teacher salary | $\$ 36,216$ | $\$ 38,612$ | $\$ 38,831$ | $\$ 38,534$ |
| Average years' experience | 9.3 | 9.3 | 9.5 | 8.7 |

Classroom dollar ranking: 51 of 227 districts.

## Proposition 301

## District-reported 2004 results

## Teacher pay

- On average, each teacher earned an additional \$4,108 in salary, each librarian earned an additional $\$ 3,853$, each speech pathologist and audiologist earned an additional $\$ 3,009$, and each counselor earned an additional \$6,342.


## Performance

- The District accomplished its goals, which were based on individual performance.
- Goals were linked to applying the District's reading, writing, and math curricula, and to teachers each establishing 10 grade-level or course competencies.
- Each teacher was also required to receive an acceptable performance evaluation and to participate in at least 20 hours of professional development activities, which could include a variety of activities such as mentoring others, writing curriculum, and selecting textbooks.


## Menu

- Monies were primarily used to increase eligible employee compensation.
- Monies continued to be used to pay for a full-time employee to reduce class sizes at Payson Center for Success.
- AIMS intervention intersession classes were offered.


# Peach Springs Unified <br> School District 

District size:
Students attending
Small
Number of schools:
242
2
Number of certified teachers:

Classroom Dollars
Fiscal year 2004


Total
\$13,184 per pupil

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 004 |  |  |  |
| Student/teacher ratio | 11.0 | 11.6 | 12.1 | 18.2 |
| Average teacher salary | $\$ 37,924$ | $\$ 38,914$ | $\$ 42,171$ | $\$ 38,534$ |
| Average years' experience | 7.0 | 7.9 | 8.6 | 8.7 |

Classroom dollar ranking: 128 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional \$3,910 in salary, and each instructional aide earned an additional $\$ 618$.


## Performance

- The District accomplished its goals, which were based on district, school, and individual performance.
- The elementary student attendance rate was 95 percent, and the high-school and elementary-school staff attendance rate was 86 percent.
- 97 percent of teachers participated in professional development activities.
- All teachers received acceptable performance evaluations.
- Other goals were linked to extracurricular activities, tutoring, and students' scores on standardized tests.


## Menu

- Monies were used solely to increase teacher performance pay.

|  | District |  |  |  | $\begin{aligned} & \text { State } \\ & 2004 \end{aligned}$ | Nationa$2001$ |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2001 | 2002 | 2003 | 2004 |  |  |
| Classroom dollars | 57.2 | 59.4 | 57.8 | 55.0 | 58.6 | 61.5 |
| Nonclassroom dollars: | NA |  |  |  |  |  |
| Administration |  | 16.9 | 16.3 | 19.2 | 9.5 | 10.9 |
| Plant operations |  | 10.5 | 11.5 | 10.6 | 11.7 | 9.7 |
| Food service |  | 4.8 | 5.8 | 5.1 | 4.7 | 4.0 |
| Transportation |  | 2.7 | 3.6 | 3.8 | 4.0 | 4.1 |
| Student support |  | 2.4 | 2.3 | 1.8 | 7.0 | 5.0 |
| Instruction support |  | 3.3 | 2.7 | 4.5 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

# Pearce Elementary <br> School District 

Classroom Dollars
Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | 2002 | State | National |  |  |
|  | 2003 | 2004 | 2004 | 2001 |  |  |
| Classroom dollars | 56.9 | 58.8 | 58.6 | 54.6 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 15.5 | 17.5 | 16.7 | 18.6 | 9.5 | 10.9 |
| Plant operations | 15.2 | 13.5 | 14.2 | 13.2 | 11.7 | 9.7 |
| Food service | 3.6 | 3.5 | 2.9 | 3.2 | 4.7 | 4.0 |
| Transportation | 7.4 | 5.6 | 5.7 | 5.9 | 4.0 | 4.1 |
| Student support | 0.2 | 0.1 | 0.8 | 2.7 | 7.0 | 5.0 |
| Instruction support | 1.2 | 1.0 | 1.1 | 1.7 | 4.3 | 4.6 |
| Other |  |  |  | 0.1 | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 11.7 | 13.4 | 9.1 | 18.2 |
| Average teacher salary | $\$ 27,832$ | $\$ 34,394$ | $\$ 28,236$ | $\$ 38,534$ |
| Average years' experience | 5.6 | 5.4 | 5.0 | 8.7 |

Classroom dollar ranking: 133 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional \$2,573 in salary.


## Performance

- The District accomplished its goals, which were based on district and individual performance.
- Goals were linked to 50 percent of students demonstrating adequate yearly progress on standardized tests, teacher evaluations, and a district assessment plan for aligning curriculum to state standards.


## Menu

- Monies were used solely to increase teacher compensation.


## Pendergast Elementary

 School DistrictDistrict size: Large
Students attending: 9,530
Number of schools:

Classroom Dollars
Fiscal year 2004


## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | State | National |  |  |  |  |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |
| Classroom dollars | 58.9 | 57.0 | 59.0 | 59.1 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| Administration | 9.1 | 9.1 | 9.1 | 9.3 | 9.5 | 10.9 |
| Plant operations | 11.5 | 11.8 | 10.3 | 11.6 | 11.7 | 9.7 |
| Food service | 4.9 | 6.0 | 5.6 | 5.3 | 4.7 | 4.0 |
| Transportation | 2.9 | 2.7 | 2.7 | 2.6 | 4.0 | 4.1 |
| Student support | 5.4 | 5.7 | 6.5 | 6.6 | 7.0 | 5.0 |
| Instruction support | 7.3 | 7.7 | 6.8 | 5.5 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 18.4 | 18.1 | 18.2 | 18.2 |
| Average teacher salary | $\$ 39,834$ | $\$ 39,667$ | $\$ 40,740$ | $\$ 38,534$ |
| Average years' experience | 5.0 | 4.9 | 5.7 | 8.7 |

Classroom dollar ranking: 56 of 227 districts.

## Proposition 301

## District-reported 2004 results

Teacher pay

- On average, each teacher, librarian, speech pathologist, audiologist, and counselor earned an additional $\$ 1,110$ in salary.


## Performance

- The District accomplished its goals, which were based on district and school performance.
- All schools were labeled "performing" or better by ADE for AZ LEARNS.
- Parents surveyed at each school gave positive ratings ranging from 88 percent to 95 percent.
- 8 schools met their student achievement goals.


## Menu

- Monies were used to increase eligible employee base pay and to compensate teachers for participating in professional development.
- 116 teachers participated in a new-teacher induction program and completed 30 hours of professional development activities. 66 teachers acted as mentors. 331 teachers attended district-sponsored teacher academies.
- Approximately 456 students participated in afterschool tutoring in reading, writing, and math.
- 1,440 students participated in AIMS intervention intercessions, and 70 percent of these students increased their reading skills by 1 level.


# Peoria Unified <br> School District 

District size:<br>Students attending:<br>Very Large 35,372<br>Number of schools:



4-year comparison


## Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 61.9 | 61.5 | 61.4 | 61.5 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 8.7 | 8.9 | 8.4 | 7.8 | 9.5 | 10.9 |
| Plant operations | 11.2 | 10.1 | 10.5 | 10.4 | 11.7 | 9.7 |
| Food service | 3.5 | 3.4 | 3.5 | 3.5 | 4.7 | 4.0 |
| Transportation | 3.1 | 3.1 | 3.1 | 3.0 | 4.0 | 4.1 |
| $\quad$ Student support | 5.9 | 7.1 | 7.7 | 7.8 | 7.0 | 5.0 |
| Instruction support | 5.3 | 5.7 | 5.2 | 5.7 | 4.3 | 4.6 |
| Other | 0.4 | 0.2 | 0.2 | 0.3 | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 18.6 | 19.0 | 18.4 | 18.2 |
| Average teacher salary | $\$ 41,992$ | $\$ 43,749$ | $\$ 41,245$ | $\$ 38,534$ |
| Average years' experience | 7.5 | 7.6 | 7.7 | 8.7 |

Classroom dollar ranking: 29 of 227 districts.

## Proposition 301

District-reported 2004 results

## Teacher pay

- On average, each teacher, librarian, speech pathologist, audiologist, counselor, and instructional specialist earned between $\$ 4,051$ and $\$ 4,778$ in additional salary.


## Performance

- The District accomplished its goals, which were based on individual performance.
- The goals were linked to teacher evaluations and professional development plans aligned with state standards, district goals, building goals, and student achievement goals.


## Menu

- Monies were primarily used to increase eligible employee compensation.
- Monies were also used to pay for class size reduction, AIMS intervention, teacher development, and dropout prevention activities.


# Phoenix Elementary School District 

| District size: | Large |
| ---: | ---: |
| Students attending: | 7,749 |
| Number of schools: | 18 |
| Number of certified teachers: | 472 |

Number of certified teachers:
472

## Classroom Dollars

Fiscal year 2004


Total
\$8,070 per pupil

## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 54.8 | 55.3 | 54.3 | 55.3 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 10.7 | 10.0 | 9.6 | 9.7 | 9.5 | 10.9 |
| Plant operations | 12.2 | 12.2 | 12.8 | 11.3 | 11.7 | 9.7 |
| Food service | 7.2 | 6.9 | 6.7 | 6.9 | 4.7 | 4.0 |
| Transportation | 3.1 | 2.8 | 2.9 | 3.1 | 4.0 | 4.1 |
| Student support | 5.5 | 6.1 | 5.7 | 8.4 | 7.0 | 5.0 |
| Instruction support | 6.5 | 6.7 | 8.0 | 5.3 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 0004 |  |  |  |
| Student/teacher ratio | 15.8 | 15.4 | 16.4 | 18.2 |
| Average teacher salary | $\$ 36,496$ | $\$ 37,043$ | $\$ 43,177$ | $\$ 38,534$ |
| Average years' experience | 9.0 | 9.2 | 10.7 | 8.7 |

Classroom dollar ranking: 120 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, librarian, speech pathologist, audiologist, and counselor earned between $\$ 3,887$ and $\$ 3,923$ in additional salary.


## Performance

- The District accomplished its goals, which were based on school and individual performance.
- Goals called for schools to be labeled "performing" or better by ADE for AZ LEARNS, and for teachers to complete at least 40 hours of professional development activities.


## Menu

- Monies were used primarily to increase eligible employee compensation. Salaries for beginning teachers have increased a total of $\$ 4,365$ since Proposition 301 was implemented.
- Monies also continued to be used to pay a full-time assessment technician to compile, evaluate, and report student AIMS test results for classroom diagnostic and AIMS intervention purposes.


# Phoenix Union High School District 

District size: Very Large<br>Students attending: 22,406 Number of schools:

Classroom Dollars
Fiscal year 2004


Total
$\$ 8,642$ per pupil

## 4-year comparison



## Expenditures by function

|  | Percentage |  |  |  |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | :---: | :---: | :---: | :---: |
|  | District |  |  |  |  | State |  |  | National |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |  |  |  |
|  | 52.5 | 52.0 | 53.1 | 54.3 | 58.6 | 61.5 |  |  |  |
| Classroom dollars | 52.5 |  |  |  |  |  |  |  |  |
| Nonclassroom dollars: |  |  |  |  |  |  |  |  |  |
| $\quad$ Administration | 11.4 | 11.3 | 8.0 | 7.8 | 9.5 | 10.9 |  |  |  |
| Plant operations | 14.5 | 14.6 | 14.7 | 14.6 | 11.7 | 9.7 |  |  |  |
| Food service | 2.0 | 2.3 | 2.2 | 2.3 | 4.7 | 4.0 |  |  |  |
| Transportation | 3.5 | 3.7 | 3.7 | 3.6 | 4.0 | 4.1 |  |  |  |
| Student support | 8.4 | 8.1 | 9.8 | 11.2 | 7.0 | 5.0 |  |  |  |
| Instruction support | 6.8 | 7.5 | 7.0 | 5.7 | 4.3 | 4.6 |  |  |  |
| Other | 0.9 | 0.5 | 1.5 | 0.5 | 0.2 | 0.2 |  |  |  |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 17.5 | 17.3 | 17.3 | 18.2 |
| Average teacher salary | $\$ 47,930$ | $\$ 50,686$ | $\$ 52,453$ | $\$ 38,534$ |
| Average years' experience | 8.6 | 7.7 | 9.7 | 8.7 |

Classroom dollar ranking: 138 of 227 districts.

## Proposition 301

## District-reported 2004 results

## Teacher pay

- On average, each teacher, librarian, speech pathologist, audiologist, and counselor earned between $\$ 4,283$ and $\$ 4,991$ in salary, and each nurse earned an additional $\$ 3,292$. Also, instructional aides and dropout assistants each earned, on average, between $\$ 194$ and $\$ 237$ from menu monies.


## Performance

- The District accomplished most of its goals, which were based on school and individual performance.
- The District accomplished about half of its student achievement goals, which called for 60 to 90 percent of seniors at each school to demonstrate proficiency in reading, writing, and math on the AIMS test.
- 4 schools maintained or decreased a 6 percent dropout rate and increased graduation rates.
- Most teachers missed 5 or fewer days of work.


## Menu

- Monies were used primarily to continue paying for eligible employee compensation increases.
- 931 teachers participated in 1 day of professional development activities and 74 teachers participated in 2 days of professional development activities.
- Monies were also used to compensate certified staff for working 1 additional day and support staff for working 2 additional days for AIMS intervention.


# Picacho Elementary <br> School District 

District size:
Students attending:
Small
212
Number of schools: 1

Number of certified teachers:

## Classroom Dollars

Fiscal year 2004


Total
$\$ 6,620$ per pupil

4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 55.0 | 52.7 | 55.9 | 48.5 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 12.4 | 12.7 | 13.2 | 15.5 | 9.5 | 10.9 |
| Plant operations | 14.1 | 12.1 | 11.6 | 13.0 | 11.7 | 9.7 |
| Food service | 7.4 | 8.9 | 7.1 | 7.6 | 4.7 | 4.0 |
| Transportation | 5.6 | 5.9 | 5.8 | 6.0 | 4.0 | 4.1 |
| Student support | 5.4 | 7.5 | 6.4 | 5.7 | 7.0 | 5.0 |
| Instruction support | 0.1 | 0.2 |  | 3.7 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 16.6 | 15.8 | 17.7 | 18.2 |
| Average teacher salary | $\$ 33,298$ | NA | $\$ 38,000$ | $\$ 38,534$ |
| Average years' experience | 7.1 | 8.5 | 8.7 | 8.7 |

Classroom dollar ranking: 198 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional $\$ 5,326$ in salary.


## Performance

- The District accomplished its goals, which were based on district and individual performance.
- Goals were linked to student attendance and to teacher attendance, evaluations, participation in extracurricular activities, and efforts to involve parents.


## Menu

- Monies were used solely to increase teacher compensation.


# Pima Accommodation School District 

## Classroom Dollars

Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | District |  |  |  | State | National |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |
| Classroom dollars | 56.3 | 53.7 | 64.5 | 62.4 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| Administration | 24.3 | 23.5 | 27.3 | 27.4 | 9.5 | 10.9 |
| Plant operations | 8.1 | 3.9 | 2.7 | 2.5 | 11.7 | 9.7 |
| Food service |  |  |  |  | 4.7 | 4.0 |
| Transportation | 1.1 | 1.0 |  |  | 4.0 | 4.1 |
| Student support | 5.3 | 3.7 | 2.1 | 4.0 | 7.0 | 5.0 |
| Instruction support | 4.9 | 14.2 | 3.4 | 3.7 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 16.9 | 11.9 | 19.0 | 18.2 |
| Average teacher salary | $\$ 39,339$ | $\$ 44,100$ | $\$ 42,412$ | $\$ 38,534$ |
| Average years' experience | 7.7 | 8.5 | 9.9 | 8.7 |

Classroom dollar ranking: 25 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional $\$ 4,188$ in additional salary.


## Performance

- The District accomplished its goals, which were based on district and individual performance.
- 80 percent of students who remained in the detention facility increased their reading scores by 5 percent or more on pre- and post-tests.
- All students who stayed for more than 4 days in the detention facility produced transitional life skills portfolios.
- Teachers each participated in 30 hours or more of professional development activities and received acceptable performance evaluations.
- Teachers received base pay increases for earning 18 college credits each and/or completing master's degrees.

Menu

- Monies were used to provide additional compensation for teachers who accomplished district performance goals and teachers who helped develop the transitional curriculum for detention students.


## Pima Unified School District

## District size <br> Medium <br> Students attending

Classroom Dollars
Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | 2002 | State |  | National |  |
|  | 2003 | 2004 | 2004 | 2001 |  |  |
| Classroom dollars | 59.9 | 61.5 | 61.0 | 58.7 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 11.4 | 12.4 | 12.6 | 13.8 | 9.5 | 10.9 |
| Plant operations | 14.1 | 12.0 | 11.8 | 12.6 | 11.7 | 9.7 |
| Food service | 6.5 | 6.1 | 6.2 | 6.1 | 4.7 | 4.0 |
| Transportation | 3.2 | 3.0 | 2.9 | 3.4 | 4.0 | 4.1 |
| $\quad$ Student support | 2.6 | 2.7 | 3.1 | 3.2 | 7.0 | 5.0 |
| Instruction support | 1.2 | 1.7 | 2.4 | 2.2 | 4.3 | 4.6 |
| Other | 1.1 | 0.6 |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 0004 |  |  |  |
| Student/teacher ratio | 16.4 | 16.4 | 16.0 | 18.2 |
| Average teacher salary | $\$ 32,697$ | $\$ 33,511$ | $\$ 33,641$ | $\$ 38,534$ |
| Average years' experience | 7.8 | 7.8 | 8.4 | 8.7 |

Classroom dollar ranking: 62 of 227 districts.

## Proposition 301

## District-reported 2004 results

Teacher pay

- On average, each teacher, librarian, and counselor earned an additional \$4,479 in salary.


## Performance

- The District accomplished its goals, which were based on district and individual performance.
- When compared to last year, the percentage of students meeting or exceeding state standards on the AIMS test increased by 7 percent in grade 3; 13 percent in grade 5 ; 12 percent in grade 8 ; and 11 percent in high school.
- Elementary school students' standardized test scores in reading and math maintained or improved.
- Teachers received acceptable performance evaluations.


## Menu

- Monies were used to compensate teachers for focusing instruction on state academic standards as measured by lesson plans, curriculum maps, and observations.
- Teachers also earned monies for completing 20 hours of professional development and for demonstrating proficiency with technology.


# Pinal County Special Education Program 

District size:<br>Very Small Students attending



4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | State | National |  |  |  |  |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |
| Classroom dollars | NA | 46.2 | 47.5 | 42.0 | 58.6 | 61.5 |
| Nonclassroom dollars: | NA |  |  |  |  |  |
| $\quad$ Administration |  | 8.7 | 8.3 | 9.0 | 9.5 | 10.9 |
| Plant operations |  | 6.2 | 6.9 | 5.9 | 11.7 | 9.7 |
| Food service |  | 0.9 | 0.8 | 0.2 | 4.7 | 4.0 |
| Transportation |  | 11.2 | 11.7 | 13.4 | 4.0 | 4.1 |
| Student support |  | 26.7 | 24.7 | 28.4 | 7.0 | 5.0 |
| Instruction support | 0.1 | 0.1 | 1.1 | 4.3 | 4.6 |  |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | NA | NA | NA | 18.2 |
| Average teacher salary | $\$ 37,888$ | $\$ 41,494$ | $\$ 41,059$ | $\$ 38,534$ |
| Average years' experience | NA | NA | NA | 8.7 |

Classroom dollar ranking: 216 of 227 districts.

## Proposition 301

District-reported 2004 results

## Teacher pay

- On average, each teacher and speech pathologist earned an additional \$1,996 in salary, which does not include a portion of performance pay distributed in fiscal year 2005.


## Performance

- The District accomplished its goals, which were based on school performance.
- The District used a year-end performance report to determine the percentage of students who met Individual Education Plan objectives in the areas of language and comprehensive health.

Menu

- Monies were used solely to increase eligible employee performance pay.


# Pine Strawberry Elementary <br> District size: 

Students attending:
Number of schools:
1
Number of certified teachers:
13


## Piñon Unified <br> School District

$$
\begin{array}{rr}
\text { District size: } & \text { Medium } \\
\text { Students attending: } & 1,463 \\
\text { Number of schools: } & 4 \\
\text { Number of certified teachers: } & 101
\end{array}
$$



4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: | :---: | :---: |
|  | District |  |  |  |  | State |  | National |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |  |  |
|  |  |  |  |  |  |  |  |  |
| Classroom dollars | 44.9 | 51.5 | 52.0 | 49.8 | 58.6 | 61.5 |  |  |
| Nonclassroom dollars: |  |  |  |  |  |  |  |  |
| $\quad$ Administration | 11.2 | 11.3 | 11.1 | 13.0 | 9.5 | 10.9 |  |  |
| Plant operations | 14.3 | 12.8 | 13.4 | 13.6 | 11.7 | 9.7 |  |  |
| Food service | 5.5 | 5.5 | 5.0 | 5.3 | 4.7 | 4.0 |  |  |
| Transportation | 9.0 | 8.7 | 7.5 | 7.0 | 4.0 | 4.1 |  |  |
| $\quad$ Student support | 7.8 | 5.7 | 6.5 | 7.1 | 7.0 | 5.0 |  |  |
| Instruction support | 7.3 | 4.5 | 4.5 | 4.2 | 4.3 | 4.6 |  |  |
| Other |  |  |  |  | 0.2 | 0.2 |  |  |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 15.1 | 17.0 | 14.5 | 18.2 |
| Average teacher salary | $\$ 34,575$ | NA | NA | $\$ 38,534$ |
| Average years' experience | 6.0 | 6.5 | 7.1 | 8.7 |

Classroom dollar ranking: 192 of 227 districts.

## Proposition 301

District-reported 2004 results
Although required by A.R.S. §15-977.E, the District did not report any results for programs funded with Classroom Site Fund monies. In fiscal year 2004, the District received $\$ 459,114$ in Classroom Site Fund monies and spent $\$ 605,840$ including monies remaining in the fund from prior years.

# Pomerene Elementary School District 

District size:
Students attending:
Number of schools:
Number of certified teachers: 6

1
Very Small

## Classroom Dollars

Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State | National |  |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 56.9 | 56.7 | 54.6 | 53.3 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 13.6 | 13.0 | 13.7 | 13.7 | 9.5 | 10.9 |
| Plant operations | 14.6 | 12.8 | 12.3 | 13.5 | 11.7 | 9.7 |
| Food service |  | 2.9 | 10.3 | 10.9 | 4.7 | 4.0 |
| Transportation | 2.1 | 2.3 | 2.7 | 2.1 | 4.0 | 4.1 |
| $\quad$ Student support | 2.5 | 5.6 | 6.0 | 6.1 | 7.0 | 5.0 |
| Instruction support |  |  | 0.4 | 0.4 | 4.3 | 4.6 |
| Other | 10.3 | 6.7 |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 0004 |  |  |  |
| Student/teacher ratio | 15.7 | 17.2 | 16.2 | 18.2 |
| Average teacher salary | $\$ 39,133$ | $\$ 39,010$ | $\$ 35,791$ | $\$ 38,534$ |
| Average years' experience | 9.2 | 10.6 | 10.7 | 8.7 |

Classroom dollar ranking: 157 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional \$3,152 in salary.


## Performance

- The District accomplished its goals, which were based on district and individual performance.
- More than 50 percent of students demonstrated 1 year's academic progress.
- More than 60 percent of parents surveyed gave the District satisfactory ratings.


## Menu

- Monies were used to compensate teachers for classroom preparation and curriculum development time, and for attending professional development activities.


# Prescott Unified <br> School District 

## District size: Large <br> Students attending: 5,022 <br> Number of schools:

Classroom Dollars
Fiscal year 2004


Total
\$5,643 per pupil

## 4-year comparison



## Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | $\mathbf{2 0 0 4}$ | 2004 | 2001 |  |
| Classroom dollars | 61.3 | 61.2 | 62.6 | 61.5 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 10.1 | 9.6 | 9.9 | 9.9 | 9.5 | 10.9 |
| Plant operations | 10.6 | 10.3 | 9.5 | 9.8 | 11.7 | 9.7 |
| Food service | 4.7 | 4.5 | 4.3 | 4.4 | 4.7 | 4.0 |
| Transportation | 2.9 | 3.1 | 3.2 | 3.6 | 4.0 | 4.1 |
| $\quad$ Student support | 7.6 | 6.9 | 6.6 | 7.0 | 7.0 | 5.0 |
| Instruction support | 2.6 | 4.2 | 3.7 | 3.6 | 4.3 | 4.6 |
| Other | 0.2 | 0.2 | 0.2 | 0.2 | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 18.5 | 18.7 | 18.7 | 18.2 |
| Average teacher salary | $\$ 37,752$ | $\$ 38,130$ | $\$ 38,326$ | $\$ 38,534$ |
| Average years' experience | 11.6 | 11.6 | 11.0 | 8.7 |

Classroom dollar ranking: 30 of 227 districts.

## Proposition 301

## District-reported 2004 results

## Teacher pay

- On average each teacher, librarian, speech pathologist, audiologist, counselor, and occupational and physical therapist earned between \$3,146 and \$3,738 in additional salary.


## Performance

- The District accomplished most of its goals, which were based on school and individual performance.
- Goals were linked to student achievement and attendance, and also called for teachers to participate in professional development classes and leadership activities, evaluate the Character Counts program, complete dropout-prevention counseling logs, keep parents informed through a workshop and weekly newsletters, and pilot a new district program.

Menu

- Monies were primarily used to increase eligible employee base pay and to pay middle- and highschool teachers for performing additional duties.
- Physical education, music, band, drama, and kindergarten class sizes were reduced.
- 2 elementary schools offered reading tutoring.
- 4 middle schools provided professional development activities
- 1 middle-school employee contacted parents of absent students as part of dropout prevention efforts.


## Quartzsite Elementary

School District
District size:
Students attending:
Small
Number of schools:

## Classroom Dollars

Fiscal year 2004


Total
\$6,996 per pupil

4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | 2002 | State |  | National |  |
|  | 2003 | 2004 | 2004 | 2001 |  |  |
| Classroom dollars | 47.3 | 49.6 | 49.6 | 46.3 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 7.9 | 13.8 | 13.9 | 14.3 | 9.5 | 10.9 |
| Plant operations | 16.6 | 16.4 | 13.9 | 16.9 | 11.7 | 9.7 |
| Food service | 8.6 | 7.6 | 8.2 | 8.2 | 4.7 | 4.0 |
| Transportation | 5.1 | 4.4 | 7.2 | 7.7 | 4.0 | 4.1 |
| $\quad$ Student support | 13.0 | 4.4 | 2.4 | 2.2 | 7.0 | 5.0 |
| Instruction support | 1.5 | 3.8 | 4.8 | 4.4 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 21.4 | 17.6 | 19.2 | 18.2 |
| Average teacher salary | $\$ 38,624$ | $\$ 41,692$ | $\$ 36,316$ | $\$ 38,534$ |
| Average years' experience | 8.3 | 8.1 | 8.1 | 8.7 |

Classroom dollar ranking: 209 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional $\$ 4,414$ in salary.


## Performance

- The District accomplished its goal, which required teachers to receive acceptable performance evaluations.


## Menu

- Monies were used solely to increase teacher compensation.


# Queen Creek Unified <br> School District 



4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | :---: | :---: | :---: | :---: |
|  | District |  |  |  |  | State |  |  | National |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |  |  |  |
|  | Classroom dollars | 50.5 | 51.2 | 49.7 | 52.7 | 58.6 |  |  |  |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 16.6 | 17.9 | 16.5 | 18.2 |
| Average teacher salary | $\$ 33,644$ | $\$ 35,037$ | $\$ 34,000$ | $\$ 38,534$ |
| Average years' experience | 6.4 | 6.2 | 6.3 | 8.7 |

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional \$2,978 in salary, and each librarian, speech pathologist, audiologist, and counselor earned an additional $\$ 2,000$.


## Performance

- The District accomplished its goals, which were based on school and individual performance.
- Schools established student achievement goals linked to students' math, reading, and language scores on standardized tests.
- Most teachers completed 20 hours of professional development activities.
- Based on surveys, parents indicated they were satisfied with schools.

Menu

- Monies were used solely to increase eligible employee compensation.


# Rainbow Accommodation 

# District size <br> Very Small <br> Students attending 



# Ray Unified School District 

District size:
Students attending: Medium

## Classroom Dollars

Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 55.0 | 57.3 | 57.3 | 58.3 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 12.5 | 11.8 | 13.4 | 13.1 | 9.5 | 10.9 |
| Plant operations | 14.9 | 14.5 | 12.5 | 12.5 | 11.7 | 9.7 |
| Food service | 1.6 | 4.3 | 4.5 | 4.4 | 4.7 | 4.0 |
| Transportation | 8.0 | 4.7 | 4.8 | 4.3 | 4.0 | 4.1 |
| Student support | 5.8 | 5.5 | 4.7 | 4.7 | 7.0 | 5.0 |
| Instruction support | 2.2 | 1.9 | 2.8 | 2.4 | 4.3 | 4.6 |
| Other |  |  |  | 0.3 | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 14.3 | 14.4 | 13.6 | 18.2 |
| Average teacher salary | $\$ 38,072$ | $\$ 35,450$ | $\$ 37,641$ | $\$ 38,534$ |
| Average years' experience | 9.7 | 9.6 | 9.1 | 8.7 |

Classroom dollar ranking: 73 of 227 districts.

## Proposition 301

District-reported 2004 results

## Teacher pay

- On average, each teacher and counselor earned an additional $\$ 4,564$ in salary.


## Performance

- The District accomplished its goals, which were based on school performance.
- Goals called for increased student achievement.
- On average, kindergarten through 4th-grade students maintained or improved their reading test scores in 3 of the 5 grades tested.
- Elementary school students maintained or improved writing test scores in 2 of 4 grades tested.
- High-school students maintained or improved reading and writing scores in 3 of 4 grades tested.
- 40 percent of 5 th- through 8th-grade regular education students scored at or above the national average in 2 of 3 standardized test subjects, and 50 percent scored at or above the national average on the Presidential Fitness Challenge Test.


## Menu

- Monies were used to increase teacher compensation and to pay teachers for participating in professional development activities and performing additional duties.
- 60 at-risk students participated in after-school dropout activities and remained in school.


## Red Mesa Unified School District

District size
Students attending:
Medium
Number of schools:

## Classroom Dollars

Fiscal year 2004


Total
\$9,337 per pupil

## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 43.6 | 45.4 | 42.9 | 42.0 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 12.6 | 13.4 | 14.4 | 13.2 | 9.5 | 10.9 |
| Plant operations | 16.8 | 15.9 | 16.1 | 15.5 | 11.7 | 9.7 |
| Food service | 4.5 | 4.4 | 4.0 | 4.9 | 4.7 | 4.0 |
| Transportation | 9.4 | 8.7 | 9.0 | 9.4 | 4.0 | 4.1 |
| $\quad$ Student support | 9.7 | 8.9 | 10.2 | 11.6 | 7.0 | 5.0 |
| Instruction support | 3.4 | 3.3 | 3.3 | 3.4 | 4.3 | 4.6 |
| Other |  |  | 0.1 |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 15.1 | 17.5 | 17.0 | 18.2 |
| Average teacher salary | $\$ 32,744$ | NA | $\$ 37,174$ | $\$ 38,534$ |
| Average years' experience | 7.3 | 7.4 | 7.5 | 8.7 |

Classroom dollar ranking: 215 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional $\$ 1,349$ in salary.


## Performance

- The District accomplished about two-thirds of its goals, which were based on district and school performance.
- Goals achieved called for new teachers to work with mentors; for all teachers to work on curriculum and testing protocols, and provide after-school tutoring to increase student test scores; and for increased attendance at parent-teacher conferences.
- Goals not met related to teacher attendance, and student attendance, dropout, and graduation rates.


## Menu

- The District did not report spending any menu monies.


# Red Rock Elementary School District 

Classroom Dollars
Fiscal year 2004


Total
$\$ 10,965$ per pupil

4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 58.5 | 55.8 | 52.2 | 51.6 | 58.6 | 61.5 |
| Nonclassroom dollars: | NA |  |  |  |  |  |
| Administration |  | 17.0 | 21.0 | 17.5 | 9.5 | 10.9 |
| Plant operations |  | 20.1 | 15.9 | 20.3 | 11.7 | 9.7 |
| Food service |  | 2.6 | 4.0 | 4.4 | 4.7 | 4.0 |
| Transportation |  | 2.1 | 3.6 | 5.3 | 4.0 | 4.1 |
| Student support |  | 2.3 | 3.3 | 0.8 | 7.0 | 5.0 |
| Instruction support |  | 0.1 |  | 0.1 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 11.7 | 12.3 | 11.8 | 18.2 |
| Average teacher salary | $\$ 35,280$ | $\$ 36,619$ | $\$ 35,000$ | $\$ 38,534$ |
| Average years' experience | 11.7 | 12.7 | 13.1 | 8.7 |

Classroom dollar ranking: 178 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher and instructional aide earned an additional $\$ 1,360$ in salary, and the speech pathologist earned an additional \$848.


## Performance

- The District accomplished its goals, which were based on school performance.
- Goals were linked to student achievement as measured by standardized tests and/or committee evaluations, communication between school and home, and parent satisfaction surveys.

Menu

- The District did not report spending any menu monies.


## Riverside Elementary School District

District size
Students attending
Small
Number of schools:

Number of certified teachers:

## Classroom Dollars

Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 48.5 | 49.0 | 57.3 | 58.6 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 13.6 | 13.7 | 12.0 | 11.6 | 9.5 | 10.9 |
| Plant operations | 10.2 | 11.3 | 12.0 | 10.7 | 11.7 | 9.7 |
| Food service | 9.1 | 8.9 | 6.9 | 7.7 | 4.7 | 4.0 |
| Transportation | 7.8 | 5.6 | 2.9 | 2.6 | 4.0 | 4.1 |
| $\quad$ Student support | 7.9 | 8.6 | 5.8 | 5.7 | 7.0 | 5.0 |
| Instruction support | 2.9 | 2.9 | 3.1 | 3.1 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 20.3 | 21.3 | 21.8 | 18.2 |
| Average teacher salary | $\$ 34,800$ | NA | $\$ 35,009$ | $\$ 38,534$ |
| Average years' experience | 6.2 | 6.3 | 5.9 | 8.7 |

Classroom dollar ranking: 66 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional $\$ 1,700$ in salary.


## Performance

- The District accomplished its goals, which were based on school and individual performance.
- Goals called for increased student achievement as measured by pre- and post-tests, teacher participation in 30 hours of professional development activities, and parent participation in parent/teacher conferences.


## Menu

- Monies were used solely to reduce class sizes.


## Roosevelt Elementary <br> School District

Classroom Dollars
Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 55.9 | 58.6 | 58.6 | 59.1 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 13.0 | 11.4 | 10.8 | 10.2 | 9.5 | 10.9 |
| Plant operations | 13.4 | 11.8 | 11.5 | 11.5 | 11.7 | 9.7 |
| Food service | 7.2 | 7.2 | 6.4 | 6.1 | 4.7 | 4.0 |
| Transportation | 2.5 | 2.6 | 2.5 | 2.5 | 4.0 | 4.1 |
| $\quad$ Student support | 2.9 | 3.3 | 5.4 | 4.1 | 7.0 | 5.0 |
| Instruction support | 5.1 | 5.1 | 4.8 | 6.5 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 17.8 | 17.1 | 17.2 | 18.2 |
| Average teacher salary | $\$ 40,305$ | $\$ 40,708$ | $\$ 42,540$ | $\$ 38,534$ |
| Average years' experience | 8.4 | 8.3 | 8.5 | 8.7 |

Classroom dollar ranking: 58 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, librarian, speech pathologist, and audiologist earned an additional $\$ 4,040$ in salary.


## Performance

- The District accomplished its goals, which were based on school performance.
- Goals were linked to measuring student achievement, increasing parents' knowledge, improving teachers' instructional strategies in reading, and creating and implementing a school improvement plan.


## Menu

- Monies were primarily used to increase eligible employee compensation. Monies were also used to support AIMS intervention activities.


## Round Valley Unified School District

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

## Classroom Dollars

Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State | National |  |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 58.3 | 56.6 | 55.4 | 55.0 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 12.5 | 13.2 | 10.8 | 8.7 | 9.5 | 10.9 |
| Plant operations | 17.2 | 17.4 | 17.4 | 17.6 | 11.7 | 9.7 |
| Food service | 3.4 | 3.5 | 3.6 | 3.8 | 4.7 | 4.0 |
| Transportation | 3.6 | 3.7 | 4.4 | 4.6 | 4.0 | 4.1 |
| Student support | 3.7 | 4.3 | 6.0 | 8.2 | 7.0 | 5.0 |
| Instruction support | 1.3 | 1.3 | 2.4 | 2.1 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 17.0 | 17.9 | 17.4 | 18.2 |
| Average teacher salary | $\$ 36,442$ | $\$ 40,007$ | $\$ 37,314$ | $\$ 38,534$ |
| Average years' experience | 11.0 | 10.8 | 11.1 | 8.7 |

Classroom dollar ranking: 127 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, librarian, speech pathologist, and counselor earned an additional $\$ 4,080$ in salary.


## Performance

- The District accomplished its goals, which were based on school and individual performance.
- Students at all schools demonstrated adequate yearly progress.
- Student attendance was at or above 94 percent.
- The District's dropout and graduation rates met standards required to demonstrate adequate yearly progress.
- Schools increased communication with parents using technology, mailings, and teacher contacts.
- Teachers received acceptable performance evaluations and participated in leadership activities such as aligning curriculum with state standards, developing student handbooks, working on school improvement plans, and implementing NCLB standards.


## Menu

- Monies were used solely to increase eligible employee compensation.


# Sacaton Elementary School District 

District size: ..... Small
Students attending: ..... 434
Number of schools: ..... 2
Number of certified teachers: ..... 36


## 4-year comparison



Expenditures by function
Percentage

|  | District |  |  |  |  |  | State |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: | ---: | National

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 12.9 | 11.0 | 12.1 | 18.2 |
| Average teacher salary | $\$ 31,194$ | $\$ 34,745$ | $\$ 35,624$ | $\$ 38,534$ |
| Average years' experience | 8.4 | 7.5 | 8.7 | 8.7 |

Classroom dollar ranking: 207 of 227 districts.

## Proposition 301

## District-reported 2004 results

## Teacher pay

- On average, each teacher earned an additional \$3,540 in salary, and each librarian, counselor, and English Language Learner coordinator earned an additional \$2,665 to \$2,909.


## Performance

- The District accomplished most of its goals, which were based on district and individual performance.
- Elementary-school students' reading and math test scores increased and middle-school students' reading tests scores increased.
- Elementary-school teachers devoted 45 minutes each day to teaching test preparation skills.
- Teachers encouraged increased student attendance through home visits, telephone contacts, and incentives. Middle-school attendance increased by 1 percent.
- 34 percent of teachers met teacher attendance goals, and 88 percent received acceptable performance evaluations.
- 22 teachers participated in leadership activities.
- Most elementary-school teachers established a personal performance goal.

Menu

- Monies were used solely to increase eligible employee performance pay.


## Saddle Mountain Unified

District size
Students attending
Small
Number of schools:

Classroom Dollars
Fiscal year 2004


Total
\$7,684 per pupil

## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State | National |  |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 52.6 | 52.3 | 57.1 | 54.4 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 13.1 | 11.6 | 9.8 | 12.0 | 9.5 | 10.9 |
| Plant operations | 19.4 | 18.6 | 15.4 | 14.6 | 11.7 | 9.7 |
| Food service | 6.5 | 5.0 | 5.5 | 5.5 | 4.7 | 4.0 |
| Transportation | 7.3 | 12.3 | 8.3 | 8.7 | 4.0 | 4.1 |
| Student support |  |  | 0.3 | 0.3 | 7.0 | 5.0 |
| Instruction support | 0.9 | 0.2 | 3.5 | 4.5 | 4.3 | 4.6 |
| Other | 0.2 |  | 0.1 |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 18.0 | 21.8 | 15.4 | 18.2 |
| Average teacher salary | $\$ 34,776$ | $\$ 34,317$ | $\$ 35,484$ | $\$ 38,534$ |
| Average years' experience | 6.9 | 6.4 | 7.8 | 8.7 |

Classroom dollar ranking: 137 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional \$2,849 in salary, and each instructional aide earned an additional $\$ 939$, which do not include a portion of performance pay distributed in fiscal year 2005.


## Performance

- Most teachers accomplished the District's goal, which required them to receive acceptable performance evaluations.


## Menu

- Monies were used primarily to increase eligible employee compensation.
- Monies were also used to purchase teacher development materials and to pay for AIMS intervention activities.
- 6 teachers were compensated for providing AIMS intervention tutoring to approximately 40 students.


## Safford Unified School District

$$
\begin{array}{rr}
\text { District size: } & \text { Medium } \\
\text { Students attending: } & 2,739 \\
\text { Number of schools: } & 6 \\
\text { Number of certified teachers: } & 150
\end{array}
$$

Classroom Dollars
Fiscal year 2004


4-year comparison


Expenditures by function
Percentage

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
|  | Classroom dollars | 58.3 | 59.8 | 58.7 | 59.1 | 58.6 |
| 61.5 |  |  |  |  |  |  |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 10.2 | 10.4 | 10.7 | 10.0 | 9.5 | 10.9 |
| Plant operations | 11.9 | 11.1 | 9.5 | 9.4 | 11.7 | 9.7 |
| Food service | 4.7 | 4.4 | 4.6 | 4.7 | 4.7 | 4.0 |
| Transportation | 3.1 | 3.0 | 3.0 | 3.4 | 4.0 | 4.1 |
| $\quad$ Student support | 5.3 | 5.1 | 6.9 | 6.4 | 7.0 | 5.0 |
| Instruction support | 6.5 | 6.2 | 6.6 | 7.0 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 16.8 | 18.2 | 18.3 | 18.2 |
| Average teacher salary | $\$ 36,585$ | $\$ 38,661$ | $\$ 38,429$ | $\$ 38,534$ |
| Average years' experience | 10.3 | 9.9 | 9.6 | 8.7 |

Classroom dollar ranking: 57 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, librarian, and counselor earned an additional \$4,264 in salary.


## Performance

- The District accomplished its goal, which was based on individual performance.
- Teachers designed student achievement goals that were approved by the principals. These goals included improvements in student achievement on district assessment plans, standardized tests, and teacher-designed assessments.


## Menu

- Monies were used to compensate teachers who designed a technology plan that included integration of technology into the classroom and/or increased teacher technology skills.


## Sahuarita Unified <br> School District

| District size: | Medium |
| ---: | ---: |
| Students attending: | 2,481 |
| Number of schools: | 5 |
| Number of certified teachers: | 147 |

Classroom Dollars
Fiscal year 2004


Total
\$6,048 per pupil

## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 50.3 | 49.2 | 51.4 | 54.0 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 10.1 | 10.9 | 8.9 | 9.6 | 9.5 | 10.9 |
| Plant operations | 18.5 | 17.4 | 17.6 | 14.7 | 11.7 | 9.7 |
| Food service | 5.1 | 5.5 | 4.6 | 4.9 | 4.7 | 4.0 |
| Transportation | 6.4 | 6.6 | 8.7 | 8.6 | 4.0 | 4.1 |
| Student support | 6.7 | 7.3 | 6.2 | 5.6 | 7.0 | 5.0 |
| Instruction support | 2.9 | 3.1 | 2.6 | 2.6 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 15.7 | 16.5 | 16.9 | 18.2 |
| Average teacher salary | $\$ 34,357$ | $\$ 35,100$ | $\$ 36,528$ | $\$ 38,534$ |
| Average years' experience | 8.7 | 8.2 | 8.0 | 8.7 |

Classroom dollar ranking: 145 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, speech pathologist, audiologist, and counselor earned between \$3,201 and $\$ 3,611$ in additional salary, and the librarian earned an additional $\$ 6,536$.


## Performance

- The District accomplished its goals, which were based on district, school, and individual performance.
- Goals were linked to the District's assessment plan to improve student achievement, and also called for teachers to set professional development goals and receive acceptable performance evaluations, and for each school to submit an energy management plan.


## Menu

- Monies were used solely to increase eligible employee compensation.


## Salome Consolidated Elementary School District <br> District size <br> Very Small Students attending:



4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 48.9 | 48.3 | 48.4 | 46.9 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 14.4 | 16.4 | 17.5 | 14.3 | 9.5 | 10.9 |
| Plant operations | 16.5 | 15.3 | 14.1 | 18.9 | 11.7 | 9.7 |
| Food service | 13.1 | 12.4 | 13.3 | 8.8 | 4.7 | 4.0 |
| Transportation | 3.4 | 3.0 | 4.6 | 3.6 | 4.0 | 4.1 |
| $\quad$ Student support | 3.7 | 4.2 | 2.1 | 7.3 | 7.0 | 5.0 |
| Instruction support |  | 0.4 |  | 0.1 | 4.3 | 4.6 |
| Other |  |  |  | 0.1 | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 11.0 | 13.3 | 10.9 | 18.2 |
| Average teacher salary | $\$ 33,066$ | $\$ 36,703$ | $\$ 33,478$ | $\$ 38,534$ |
| Average years' experience | 5.2 | 5.7 | 4.1 | 8.7 |

Classroom dollar ranking: 204 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional $\$ 3,770$ in salary.


## Performance

- The District accomplished its goals, which were based on individual and district performance.
- A math-a-thon was held and students were offered additional one-on-one tutoring to help increase their math scores.
- A 5th- through 8th-grade science fair was held to help increase students' knowledge and parent and community involvement.
- Other goals were linked to mentoring for new teachers and increasing parent-student satisfaction through home visits and evening activities.

Menu

- 9 teachers earned additional compensation for performing extra duties.
- 1 teacher earned additional monies for completing 9 hours of professional development.


## San Carlos Unified School District

## District size <br> Medium <br> Students attending <br> 1,246 <br> Number of schools:

## Classroom Dollars

Fiscal year 2004


Total
\$9,868 per pupil

## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State | National |  |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 48.7 | 52.2 | 54.1 | 54.1 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| Administration | 16.9 | 14.4 | 11.0 | 9.9 | 9.5 | 10.9 |
| Plant operations | 14.5 | 13.5 | 13.8 | 13.2 | 11.7 | 9.7 |
| Food service | 5.8 | 5.2 | 4.4 | 4.4 | 4.7 | 4.0 |
| Transportation | 5.0 | 4.8 | 5.2 | 5.0 | 4.0 | 4.1 |
| Student support | 6.6 | 6.5 | 8.6 | 10.8 | 7.0 | 5.0 |
| Instruction support | 2.5 | 3.4 | 2.9 | 2.6 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 14.3 | 12.1 | 11.3 | 18.2 |
| Average teacher salary | $\$ 34,463$ | $\$ 32,877$ | $\$ 35,102$ | $\$ 38,534$ |
| Average years' experience | 7.6 | 7.9 | 7.7 | 8.7 |

Classroom dollar ranking: 144 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, librarian, speech pathologist, and counselor earned an additional \$2,225 in salary.


## Performance

- The District accomplished its goals, which were based on school-level performance.
- All schools were either labeled "performing" by ADE for AZ LEARNS or made adequate yearly progress.
- 2 schools increased student attendance by 1 percent.
- 3 schools were rated satisfactory by 80 percent or more of parents surveyed.
- Most teachers discussed students' academic progress with at least 75 percent of parents in parent/teacher conferences.


## Menu

- Monies were used for dropout prevention activities. The District's alternative education program served a total of 75 students, and 20 students earned sufficient credits through the program to graduate.


# San Fernando Elementary <br> District size 

 School DistrictVery Small Students attending



4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | 2002 | State | National |  |  |
|  | 2003 | 2004 | 2004 | 2001 |  |  |
| Classroom dollars | 45.5 | 45.7 | 46.4 | 38.2 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| Administration | 24.4 | 19.8 | 12.1 | 13.1 | 9.5 | 10.9 |
| Plant operations | 8.9 | 8.5 | 10.9 | 15.1 | 11.7 | 9.7 |
| Food service |  |  |  |  | 4.7 | 4.0 |
| Transportation | 15.9 | 17.1 | 20.5 | 23.3 | 4.0 | 4.1 |
| Student support | 3.2 | 4.9 | 5.6 | 5.2 | 7.0 | 5.0 |
| Instruction support | 2.1 | 4.0 | 4.5 | 5.1 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 12.0 | 8.5 | 13.0 | 18.2 |
| Average teacher salary | $\$ 32,407$ | $\$ 33,237$ | $\$ 35,118$ | $\$ 38,534$ |
| Average years' experience | 5.6 | 3.0 | 6.0 | 8.7 |

Classroom dollar ranking: 218 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- The teacher earned an additional $\$ 4,580$ in salary.


## Performance

- The District accomplished most of its goals, which were based on district and individual performance.
- Goals were linked to improving student attendance through awards and incentives for good behavior, and increasing the teacher's responsibilities and professional growth through classes on curriculum mapping.
- The goal not accomplished called for aligning reading curricula to state standards.


## Menu

- Monies were used to increase the teacher's compensation and to pay for professional development activities.
- According to the District, students achieved adequate yearly progress.


## San Simon Unified School District

District size: Very Small Students attending: 113 Number of schools: 1 Number of certified teachers: 15

## Classroom Dollars

Fiscal year 2004


Total
$\$ 14,090$ per pupil

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 7.9 | 6.9 | 7.5 | 18.2 |
| Average teacher salary | $\$ 33,025$ | $\$ 34,475$ | $\$ 32,734$ | $\$ 38,534$ |
| Average years' experience | 9.0 | 9.0 | 9.9 | 8.7 |

Classroom dollar ranking: 181 of 227 districts.

## Proposition 301

## District-reported 2004 results

## Teacher pay

- On average, each teacher earned an additional $\$ 1,823$ in salary, each counselor earned an additional $\$ 1,500$, and each instructional aide earned an additional $\$ 1,000$. Also, 11 support staff including clerical, custodial, transportation, and food service workers were each paid $\$ 500$ from performance pay based on the results of a parent survey rating all aspects of the school. These amounts exclude a portion of performance pay not distributed until fiscal year 2005.


## Performance

- The District accomplished its goals, which were based on district-wide performance.
- 62 percent of students, on average, scored at or above the national average on a standardized test.
- More than 75 percent of parents surveyed rated the school as satisfactory or better.
- A program was established to provide additional monies for student assistance programs.


## Menu

- Monies were used to hire a kindergarten teacher to maintain small class sizes. According to the District, reducing the class sizes enabled it to provide a high level of individual attention to students.


# Sanders Unified School District 

## District size: <br> Medium <br> Students attending:



## Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 41.3 | 46.3 | 48.8 | 52.0 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 23.3 | 20.3 | 12.7 | 10.4 | 9.5 | 10.9 |
| Plant operations | 14.6 | 13.3 | 14.0 | 14.1 | 11.7 | 9.7 |
| Food service |  | 5.0 | 5.2 | 5.0 | 4.7 | 4.0 |
| Transportation | 7.6 | 6.8 | 7.2 | 6.8 | 4.0 | 4.1 |
| $\quad$ Student support | 4.1 | 4.5 | 5.6 | 7.1 | 7.0 | 5.0 |
| Instruction support | 8.2 | 2.5 | 6.0 | 4.6 | 4.3 | 4.6 |
| Other | 0.9 | 1.3 | 0.5 |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 0004 |  |  |  |
| Student/teacher ratio | 15.5 | 15.3 | 12.7 | 18.2 |
| Average teacher salary | $\$ 32,224$ | $\$ 30,000$ | $\$ 30,000$ | $\$ 38,534$ |
| Average years' experience | 7.3 | 7.4 | 7.2 | 8.7 |

Classroom dollar ranking: 175 of 227 districts.

## Proposition 301

District-reported 2004 results

## Teacher pay

- On average, each teacher, librarian, and counselor earned an additional \$3,350 in salary, and each speech pathologist and audiologist earned an additional $\$ 1,600$.


## Performance

- The District accomplished most of its goals, which were based on school and individual performance.
- All schools received a "performing" rating by ADE for AZ LEARNS.
- 2 schools made adequate yearly progress.
- Most teachers were involved in leadership activities such as mentoring and curriculum adjustment.
- Most teachers completed 30 hours of professional development activities.


## Menu

- Monies were used solely to increase eligible employee compensation, which the District indicates may be partially responsible for a 25 percent reduction in teacher turnover.


## Santa Cruz Elementary

 School DistrictDistrict size: Very Small Students attending: 121 Number of schools:


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | State | National |  |  |  |  |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |
| Classroom dollars | 68.6 | 70.4 | 68.6 | 65.7 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 12.7 | 14.3 | 14.6 | 16.1 | 9.5 | 10.9 |
| Plant operations | 11.2 | 9.7 | 10.2 | 10.6 | 11.7 | 9.7 |
| Food service | 0.1 |  | 0.2 |  | 4.7 | 4.0 |
| Transportation | 6.8 | 5.6 | 6.2 | 6.4 | 4.0 | 4.1 |
| Student support | 0.5 |  | 0.1 | 0.1 | 7.0 | 5.0 |
| Instruction support | 0.1 |  |  | 1.0 | 4.3 | 4.6 |
| Other |  |  | 0.1 | 0.1 | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 12.3 | 12.1 | 11.0 | 18.2 |
| Average teacher salary | $\$ 36,776$ | $\$ 41,704$ | $\$ 37,940$ | $\$ 38,534$ |
| Average years' experience | 12.3 | 10.3 | 9.9 | 8.7 |

Classroom dollar ranking: 4 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional $\$ 2,362$ in salary.


## Performance

- The District accomplished its goal, which was based on school and individual performance.
- The goal called for standards-based instruction and for student performance to be measured quarterly and reported to parents. According to the District, this has resulted in all students learning a standardsbased curriculum and has enabled parents to know what their child has achieved.


## Menu

- A certified language arts teacher was hired to reduce language arts class sizes by 30 percent in grades 6 through 8.


# Santa Cruz Valley Unified 

 School DistrictDistrict size:<br>Students attending:<br>Medium<br>2,860<br>Number of schools:



## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | District |  |  |  | State | National 2001 |
|  | 2001 | 2002 | 2003 | 2004 | 2004 |  |
| Classroom dollars | 58.2 | 58.7 | 55.6 | 53.8 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| Administration | 11.0 | 10.8 | 10.9 | 10.8 | 9.5 | 10.9 |
| Plant operations | 10.5 | 10.0 | 11.7 | 10.6 | 11.7 | 9.7 |
| Food service | 7.9 | 7.0 | 6.9 | 6.9 | 4.7 | 4.0 |
| Transportation | 6.1 | 7.0 | 6.8 | 6.8 | 4.0 | 4.1 |
| Student support | 3.9 | 3.9 | 4.6 | 6.1 | 7.0 | 5.0 |
| Instruction support | 2.3 | 2.5 | 3.5 | 4.9 | 4.3 | 4.6 |
| Other | 0.1 | 0.1 |  | 0.1 | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 19.2 | 17.2 | 17.5 | 18.2 |
| Average teacher salary | $\$ 34,204$ | $\$ 36,257$ | $\$ 36,560$ | $\$ 38,534$ |
| Average years' experience | 8.0 | 8.5 | 8.0 | 8.7 |

Classroom dollar ranking: 149 of 227 districts.

## Proposition 301

District-reported 2004 results

## Teacher pay

- On average, each teacher, librarian, speech pathologist, audiologist, and counselor earned an additional \$4,473 in salary.


## Performance

- The District accomplished its goals, which were based on school performance.
- At least 50 percent of students in grades kindergarten through 12 demonstrated increased reading and math skills as measured by standardized tests.


## Menu

- Monies were primarily used to increase eligible employee compensation for refining and implementing a district-wide improvement program.
- 2 teachers were hired to reduce 5th-grade class sizes from 25 to 22 students and 7th-grade class sizes from 24 to 22 students.
- A mentoring program was established for newly hired teachers. Each of the 38 new teachers met weekly with one of the 19 mentors.


# Santa Cruz Valley Union High 

 School DistrictDistrict size
Students attending:
Small

Number of schools:
Number of certified teachers:

## Classroom Dollars

Fiscal year 2004


## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | 2002 | State |  | National |  |
|  | 2003 | 2004 | 2004 | 2001 |  |  |
| Classroom dollars | 54.7 | 54.3 | 52.8 | 52.2 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 12.4 | 12.7 | 11.7 | 12.9 | 9.5 | 10.9 |
| Plant operations | 15.3 | 16.0 | 15.3 | 14.5 | 11.7 | 9.7 |
| Food service | 4.5 | 3.1 | 3.5 | 3.3 | 4.7 | 4.0 |
| Transportation | 3.7 | 3.3 | 4.5 | 4.5 | 4.0 | 4.1 |
| $\quad$ Student support | 6.0 | 8.5 | 7.9 | 8.4 | 7.0 | 5.0 |
| Instruction support | 3.4 | 2.1 | 4.3 | 3.5 | 4.3 | 4.6 |
| Other |  |  |  | 0.7 | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 0004 |  |  |  |
| Student/teacher ratio | 19.8 | 19.8 | 15.9 | 18.2 |
| Average teacher salary | $\$ 29,843$ | $\$ 33,353$ | $\$ 35,502$ | $\$ 38,534$ |
| Average years' experience | 6.7 | 7.0 | 7.9 | 8.7 |

Classroom dollar ranking: 174 of 227 districts.

## Proposition 301

## District-reported 2004 results

Teacher pay

- On average, each teacher, librarian, and counselor earned an additional $\$ 2,575$ in salary.


## Performance

- The District accomplished its goals, which were based on district-wide performance.
- Goals called for the Six-Trait Writing rubric to be applied in every class each grading period. 75 percent of students who were not already reading at a particular level were required to increase their skills by at least 1 level during the school year.
- The District surveyed parent satisfaction twice during the year and required a 50 percent response rate.
- Teachers were assigned a number of students/families to contact to assess community satisfaction with the school.


## Menu

- The District added an additional alternative education classroom and teacher in an attempt to reduce its dropout rate. This classroom is nontraditional and primarily serves at-risk children. According to the District, adding the classroom encouraged 9 students to return to school and provided dropout prevention services to at least 20 students.


## Scottsdale Unified School District

District size:<br>Students attending:<br>Very Large 25,501 Number of schools:



4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State | National |  |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 58.6 | 59.0 | 61.5 | 63.7 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 10.1 | 9.2 | 8.6 | 8.4 | 9.5 | 10.9 |
| Plant operations | 12.4 | 12.3 | 11.5 | 8.6 | 11.7 | 9.7 |
| Food service | 3.6 | 3.7 | 3.4 | 3.8 | 4.7 | 4.0 |
| Transportation | 3.3 | 3.4 | 3.5 | 3.8 | 4.0 | 4.1 |
| Student support | 6.7 | 7.2 | 7.0 | 7.2 | 7.0 | 5.0 |
| Instruction support | 5.3 | 5.1 | 4.4 | 4.4 | 4.3 | 4.6 |
| Other |  | 0.1 | 0.1 | 0.1 | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 16.7 | 17.1 | 18.3 | 18.2 |
| Average teacher salary | $\$ 40,328$ | $\$ 37,855$ | $\$ 39,954$ | $\$ 38,534$ |
| Average years' experience | 8.1 | 8.3 | 8.1 | 8.7 |

Classroom dollar ranking: 11 of 227 districts.

## Proposition 301

District-reported 2004 results

## Teacher pay

- On average, each teacher, librarian, speech pathologist, audiologist, and counselor earned between $\$ 4,363$ and $\$ 4,987$ in additional salary. Also, some teachers with special assignments earned an additional $\$ 2,538$ each, on average.


## Performance

- The District accomplished most of its goals, which were based on school performance.
- Each school established 4 goals, which were linked to student achievement, staff development, parent satisfaction, and the use of technology.
- 25 of the 33 schools accomplished all goals.


## Menu

- Monies were used solely to increase eligible employee compensation.


## Sedona-Oak Creek Joint Unified School District <br> District size: <br> Students attending: <br> Medium

Classroom Dollars
Fiscal year 2004


Total
\$7,087 per pupil

4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  | State | National |  |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |
| Classroom dollars | 49.0 | 50.5 | 53.4 | 52.3 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| Administration | 13.9 | 11.0 | 11.2 | 11.0 | 9.5 | 10.9 |
| Plant operations | 14.7 | 14.7 | 14.9 | 15.6 | 11.7 | 9.7 |
| Food service | 5.7 | 6.4 | 4.9 | 4.9 | 4.7 | 4.0 |
| Transportation | 5.1 | 5.5 | 5.2 | 5.2 | 4.0 | 4.1 |
| Student support | 6.2 | 6.0 | 6.0 | 6.6 | 7.0 | 5.0 |
| Instruction support | 5.4 | 5.9 | 4.4 | 4.4 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 0004 |  |  |  |
| Student/teacher ratio | 16.2 | 18.1 | 15.8 | 18.2 |
| Average teacher salary | $\$ 38,188$ | $\$ 37,883$ | $\$ 39,303$ | $\$ 38,534$ |
| Average years' experience | 8.8 | 8.5 | 8.6 | 8.7 |

Classroom dollar ranking: 171 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, librarian, speech pathologist, audiologist, and counselor earned an additional $\$ 3,310$ in salary.


## Performance

- The District accomplished its performance goals, which were linked to student achievement on the AIMS test.


## Menu

- Monies were used to increase teacher salaries and to pay for increased health insurance premiums.


# Seligman Unified School District 

District size:
Students attending:
Very Small 167
Number of schools:


## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
|  | Classroom dollars | 56.8 | 60.2 | 58.3 | 53.6 | 58.6 |
| 61.5 |  |  |  |  |  |  |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 13.8 | 14.0 | 14.3 | 10.7 | 9.5 | 10.9 |
| Plant operations | 14.5 | 15.2 | 15.1 | 17.4 | 11.7 | 9.7 |
| Food service | 3.4 | 2.3 | 2.9 | 3.5 | 4.7 | 4.0 |
| Transportation | 6.9 | 4.3 | 6.0 | 7.4 | 4.0 | 4.1 |
| $\quad$ Student support | 3.0 | 2.9 | 2.3 | 6.0 | 7.0 | 5.0 |
| Instruction support | 1.6 | 1.1 | 1.1 | 1.4 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 8.7 | 8.7 | 8.8 | 18.2 |

Average teacher salary $\$ 32,721$ \$36,349 \$33,977 \$38,534

| Average years' experience | 7.2 | 7.4 | 8.2 | 8.7 |
| :--- | :--- | :--- | :--- | :--- | :--- |

Classroom dollar ranking: 152 of 227 districts.

## Proposition 301

District-reported 2004 results

## Teacher pay

- On average, each teacher earned between $\$ 1,847$ and $\$ 2,880$ in additional salary.


## Performance

- The District accomplished its goals, which were based on school and individual performance.
- Students were required to demonstrate 1 year's academic progress, and teachers were required to receive satisfactory performance evaluations.
- Teachers also encouraged parental involvement through quarterly newsletters, by inviting parents to board meetings, and by sponsoring activities such as family night, science night, poetry night, and exercise classes.


## Menu

- Monies were used to compensate teachers for working additional hours outside of the regular school day. Teachers earned monies for activities such as tutoring, supervising after-school activities and overnight field trips, making home visits, and working on committees.


# Sentinel Elementary School District 

| District size: | Very Small |
| ---: | ---: |
| Students attending: | 30 |
| Number of schools: | 1 |
| of certified teachers: | 4 |

## Number of certified teachers:

## Classroom Dollars

Fiscal year 2004


Total
\$24,697 per pupil

## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 42.6 | 43.5 | 42.6 | 45.7 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 13.4 | 13.4 | 12.5 | 12.5 | 9.5 | 10.9 |
| Plant operations | 20.2 | 20.4 | 21.9 | 22.5 | 11.7 | 9.7 |
| Food service | 9.0 | 8.5 | 8.9 | 8.5 | 4.7 | 4.0 |
| Transportation | 14.5 | 13.8 | 13.1 | 10.1 | 4.0 | 4.1 |
| Student support |  | 0.2 | 0.6 | 0.1 | 7.0 | 5.0 |
| Instruction support | 0.3 | 0.2 | 0.4 | 0.6 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 7.5 | 8.3 | 7.5 | 18.2 |
| Average teacher salary | $\$ 36,396$ | $\$ 38,167$ | $\$ 38,128$ | $\$ 38,534$ |
| Average years' experience | 8.6 | 9.3 | 10.1 | 8.7 |

Classroom dollar ranking: 212 of 227 districts.

## Proposition 301

## District-reported 2004 results

Teacher pay

- On average, each teacher earned an additional \$1,758 in salary, and each instructional aide earned an additional $\$ 263$.


## Performance

- The District accomplished its goals, which were based on school and individual performance.
- Collectively, students who had attended the District for the full school year or met other requirements were required to demonstrate at least 90 percent growth toward 1 year's academic progress.
- Teachers were required to assess students' progress toward meeting state reading, writing, and math standards and to provide or supervise intervention activities for students who do not meet the standards.
- Each teacher was required to make at least 8 parent contacts per student per year through activities such as parent/teacher conferences, progress reports, telephone calls, or other communication.
- Teachers also earned monies based on student attendance.


## Menu

- Monies were used to compensate teachers for participating in professional development, extracurricular, and leadership activities.


# Show Low Unified School District 

## District size <br> Students attending: <br> Medium <br> Number of schools:



4-year comparison


## Expenditures by function

|  | Percentage |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | District |  |  |  | State | National |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |
| Classroom dollars | 57.9 | 61.4 | 59.4 | 60.3 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| Administration | 12.2 | 11.8 | 9.5 | 9.5 | 9.5 | 10.9 |
| Plant operations | 14.0 | 11.2 | 13.2 | 12.0 | 11.7 | 9.7 |
| Food service | 4.6 | 4.1 | 3.9 | 4.3 | 4.7 | 4.0 |
| Transportation | 4.4 | 4.2 | 4.1 | 4.7 | 4.0 | 4.1 |
| Student support | 4.4 | 4.7 | 6.1 | 4.8 | 7.0 | 5.0 |
| Instruction support | 2.5 | 2.5 | 3.8 | 4.4 | 4.3 | 4.6 |
| Other |  | 0.1 |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 17.5 | 17.5 | 18.3 | 18.2 |
| Average teacher salary | $\$ 35,656$ | $\$ 35,708$ | $\$ 36,436$ | $\$ 38,534$ |
| Average years' experience | 10.7 | 10.8 | 10.8 | 8.7 |

Classroom dollar ranking: 41 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, librarian, and counselor earned an additional \$4,975 in salary.


## Performance

- The District accomplished its goals, which were based on school performance.
- Elementary-school students enrolled for the entire school year averaged 70 percent or higher on the District's assessment test.
- Junior-high school students posted gains of 10 percent or higher on pre- and post-tests.
- The High-school scored at the 75 percent level or higher on reading, writing, and math pre- and posttests.


## Menu

- Monies were used solely to increase eligible employee compensation.


## Sierra Vista Unified School District

$$
\begin{array}{rr}
\text { District size: } & \text { Large } \\
\text { Students attending: } & 6,475 \\
\text { Number of schools: } & 9
\end{array}
$$

## Classroom Dollars

Fiscal year 2004


Total
\$5,580 per pupil

## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State | National |  |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 53.4 | 56.1 | 56.4 | 55.4 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 12.2 | 12.2 | 11.1 | 11.1 | 9.5 | 10.9 |
| Plant operations | 14.3 | 13.6 | 14.1 | 14.4 | 11.7 | 9.7 |
| Food service | 5.9 | 4.9 | 5.0 | 5.1 | 4.7 | 4.0 |
| Transportation | 4.1 | 3.9 | 4.2 | 4.3 | 4.0 | 4.1 |
| $\quad$ Student support | 6.6 | 6.0 | 5.6 | 5.7 | 7.0 | 5.0 |
| Instruction support | 3.5 | 3.3 | 3.6 | 4.0 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 0004 |  |  |  |
| Student/teacher ratio | 17.3 | 17.9 | 19.4 | 18.2 |
| Average teacher salary | $\$ 36,826$ | $\$ 35,389$ | $\$ 36,806$ | $\$ 38,534$ |
| Average years' experience | 10.2 | 10.5 | 10.3 | 8.7 |

Classroom dollar ranking: 118 of 227 districts.

## Proposition 301

## District-reported 2004 results

## Teacher pay

- On average, each teacher, librarian, and counselor earned between $\$ 3,308$ and $\$ 3,366$ in additional salary; each teacher on assignment, who performed duties such as student testing, and each behavioral specialist earned an additional $\$ 1,427$; and each instructional aide earned an additional $\$ 404$.


## Performance

- The District accomplished its goals, which were based on school performance.
- Teachers participated in professional development activities focused on reading and math.
- On average, students in most grade levels increased their pre- and post-test reading and math scores.


## Menu

- Monies were primarily used to increase eligible employee compensation.
- A long-term substitute was hired to teach physical education and reduce elective course class sizes.
- Monies were used for AIMS intervention activities, including compensating 3 teachers for updating instructional materials, paying support staff who tutored 1st- and 2nd-grade students in reading, and providing alternative instruction to students.
- Monies were also used to pay for professional development and dropout prevention activities.


# Skull Valley Elementary School District 

District size:
Very Small
Students attending:
Number of schools:

## Classroom Dollars

Fiscal year 2004


Total $\$ 15,396$ per pupil

## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |  |
|  | State | National |  |  |  |  |  |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 53.3 | 51.7 | 52.0 | 56.4 | 58.6 | 61.5 |  |
| Nonclassroom dollars: |  |  |  |  |  |  |  |
| $\quad$ Administration | 10.5 | 10.6 | 10.6 | 8.9 | 9.5 | 10.9 |  |
| Plant operations | 11.2 | 13.9 | 14.3 | 13.1 | 11.7 | 9.7 |  |
| Food service | 12.1 | 12.2 | 12.0 | 12.2 | 4.7 | 4.0 |  |
| Transportation | 11.2 | 10.2 | 9.8 | 9.4 | 4.0 | 4.1 |  |
| Student support |  | 0.1 | 0.8 |  | 7.0 | 5.0 |  |
| Instruction support | 1.0 | 1.1 | 0.5 |  | 4.3 | 4.6 |  |
| Other | 0.7 | 0.2 |  |  | 0.2 | 0.2 |  |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 12.0 | 6.3 | 9.5 | 18.2 |
| Average teacher salary | $\$ 32,872$ | $\$ 35,923$ | $\$ 38,737$ | $\$ 38,534$ |
| Average years' experience | 6.0 | 7.0 | 8.0 | 8.7 |

Classroom dollar ranking: 101 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional \$1,200 in salary, and each instructional aide earned an additional \$1,142.


## Performance

- The District accomplished its goals, which were based on district and individual performance.
- The school made adequate yearly progress.
- Students demonstrated competency in physical education, Spanish, and computer classes, and 1 year's academic progress in reading.
- Kindergarten students demonstrated readiness to enter the 1st grade.
- Teachers were required to complete at least 15 hours of professional development activities.


## Menu

- Monies were used to compensate teachers for developing and administering an after-school gardening program and parent/teacher/community workshops.


## Snowflake Unified <br> School District

## District size <br> Students attending <br> Medium <br> Number of schools: <br> 2,369 <br> 6

Number of certified teachers:
125

## Classroom Dollars

Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | District |  |  |  | State | National 2001 |
|  | 2001 | 2002 | 2003 | 2004 | 2004 |  |
| Classroom dollars | 61.1 | 60.9 | 60.7 | 57.3 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| Administration | 14.3 | 12.8 | 8.0 | 8.5 | 9.5 | 10.9 |
| Plant operations | 18.5 | 10.4 | 12.2 | 13.2 | 11.7 | 9.7 |
| Food service | 1.6 | 3.9 | 4.0 | 4.1 | 4.7 | 4.0 |
| Transportation | 2.0 | 5.0 | 6.3 | 6.5 | 4.0 | 4.1 |
| Student support | 1.6 | 4.7 | 6.5 | 8.4 | 7.0 | 5.0 |
| Instruction support | 0.9 | 2.3 | 2.3 | 1.9 | 4.3 | 4.6 |
| Other |  |  |  | 0.1 | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 0004 |  |  |  |
| Student/teacher ratio | 18.5 | 18.6 | 19.0 | 18.2 |
| Average teacher salary | $\$ 33,351$ | $\$ 37,486$ | $\$ 38,033$ | $\$ 38,534$ |
| Average years' experience | 9.5 | 9.8 | 9.8 | 8.7 |

Classroom dollar ranking: 87 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, librarian, speech pathologist, audiologist, and counselor earned between $\$ 4,960$ and $\$ 4,982$ in additional salary.


## Performance

- The District accomplished most of its goals, which were based on individual performance.
- Teachers established a total of 130 individual classroom-based projects focused on meeting state standards and established a total of 298 student achievement goals.
- 93 percent of goals were accomplished.
- Most projects and goals focused on increasing student achievement in reading, writing, and math and were aligned to school improvement plans.


## Menu

- Monies were used solely to increase eligible employee compensation.


# Solomon Elementary School District 

District size
Students attending:
Very Small
Number of schools:


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 |  | State |  | National |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 49.0 | 52.1 | 54.5 | 50.9 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| Administration | 15.8 | 18.0 | 16.5 | 16.9 | 9.5 | 10.9 |
| Plant operations | 16.9 | 14.8 | 12.4 | 13.6 | 11.7 | 9.7 |
| Food service |  | 6.2 | 7.0 | 7.3 | 4.7 | 4.0 |
| Transportation | 15.5 | 6.0 | 5.8 | 5.5 | 4.0 | 4.1 |
| Student support | 2.7 | 2.8 | 3.6 | 4.5 | 7.0 | 5.0 |
| Instruction support | 0.1 | 0.1 | 0.2 | 1.3 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 14.8 | 15.9 | 18.1 | 18.2 |
| Average teacher salary | $\$ 30,160$ | $\$ 31,207$ | $\$ 30,028$ | $\$ 38,534$ |
| Average years' experience | 8.6 | 8.9 | 7.6 | 8.7 |

Classroom dollar ranking: 184 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional $\$ 4,016$ in salary, not including a portion of performance pay distributed in fiscal year 2005.


## Performance

- The District accomplished its goals, which were based on district and school performance.
- Goals were linked to student achievement and parent satisfaction.


## Menu

- Monies were used to compensate 11 teachers for completing professional development workshops and activities.


## Somerton Elementary School District

District size:
Students attending:
Medium
2,347
Number of schools:
Number of certified teachers:

## Classroom Dollars

Fiscal year 2004


Total
$\$ 6,392$ per pupil

4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | 2002 | State | National |  |  |
|  | 2003 | 2004 | 2004 | 2001 |  |  |
| Classroom dollars | 50.4 | 51.4 | 52.1 | 51.7 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 12.4 | 11.0 | 11.5 | 10.8 | 9.5 | 10.9 |
| Plant operations | 12.8 | 14.0 | 12.0 | 11.6 | 11.7 | 9.7 |
| Food service | 8.5 | 8.2 | 8.3 | 8.7 | 4.7 | 4.0 |
| Transportation | 3.4 | 3.3 | 3.4 | 3.3 | 4.0 | 4.1 |
| Student support | 8.0 | 7.3 | 6.9 | 6.3 | 7.0 | 5.0 |
| Instruction support | 4.5 | 4.8 | 5.8 | 7.6 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 19.7 | 21.1 | 19.9 | 18.2 |
| Average teacher salary | $\$ 37,888$ | $\$ 36,079$ | $\$ 37,965$ | $\$ 38,534$ |
| Average years' experience | 8.1 | 7.4 | 6.9 | 8.7 |

Classroom dollar ranking: 177 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, librarian, speech pathologist, audiologist, and counselor earned between \$3,102 and \$3,901 in additional salary.


## Performance

- The District accomplished its goals, which were based on district, school, and individual performance.
- Goals were linked to teachers' aligning curriculum to state standards, developing assessments, implementing changes to instruction based on standardized test scores, monitoring progress, and tutoring students.
- Other goals called for a 94.1 percent student attendance rate and for parent-student satisfaction to be measured.


## Menu

- Monies were used solely to increase eligible employee compensation.


# Sonoita Elementary <br> School District 

District size:
Very Small
Students attending
Number of schools:


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: | :---: | :---: | :---: |
|  | District |  |  |  |  | State |  |  | National |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |  |  |  |
|  |  | 68.3 |  |  |  |  |  |  |  |
| Classroom dollars | 65.5 | 63.7 | 68.3 | 74.2 | 58.6 | 61.5 |  |  |  |
| Nonclassroom dollars: |  |  |  |  |  |  |  |  |  |
| $\quad$ Administration | 11.0 | 13.6 | 11.9 | 9.5 | 9.5 | 10.9 |  |  |  |
| Plant operations | 11.1 | 11.3 | 10.6 | 8.8 | 11.7 | 9.7 |  |  |  |
| Food service | 0.3 | 0.3 |  |  | 4.7 | 4.0 |  |  |  |
| Transportation | 8.5 | 7.2 | 6.5 | 5.8 | 4.0 | 4.1 |  |  |  |
| Student support | 2.9 | 3.7 | 1.9 | 1.5 | 7.0 | 5.0 |  |  |  |
| Instruction support | 0.3 | 0.2 | 0.8 | 0.2 | 4.3 | 4.6 |  |  |  |
| Other | 0.4 |  |  |  | 0.2 | 0.2 |  |  |  |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 9.6 | 10.0 | 8.9 | 18.2 |
| Average teacher salary | $\$ 36,255$ | $\$ 40,834$ | $\$ 42,641$ | $\$ 38,534$ |
| Average years' experience | 9.5 | 10.0 | 9.0 | 8.7 |

Classroom dollar ranking: 2 of 227 districts.

## Proposition 301

District-reported 2004 results

## Teacher pay

- On average, each teacher earned an additional $\$ 1,702$ in salary. Additionally, 2 instructional aides each earned $\$ 1,476$ from menu monies for developing the District's Web site.


## Performance

- The District accomplished its goals, which were based on individual performance.
- Each teacher wrote specific course content goals and was evaluated based on observations and presentations to school faculty.


## Menu

- Monies were used to pay for professional development activities, including workshops, training sessions, and a 7 -hour retreat focused on improving student achievement in reading and math.


## St. David Unified School District

## District size <br> Small <br> Students attending

Classroom Dollars
Fiscal year 2004


Total
\$7,081 per pupil

4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2001 | $\begin{array}{r} \text { Dis } \\ 2002 \end{array}$ |  |  | State <br> 2004 | National 2001 |
| Classroom dollars | 49.1 | 67.1 | 60.5 | 54.5 | 58.6 | 61.5 |
| Nonclassroom dollars: | NA | NA |  |  |  |  |
| Administration |  |  | 9.8 | 11.1 | 9.5 | 10.9 |
| Plant operations |  |  | 8.0 | 10.3 | 11.7 | 9.7 |
| Food service |  |  | 3.3 | 3.2 | 4.7 | 4.0 |
| Transportation |  |  | 2.8 | 3.0 | 4.0 | 4.1 |
| Student support |  |  | 14.0 | 16.3 | 7.0 | 5.0 |
| Instruction support |  |  | 1.6 | 1.6 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 1300 |  |  |  |
| Student/teacher ratio | 13.9 | 14.0 | 13.9 | 18.2 |
| Average teacher salary | $\$ 33,405$ | $\$ 35,156$ | $\$ 36,634$ | $\$ 38,534$ |
| Average years' experience | 10.5 | 11.3 | 11.1 | 8.7 |

Classroom dollar ranking: 134 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher and librarian earned an additional \$4,909 in salary.

Performance

- The District accomplished its goals, which were based on district and individual performance.
- Goals were linked to student achievement, teacher evaluations, professional development, and tutoring.
- 31 teachers completed 45 hours, or 3 credits, of professional development classes.
- Teachers were also required to receive evaluations and spend at least 8 hours per semester participating in before- and after-school tutoring and enrichment activities.


## Menu

- Monies were used to compensate teachers for providing before- and after-school activities for students and completing professional development goals.


# St. Johns Unified School District 

## District size: <br> Medium <br> Students attending:



4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | 2002 | State | National |  |  |
|  | 2003 | 2004 | 2004 | 2001 |  |  |
| Classroom dollars | 53.3 | 57.5 | 57.9 | 57.9 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 10.2 | 10.5 | 10.2 | 9.7 | 9.5 | 10.9 |
| Plant operations | 17.3 | 15.4 | 13.2 | 14.5 | 11.7 | 9.7 |
| Food service | 5.3 | 4.5 | 4.7 | 5.2 | 4.7 | 4.0 |
| Transportation | 4.1 | 3.7 | 5.1 | 5.0 | 4.0 | 4.1 |
| Student support | 7.1 | 5.9 | 6.4 | 4.8 | 7.0 | 5.0 |
| Instruction support | 2.7 | 2.5 | 2.5 | 2.8 | 4.3 | 4.6 |
| Other |  |  |  | 0.1 | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 15.2 | 15.1 | 16.0 | 18.2 |
| Average teacher salary | $\$ 33,004$ | $\$ 30,965$ | $\$ 32,807$ | $\$ 38,534$ |
| Average years' experience | 11.0 | 10.9 | 10.6 | 8.7 |

Classroom dollar ranking: 78 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional $\$ 1,847$ in salary.


## Performance

- The District accomplished half of its goals, which were based on district-wide performance.
- 75 percent of parents completing satisfaction surveys rated schools as satisfactory.
- The goal not met called for students' test scores to meet or exceed the state average.


## Menu

- Monies were used to increase teacher compensation and to pay for increased insurance premiums for qualifying teachers.


## Stanfield Elementary School District

District size:
Students attending:
Medium
Number of schools:
Number of certified teachers:

## Classroom Dollars

Fiscal year 2004


Total
$\$ 8,048$ per pupil

4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 56.0 | 54.3 | 52.0 | 46.9 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 10.4 | 14.0 | 14.4 | 15.2 | 9.5 | 10.9 |
| Plant operations | 12.5 | 9.6 | 8.7 | 9.4 | 11.7 | 9.7 |
| Food service | 9.1 | 9.2 | 8.0 | 7.0 | 4.7 | 4.0 |
| Transportation | 9.4 | 7.5 | 8.1 | 8.5 | 4.0 | 4.1 |
| $\quad$ Student support | 1.7 | 3.2 | 1.1 | 1.6 | 7.0 | 5.0 |
| Instruction support | 0.9 | 2.1 | 7.7 | 11.4 | 4.3 | 4.6 |
| Other |  | 0.1 |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 18.3 | 19.5 | 16.3 | 18.2 |
| Average teacher salary | $\$ 34,555$ | $\$ 35,703$ | $\$ 36,518$ | $\$ 38,534$ |
| Average years' experience | 8.3 | 8.7 | 7.4 | 8.7 |

Classroom dollar ranking: 205 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher and librarian earned between $\$ 2,029$ and $\$ 2,136$ in additional salary. Additionally, the instructional aide earned $\$ 500$ from performance pay.


## Performance

- The District accomplished a portion of its goal, which was based on district-wide performance.
- The goal was linked to increased students' standardized test scores in reading, math, and language arts. Students' scores increased 13 percent in language arts, on average.


## Menu

- 1 kindergarten and 1 5th-grade teacher were hired to reduce class sizes.
- Monies were used to increase eligible employee compensation.
- Additionally, 19 teachers earned monies for completing up to 3 professional development workshops each.


## Sunnyside Unified School District

Classroom Dollars
Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | State | National |  |  |  |  |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |
| Classroom dollars | 56.0 | 57.4 | 59.0 | 58.7 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 9.4 | 8.9 | 8.6 | 8.5 | 9.5 | 10.9 |
| Plant operations | 13.1 | 12.6 | 11.8 | 10.5 | 11.7 | 9.7 |
| Food service | 5.4 | 6.0 | 5.9 | 6.2 | 4.7 | 4.0 |
| Transportation | 2.6 | 2.6 | 2.5 | 2.5 | 4.0 | 4.1 |
| Student support | 7.9 | 8.8 | 8.6 | 9.0 | 7.0 | 5.0 |
| Instruction support | 5.5 | 3.6 | 3.5 | 4.5 | 4.3 | 4.6 |
| Other | 0.1 | 0.1 | 0.1 | 0.1 | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 16.8 | 16.8 | 17.5 | 18.2 |
| Average teacher salary | $\$ 41,335$ | $\$ 42,885$ | $\$ 44,926$ | $\$ 38,534$ |
| Average years' experience | 9.7 | 9.4 | 9.1 | 8.7 |

Classroom dollar ranking: 63 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, librarian, speech pathologist, audiologist, counselor, advisor, prevention specialist, nurse, team evaluator, and mentor earned an additional $\$ 3,633$ in salary.


## Performance

- The District accomplished most of its goals, which were linked to student achievement in reading, writing, and math in grades $3,5,8$, and 10 .


## Menu

- Monies were used to increase teacher compensation.
- Monies were also used to pay for 2 additional days of professional development, and pay for an increased share of eligible employees' health insurance costs.


## Superior Unified School District

## District size <br> Small <br> Students attending

Classroom Dollars
Fiscal year 2004


Total
\$7,647 per pupil

## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 53.7 | 56.6 | 55.3 | 53.5 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 13.6 | 13.6 | 14.8 | 15.1 | 9.5 | 10.9 |
| Plant operations | 16.4 | 15.5 | 14.7 | 13.8 | 11.7 | 9.7 |
| Food service | 5.1 | 4.6 | 5.0 | 5.0 | 4.7 | 4.0 |
| Transportation | 3.4 | 3.7 | 4.0 | 3.8 | 4.0 | 4.1 |
| Student support | 4.1 | 2.6 | 2.8 | 4.4 | 7.0 | 5.0 |
| Instruction support | 3.7 | 3.4 | 3.4 | 4.4 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 14.2 | 13.1 | 13.8 | 18.2 |
| Average teacher salary | $\$ 35,973$ | $\$ 33,326$ | $\$ 32,480$ | $\$ 38,534$ |
| Average years' experience | 8.1 | 7.6 | 7.5 | 8.7 |

Classroom dollar ranking: 155 of 227 districts.

## Proposition 301

## District-reported 2004 results

Teacher pay

- On average, each teacher, librarian, and counselor earned an additional \$4,624 in salary.


## Performance

- The District accomplished its goals, which were based on school and individual performance.
- 75 percent of students improved their writing and math skills as measured by pre- and post-tests.
- Teachers were required to complete 3 hours of graduate-level course work, attend 20 hours of workshops and seminars, provide 20 hours of mentoring to other teachers, or perform 20 hours of additional duties such as committee work or tutoring.


## Menu

- Monies were used to compensate teachers for performing additional duties.
- 29 teachers earned monies for participating in curriculum mapping and planning, textbook adoption, extracurricular student activities and clubs, or providing after-school enrichment activities for students.
- 14 teachers earned monies for providing AIMS intervention tutoring.
- 6 teachers earned monies for tutoring students at risk of dropping out.


## Tanque Verde Unified School District

Number of certified teachers: 92

Medium
1,335
3


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 60.5 | 60.7 | 58.9 | 60.9 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 13.7 | 12.2 | 13.9 | 12.2 | 9.5 | 10.9 |
| Plant operations | 9.6 | 9.4 | 10.3 | 9.6 | 11.7 | 9.7 |
| Food service | 3.9 | 4.6 | 3.9 | 3.4 | 4.7 | 4.0 |
| Transportation | 4.6 | 4.8 | 5.0 | 5.2 | 4.0 | 4.1 |
| Student support | 5.5 | 5.8 | 5.5 | 6.1 | 7.0 | 5.0 |
| Instruction support | 2.2 | 2.5 | 2.5 | 2.6 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 15.3 | 15.3 | 14.5 | 18.2 |
| Average teacher salary | $\$ 37,227$ | $\$ 37,061$ | $\$ 38,887$ | $\$ 38,534$ |
| Average years' experience | 10.0 | 9.9 | 10.8 | 8.7 |

Classroom dollar ranking: 34 of 227 districts.

## Proposition 301

District-reported 2004 results

## Teacher pay

- On average, each teacher and librarian earned between $\$ 4,806$ and $\$ 4,898$ in additional salary.


## Performance

- The District accomplished its goals, which were based on individual performance.
- Goals were linked to the District's existing Career Ladder program or mini-plans, which call for implementing new state reading and math standards. For example, math plans focused on teaching problem-solving techniques and scale drawing. Additionally, the District's Career Ladder program promoted teacher research teams, which studied such things as using music as an instructional aid and incorporating technology into primary-school curricula.


## Menu

- Monies were used solely to increase eligible employee compensation, which the District indicated resulted in improved teacher morale.


## Tempe Elementary School District

| District size: | Large |
| ---: | ---: |
| Students attending: | 12,668 |
| Number of schools: | 24 |
| Number of certified teachers: | 850 |

Classroom Dollars
Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | District |  |  |  | State | National |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |
| Classroom dollars | 55.7 | 54.9 | 55.6 | 56.3 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| Administration | 10.6 | 11.0 | 10.1 | 9.6 | 9.5 | 10.9 |
| Plant operations | 12.0 | 11.6 | 11.7 | 11.7 | 11.7 | 9.7 |
| Food service | 4.7 | 5.0 | 4.8 | 4.5 | 4.7 | 4.0 |
| Transportation | 3.6 | 3.9 | 3.7 | 3.5 | 4.0 | 4.1 |
| Student support | 6.0 | 6.4 | 8.3 | 7.7 | 7.0 | 5.0 |
| Instruction support | 7.2 | 7.2 | 5.8 | 6.7 | 4.3 | 4.6 |
| Other | 0.2 |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 0004 |  |  |  |
| Student/teacher ratio | 15.9 | 15.1 | 14.9 | 18.2 |
| Average teacher salary | $\$ 37,048$ | $\$ 38,294$ | $\$ 38,969$ | $\$ 38,534$ |
| Average years' experience | 8.3 | 8.1 | 8.0 | 8.7 |

Classroom dollar ranking: 105 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, librarian, and counselor earned between \$4,827 and \$5,082 in additional salary.


## Performance

- The District accomplished its goals, which were based on district-wide performance.
- Students' reading and math skills increased.
- Student attendance was above 94 percent.
- Parents rated schools as satisfactory.


## Menu

- Menu monies were used solely to increase eligible employee compensation.


# Tempe Union High School District 

District size:<br>Large<br>Students attending:

Classroom Dollars
Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 58.0 | 57.1 | 58.0 | 58.6 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 10.5 | 9.4 | 9.2 | 8.9 | 9.5 | 10.9 |
| Plant operations | 13.6 | 14.2 | 14.3 | 13.5 | 11.7 | 9.7 |
| Food service | 4.1 | 3.7 | 3.6 | 3.6 | 4.7 | 4.0 |
| Transportation | 2.0 | 2.1 | 2.2 | 2.1 | 4.0 | 4.1 |
| $\quad$ Student support | 7.3 | 7.5 | 7.5 | 7.8 | 7.0 | 5.0 |
| Instruction support | 4.4 | 5.6 | 4.6 | 5.1 | 4.3 | 4.6 |
| Other | 0.1 | 0.4 | 0.6 | 0.4 | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 20.6 | 20.2 | 19.9 | 18.2 |
| Average teacher salary | $\$ 45,459$ | $\$ 46,111$ | $\$ 46,736$ | $\$ 38,534$ |
| Average years' experience | 9.3 | 9.4 | 9.5 | 8.7 |

Classroom dollar ranking: 64 of 227 districts.

## Proposition 301

District-reported 2004 results

## Teacher pay

- On average, each teacher, librarian, speech pathologist, audiologist, counselor, and coordinator earned an additional \$5,195 in salary.


## Performance

- The District accomplished its goals, which were based on district, school, and individual performance.
- Goals were linked to student mastery of standards on district assessments, and to classroom research projects, and implementation of best instruction practices.
- In addition, teachers accomplished goals relating to leadership activities including mentoring, collaborative coaching, and committee work; and participated in professional development activities, including university courses.


## Menu

- Monies were used primarily to increase eligible employee compensation.
- The District continued to pay 7 staff to provide alternative instruction to 334 students at risk of dropping out.


## Thatcher Unified School District

## District size <br> Students attending <br> Medium <br> 1,108 <br> Number of schools:

## Classroom Dollars

Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  |  |  | State <br> 2004 | National 2001 |
| Classroom dollars | 58.8 | 60.1 | 59.1 | 56.6 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| Administration | 14.9 | 15.1 | 15.1 | 14.9 | 9.5 | 10.9 |
| Plant operations | 13.0 | 12.0 | 12.7 | 12.5 | 11.7 | 9.7 |
| Food service | 5.0 | 4.3 | 4.5 | 4.3 | 4.7 | 4.0 |
| Transportation | 3.9 | 4.1 | 4.2 | 4.2 | 4.0 | 4.1 |
| Student support | 2.2 | 1.8 | 1.6 | 1.7 | 7.0 | 5.0 |
| Instruction support | 1.8 | 2.2 | 2.3 | 5.3 | 4.3 | 4.6 |
| Other | 0.4 | 0.4 | 0.5 | 0.5 | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 18.0 | 17.1 | 17.3 | 18.2 |
| Average teacher salary | $\$ 32,871$ | $\$ 33,738$ | $\$ 35,212$ | $\$ 38,534$ |
| Average years' experience | 10.9 | 11.3 | 11.1 | 8.7 |

Classroom dollar ranking: 99 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher and librarian earned between $\$ 5,439$ and $\$ 6,209$ in additional salary, and the counselor earned an additional $\$ 2,283$.


## Performance

- The District accomplished its goals, which were based on school performance.
- At least 77 percent of kindergarten through 8th-grade students achieved average or above-average scores in at least 75 percent of standardized test areas.
- 47 percent of high-school students achieved 3.0 grade point averages and course grades above 73 percent.


## Menu

- Monies were used primarily to increase eligible employee compensation.
- Monies were also used to pay for professional development and curriculum improvement activities.


# Tolleson Elementary <br> School District 

District size:
Students attending:
Medium
1,897
Number of schools:


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State | National |  |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 54.9 | 57.7 | 56.9 | 57.1 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 16.0 | 15.6 | 14.1 | 13.0 | 9.5 | 10.9 |
| Plant operations | 11.0 | 10.8 | 11.9 | 10.6 | 11.7 | 9.7 |
| Food service | 6.9 | 5.9 | 6.4 | 6.9 | 4.7 | 4.0 |
| Transportation | 3.6 | 3.6 | 3.6 | 2.7 | 4.0 | 4.1 |
| $\quad$ Student support | 3.5 | 3.3 | 4.2 | 5.9 | 7.0 | 5.0 |
| Instruction support | 4.1 | 3.1 | 2.9 | 3.8 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 18.1 | 16.8 | 16.9 | 18.2 |
| Average teacher salary | $\$ 36,483$ | $\$ 41,295$ | $\$ 43,905$ | $\$ 38,534$ |
| Average years' experience | 6.4 | 6.0 | 5.9 | 8.7 |

Classroom dollar ranking: 90 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional \$3,781 in salary.


## Performance

- The District accomplished most of its goals, which were linked to student achievement on standardized tests, student attendance and discipline as measured by office referrals, and teacher attendance at professional development conferences.

Menu

- Monies were used solely to increase teacher compensation.


# Tolleson Union High School District 

| District size: | Large |
| ---: | ---: |
| Students attending: | 5,416 |
| Number of schools: | 3 |

Number of certified teachers: 267

Classroom Dollars
Fiscal year 2004


## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 54.7 | 53.9 | 57.0 | 59.0 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 10.2 | 8.8 | 8.4 | 7.8 | 9.5 | 10.9 |
| Plant operations | 13.4 | 14.2 | 15.0 | 13.7 | 11.7 | 9.7 |
| Food service | 4.0 | 4.3 | 4.0 | 3.9 | 4.7 | 4.0 |
| Transportation | 3.8 | 4.1 | 4.3 | 4.6 | 4.0 | 4.1 |
| Student support | 7.2 | 10.1 | 8.9 | 8.8 | 7.0 | 5.0 |
| Instruction support | 6.5 | 4.3 | 2.1 | 1.9 | 4.3 | 4.6 |
| Other | 0.2 | 0.3 | 0.3 | 0.3 | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 21.6 | 20.3 | 20.3 | 18.2 |
| Average teacher salary | $\$ 42,742$ | $\$ 41,500$ | $\$ 42,500$ | $\$ 38,534$ |
| Average years' experience | 9.0 | 8.0 | 7.8 | 8.7 |

Classroom dollar ranking: 60 of 227 districts.

## Proposition 301

## District-reported 2004 results

## Teacher pay

- On average, each teacher and counselor earned an additional $\$ 4,164$ in salary.


## Performance

- The District accomplished most of its goals, which were based on school performance.
- Student achievement goals called for schools to achieve 3 of the following 4 measures: improvement in AIMS test scores in reading, math, and language arts; an increased percentage of credits earned; a gain of at least 10 percent on pre- and post-tests; or an overall improvement in students' GPA.
- Goals also called for a 92 percent student attendance rate, a 90 percent graduation rate, and a 6 percent dropout rate, or improvement over last year in each area.
- The goal not met called for a reduction in the number of student suspensions.


## Menu

- Monies were used solely to compensate eligible employees for developing school action plans to increase student achievement. In conjunction with the plans, teachers developed activities and learning strategies tailored to meet the needs of students at each school.


# Toltec Elementary <br> School District 

District size:
Students attending:
Medium
993
Number of schools:


## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | 2002 | State | National |  |  |
|  | 2003 | 2004 | 2004 | 2001 |  |  |
| Classroom dollars | 61.0 | 60.0 | 58.1 | 57.5 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 10.2 | 11.2 | 11.2 | 10.2 | 9.5 | 10.9 |
| Plant operations | 9.9 | 10.0 | 13.0 | 13.9 | 11.7 | 9.7 |
| Food service | 7.5 | 7.0 | 7.1 | 7.6 | 4.7 | 4.0 |
| Transportation | 7.3 | 7.6 | 7.2 | 7.3 | 4.0 | 4.1 |
| Student support | 1.7 | 2.0 | 1.9 | 2.0 | 7.0 | 5.0 |
| Instruction support | 2.4 | 2.2 | 1.5 | 1.5 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 18.7 | 20.2 | 18.7 | 18.2 |
| Average teacher salary | $\$ 32,034$ | $\$ 33,637$ | $\$ 32,367$ | $\$ 38,534$ |
| Average years' experience | 6.3 | 6.5 | 5.9 | 8.7 |

Classroom dollar ranking: 83 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional $\$ 2,892$ in salary.


## Performance

- The District accomplished its goals, which were based on district-wide performance.
- 60 percent or more of students in grades 3 through 8 demonstrated 1 year's academic progress.
- Teachers received acceptable performance evaluations.

Menu

- Monies were used solely to increase teacher compensation.


# Tombstone Unified School District 

## District size <br> Medium <br> Students attending

Classroom Dollars
Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | 2002 | State | National |  |  |
|  | 2003 | 2004 | 2004 | 2001 |  |  |
| Classroom dollars | 57.6 | 55.0 | 55.5 | 56.4 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 13.1 | 14.8 | 12.3 | 13.1 | 9.5 | 10.9 |
| Plant operations | 9.5 | 9.1 | 7.9 | 8.0 | 11.7 | 9.7 |
| Food service | 4.7 | 4.3 | 4.0 | 4.3 | 4.7 | 4.0 |
| Transportation | 5.3 | 5.2 | 5.5 | 5.4 | 4.0 | 4.1 |
| Student support | 7.5 | 8.7 | 12.4 | 11.1 | 7.0 | 5.0 |
| Instruction support | 2.3 | 2.9 | 2.4 | 1.7 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 0004 |  |  |  |
| Student/teacher ratio | 14.0 | 14.2 | 14.2 | 18.2 |
| Average teacher salary | $\$ 31,983$ | $\$ 35,712$ | $\$ 34,573$ | $\$ 38,534$ |
| Average years' experience | 8.3 | 8.8 | 8.5 | 8.7 |

Classroom dollar ranking: 102 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, librarian, and counselor earned an additional \$2,764 in salary.


## Performance

- The District accomplished its goals, which were based on individual performance.
- Each semester, teachers were required to each complete 15 hours of extra-duty work, have 5 or fewer absences, contact elementary-school students' parents at least twice and high-school students' parents at least once each semester, and attend professional development activities.


## Menu

- Monies were used primarily to increase eligible employee compensation and to provide teachers with monies to purchase classroom supplies.
- 1 math teacher was hired to reduce class sizes and assist with high-school AIMS intervention programs.
- 1 English teacher was hired to assist with high-school AIMS intervention programs.


# Tonto Basin Elementary 

 School District

4-year comparison


## Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | :---: |
|  | District |  |  |  |  |  |
|  | State | National |  |  |  |  |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |
| Classroom dollars | 59.3 | 65.3 | 53.8 | 57.3 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 14.6 | 10.1 | 17.6 | 13.9 | 9.5 | 10.9 |
| Plant operations | 6.9 | 6.2 | 6.4 | 8.8 | 11.7 | 9.7 |
| Food service |  |  | 11.4 | 11.4 | 4.7 | 4.0 |
| Transportation | 8.7 | 7.6 | 5.9 | 5.3 | 4.0 | 4.1 |
| Student support | 8.4 | 8.6 | 0.8 | 1.3 | 7.0 | 5.0 |
| Instruction support | 2.1 | 2.2 | 4.1 | 2.0 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 16.8 | 11.6 | 12.0 | 18.2 |
| Average teacher salary | $\$ 36,180$ | $\$ 36,180$ | $\$ 36,712$ | $\$ 38,534$ |
| Average years' experience | 10.2 | 9.6 | 8.7 | 8.7 |

Classroom dollar ranking: 86 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional $\$ 1,887$ in salary.


## Performance

- The District accomplished its goals, which were based on district and individual performance.
- Goals called for 80 percent of students to demonstrate 9 months' progress in reading and math based on pre- and post-test scores.
- Other goals were linked to teachers' receiving acceptable performance evaluations and receiving at least a "B" average on parent and student satisfaction questionnaires.


## Menu

- Monies continued to be used to pay a part-time instructional aide to work with underperforming students.


# Topock Elementary School District 

District size<br>Very Small<br>Students attending: 159<br>Number of schools:

## Classroom Dollars

Fiscal year 2004


## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | 2002 | State |  | National |  |
|  | 2003 | 2004 | 2004 | 2001 |  |  |
| Classroom dollars | 62.3 | 60.7 | 58.8 | 59.1 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 14.5 | 16.9 | 13.2 | 11.9 | 9.5 | 10.9 |
| Plant operations | 12.4 | 11.3 | 11.0 | 10.6 | 11.7 | 9.7 |
| Food service | 5.6 | 5.1 | 5.6 | 6.0 | 4.7 | 4.0 |
| Transportation | 3.6 | 3.5 | 3.4 | 3.7 | 4.0 | 4.1 |
| Student support |  |  | 3.2 | 3.7 | 7.0 | 5.0 |
| Instruction support | 1.6 | 2.5 | 4.8 | 5.0 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 12.9 | 15.1 | 14.5 | 18.2 |
| Average teacher salary | $\$ 33,073$ | $\$ 34,645$ | $\$ 34,295$ | $\$ 38,534$ |
| Average years' experience | 6.4 | 7.6 | 7.5 | 8.7 |

Classroom dollar ranking: 55 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional $\$ 4,933$ in salary.


## Performance

- The District accomplished its goals, which were based on district and school performance.
- Student achievement goals were linked to achieving adequate yearly progress goals in reading, writing, and math.
- Student attendance was above 94 percent.
- A reading training program, including weekly classes, was established for all kindergarten through 3rdgrade teachers.
- A mentoring program was established.


## Menu

- About half of the menu monies were used to increase teacher compensation.
- The remaining menu monies were used to pay for professional development costs associated with trainers and registration fees. Training activities were directed toward aligning lesson plans to state standards and improving reading instruction.


# Tuba City Unified School District 

District size:<br>Students attending:<br>Medium<br>2,446<br>Number of schools:



4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 47.4 | 47.7 | 47.4 | 47.5 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 12.2 | 11.3 | 11.8 | 10.9 | 9.5 | 10.9 |
| Plant operations | 15.4 | 15.8 | 16.2 | 15.5 | 11.7 | 9.7 |
| Food service | 4.1 | 3.9 | 3.9 | 4.5 | 4.7 | 4.0 |
| Transportation | 5.9 | 5.4 | 6.0 | 6.2 | 4.0 | 4.1 |
| $\quad$ Student support | 10.1 | 10.0 | 8.9 | 9.2 | 7.0 | 5.0 |
| Instruction support | 4.9 | 5.9 | 5.8 | 6.2 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 15.8 | 15.7 | 15.6 | 18.2 |
| Average teacher salary | $\$ 37,709$ | $\$ 38,340$ | $\$ 39,056$ | $\$ 38,534$ |
| Average years' experience | 8.5 | 8.4 | 8.4 | 8.7 |

Classroom dollar ranking: 200 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, librarian, and counselor earned an additional \$3,853 in salary.


## Performance

- The District accomplished its goals, which were based on district and school performance.
- Goals were linked to parent-student satisfaction, No Child Left Behind act requirements, ADE-published report card results for the District, and school labels by ADE for AZ LEARNS.


## Menu

- Monies were primarily used to increase teacher compensation.
- Remaining monies were used to pay for professional development programs focused on improving teaching practices.


## Tucson Unified School District

| District size: | Very Large |
| ---: | ---: |
| Students attending: | 58,201 |
| Number of schools: | 122 |

Number of certified teachers: 3,356

## Classroom Dollars

Fiscal year 2004


Total
\$6,981 per pupil

## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 53.9 | 54.7 | 54.9 | 55.0 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 11.1 | 10.9 | 10.5 | 10.3 | 9.5 | 10.9 |
| Plant operations | 11.6 | 11.5 | 11.3 | 12.2 | 11.7 | 9.7 |
| Food service | 5.3 | 4.9 | 4.5 | 4.2 | 4.7 | 4.0 |
| Transportation | 4.0 | 4.0 | 4.3 | 4.5 | 4.0 | 4.1 |
| $\quad$ Student support | 8.9 | 8.9 | 9.0 | 8.7 | 7.0 | 5.0 |
| Instruction support | 5.2 | 5.1 | 5.5 | 5.1 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | State |  |
|  | 2004 | 2004 |  |  |
| Student/teacher ratio | 17.2 | 17.0 | 17.3 | 18.2 |
| Average teacher salary | $\$ 41,870$ | $\$ 41,335$ | $\$ 40,928$ | $\$ 38,534$ |
| Average years' experience | 10.2 | 10.3 | 9.8 | 8.7 |

Classroom dollar ranking: 126 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, librarian, speech pathologist, audiologist, counselor, nurse, therapist, specialist, coordinator, and athletic trainer earned between $\$ 3,356$ and $\$ 5,114$ in additional salary.


## Performance

- The District accomplished its goals, which were based on school performance.
- A team at each school planned and designed weekly professional development activities focused on improving student achievement.
- The Accountability and Research Department compiled middlle- and high-school dropout and graduation rate data.
- Goals were also linked to student achievement on standardized tests and student attendance.


## Menu

- Monies were used solely to increase eligible employee compensation.


# Union Elementary <br> School District 

District size
Students attending:
Small


## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: | :---: | :---: | :---: |
|  | District |  |  |  |  | State |  |  | National |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |  |  |  |
|  | Classroom dollars | 51.5 | 46.9 | 47.4 | 50.2 | 58.6 |  |  |  |
| 1.5 |  |  |  |  |  |  |  |  |  |
| Nonclassroom dollars: |  |  |  |  |  |  |  |  |  |
| Administration | 28.2 | 28.7 | 23.2 | 21.8 | 9.5 | 10.9 |  |  |  |
| Plant operations | 12.9 | 18.4 | 15.5 | 10.3 | 11.7 | 9.7 |  |  |  |
| Food service | 5.8 | 4.3 | 4.6 | 7.4 | 4.7 | 4.0 |  |  |  |
| Transportation | 1.6 | 1.7 | 6.0 | 8.3 | 4.0 | 4.1 |  |  |  |
| Student support |  |  | 0.3 |  | 7.0 | 5.0 |  |  |  |
| Instruction support |  |  | 3.0 | 2.0 | 4.3 | 4.6 |  |  |  |
| Other |  |  |  |  | 0.2 | 0.2 |  |  |  |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | State |  |
|  | 12004 | 2004 |  |  |
| Student/teacher ratio | 24.5 | 21.2 | 18.2 |  |
| Average teacher salary | $\$ 36,987$ | $\$ 37,808$ | $\$ 34,500$ | $\$ 38,534$ |
| Average years' experience | 5.1 | 5.0 | 6.1 | 8.7 |

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned between $\$ 3,096$ and $\$ 3,150$ in additional salary.


## Performance

- The District accomplished its goals, which were based on school performance.
- Goals are linked to school committees responsible for newsletters, memos, and notices; student testing; after-school tutoring programs; and nonacademic clubs.

Menu

- Monies were used solely to increase eligible employee compensation.


## Vail Unified School District

| District size: | Large |
| ---: | ---: |
| Students attending: | 5,494 |
| Number of schools: | 11 |
| Number of certified teachers: | 324 |

Classroom Dollars
Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 57.4 | 55.8 | 58.6 | 59.0 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 10.9 | 9.5 | 9.4 | 8.8 | 9.5 | 10.9 |
| Plant operations | 11.7 | 14.9 | 14.5 | 13.2 | 11.7 | 9.7 |
| Food service | 4.9 | 4.3 | 4.0 | 4.3 | 4.7 | 4.0 |
| Transportation | 7.7 | 7.1 | 5.4 | 5.8 | 4.0 | 4.1 |
| Student support | 3.5 | 4.5 | 4.6 | 4.9 | 7.0 | 5.0 |
| Instruction support | 3.9 | 3.8 | 3.4 | 3.9 | 4.3 | 4.6 |
| Other |  | 0.1 | 0.1 | 0.1 | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | State |  |
|  | 2004 | 2004 |  |  |
| Student/teacher ratio | 16.0 | 16.3 | 17.0 | 18.2 |
| Average teacher salary | $\$ 32,334$ | $\$ 32,217$ | $\$ 33,899$ | $\$ 38,534$ |
| Average years' experience | 5.6 | 5.9 | 6.1 | 8.7 |

Classroom dollar ranking: 59 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional \$3,403 in salary, and each librarian, speech pathologist, audiologist, and counselor earned an additional $\$ 2,835$.


## Performance

- The District accomplished its goals, which were based on school and individual performance.
- Goals were linked to student achievement, teacher evaluations, tutoring, and parent-student satisfaction.


## Menu

- Monies were used to increase eligible employee compensation, and to pay for AIMS intervention and dropout prevention programs.


## Valentine Elementary School District

District size
Very Small
Students attending
Number of schools:

Classroom Dollars
Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | District |  |  |  | State | National 2001 |
|  | 2001 | 2002 | 2003 | 2004 | 2004 |  |
| Classroom dollars <br> Nonclassroom dollars: | 72.3 | 72.6 | 71.4 | 68.3 | 58.6 | 61.5 |
|  |  |  |  |  |  |  |
| Administration | 11.7 | 10.8 | 12.4 | 10.3 | 9.5 | 10.9 |
| Plant operations | 10.0 | 8.1 | 10.1 | 10.0 | 11.7 | 9.7 |
| Food service |  |  |  |  | 4.7 | 4.0 |
| Transportation | 5.0 | 3.0 | 5.6 | 6.7 | 4.0 | 4.1 |
| Student support | 0.4 |  |  |  | 7.0 | 5.0 |
| Instruction support | 0.6 | 5.5 | 0.5 | 4.7 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 16.3 | 15.7 | 11.0 | 18.2 |
| Average teacher salary | $\$ 41,780$ | $\$ 44,147$ | $\$ 43,117$ | $\$ 38,534$ |
| Average years' experience | 11.7 | 12.3 | 13.5 | 8.7 |

Classroom dollar ranking: 3 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional \$3,945 in salary.


## Performance

- The District accomplished its goals, which were linked to teacher performance evaluations.

Menu

- Monies were used solely to increase teacher compensation.


# Valley Union High School District 

## District size <br> Small <br> Students attending

## Classroom Dollars

Fiscal year 2004


Total
\$9,362 per pupil

4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State | National |  |  |  |
|  | 2002 | 2003 | $\mathbf{2 0 0 4}$ | 2004 | 2001 |  |
| Classroom dollars | 53.2 | 54.5 | 57.2 | 53.1 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 10.2 | 10.3 | 10.0 | 13.5 | 9.5 | 10.9 |
| Plant operations | 12.7 | 12.0 | 11.5 | 11.5 | 11.7 | 9.7 |
| Food service | 9.4 | 8.7 | 7.4 | 6.7 | 4.7 | 4.0 |
| Transportation | 10.3 | 9.5 | 8.3 | 9.2 | 4.0 | 4.1 |
| $\quad$ Student support | 3.9 | 3.5 | 4.4 | 4.6 | 7.0 | 5.0 |
| Instruction support | 0.3 | 1.2 | 1.2 | 1.4 | 4.3 | 4.6 |
| Other |  | 0.3 |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 14.9 | 12.7 | 13.1 | 18.2 |
| Average teacher salary | $\$ 36,354$ | $\$ 35,137$ | $\$ 35,901$ | $\$ 38,534$ |
| Average years' experience | 9.7 | 8.6 | 9.4 | 8.7 |

Classroom dollar ranking: 160 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, instructional aide, librarian, and counselor earned an additional $\$ 4,141$ in salary.

Performance

- The District accomplished its goals, which were based on district-wide performance.
- More than 75 percent of the 2004 graduating class passed all 3 sections of the AIMS test.
- More than 65 percent of parents and students surveyed rated the school's performance as good or better.


## Menu

- Monies were used solely to increase eligible employee performance pay.


# Vernon Elementary School District 



## 4-year comparison



Expenditures by function
Percentage

|  | District |  |  |  |  |  | State |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: | ---: | National

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 10.3 | 12.2 | 13.4 | 18.2 |
| Average teacher salary | $\$ 27,353$ | $\$ 29,027$ | $\$ 29,483$ | $\$ 38,534$ |
| Average years' experience | 5.8 | 7.8 | 6.0 | 8.7 |

Classroom dollar ranking: 211 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional \$1,683 in salary.


## Performance

- The District accomplished most of its goals, which were based on school and individual performance.
- Student achievement goals called for each student's reading, math, and language arts scores on standardized tests to be at or above the national average.
- Overall, students in grades 3,5 , and 6 accomplished all 3 goals, and students in grades 2, 4, and 7 accomplished 1 or more of the goals.
- 4 teachers each hosted at least 4 events to increase parent involvement
- All teachers received acceptable performance evaluations.

Menu

- Monies continued to be used to pay a portion of an additional teacher's salary, which enabled the District to avoid combining 2 grades into 1 classroom.


## Washington Elementary

 School DistrictDistrict size: Very Large
Students attending: 22,952
Number of schools: 32
Number of certified teachers: 1,286


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2001 | $\begin{array}{r} \text { Dis } \\ 2002 \end{array}$ | 2003 | $2004$ | State <br> 2004 | National 2001 |
| Classroom dollars | 64.0 | 62.3 | 62.3 | 61.3 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| Administration | 8.4 | 9.1 | 8.8 | 8.7 | 9.5 | 10.9 |
| Plant operations | 9.5 | 9.1 | 9.3 | 9.6 | 11.7 | 9.7 |
| Food service | 5.8 | 5.8 | 5.3 | 5.7 | 4.7 | 4.0 |
| Transportation | 3.3 | 3.4 | 3.6 | 3.7 | 4.0 | 4.1 |
| Student support | 5.0 | 5.8 | 6.5 | 7.2 | 7.0 | 5.0 |
| Instruction support | 4.0 | 4.5 | 4.2 | 3.8 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 0004 |  |  |  |
| Student/teacher ratio | 16.3 | 17.3 | 17.8 | 18.2 |
| Average teacher salary | $\$ 39,790$ | $\$ 44,365$ | $\$ 44,650$ | $\$ 38,534$ |
| Average years' experience | 10.0 | 10.2 | 10.3 | 8.7 |

Classroom dollar ranking: 31 of 227 districts.

## Proposition 301

## District-reported 2004 results

## Teacher pay

- On average, each teacher earned an additional $\$ 5,098$ in salary, each librarian earned an additional $\$ 5,997$, and each speech pathologist and audiologist earned an additional $\$ 5,289$. Additionally, 1 part-time counselor was eligible for performance pay and earned an additional $\$ 1,801$.


## Performance

- The District accomplished its goals, which were based on district, school, and individual performance.
- Through its school improvement process, the District identified 8 goals. Schools determined their status in relation to the goals and documented progress.
- To meet student achievement goals, teachers analyzed students' reading, writing, and math test scores to guide instructional planning.
- Teachers were evaluated and participated in leadership committees and acted as mentors.
- Schools conducted an annual parent satisfaction survey and, based on results, 4 schools set goals for increasing parent involvement.


## Menu

- Monies were used solely to increase eligible employee compensation.


# Wellton Elementary School District 



## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | Ctate | National |  |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 61.3 | 62.9 | 59.0 | 65.5 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 13.0 | 10.8 | 11.0 | 9.6 | 9.5 | 10.9 |
| Plant operations | 10.2 | 10.2 | 12.5 | 10.3 | 11.7 | 9.7 |
| Food service | 6.2 | 5.7 | 6.4 | 5.7 | 4.7 | 4.0 |
| Transportation | 2.6 | 2.7 | 2.2 | 2.0 | 4.0 | 4.1 |
| Student support | 5.5 | 5.9 | 1.1 | 0.7 | 7.0 | 5.0 |
| Instruction support | 1.2 | 1.8 | 7.8 | 6.2 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 14.7 | 16.6 | 15.4 | 18.2 |
| Average teacher salary | $\$ 34,451$ | $\$ 35,283$ | $\$ 36,839$ | $\$ 38,534$ |
| Average years' experience | 8.7 | 8.0 | 8.6 | 8.7 |

Classroom dollar ranking: 5 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional \$4,263 in salary.


## Performance

- The District accomplished its goals, which were based on school and individual performance.
- Teachers earned performance pay for each student scoring between 69 percent and 74 percent on standardized tests, and for each student scoring 75 percent or higher.
- 2 teachers maintained perfect attendance.
- Other goals were linked to student attendance, and parent and student satisfaction.

Menu

- Monies were primarily used to increase teacher performance pay for accomplishing goals related to student achievement.
- 6 teachers received tuition reimbursement for completing professional development courses.


# Wenden Elementary School District 

| District size: | Very Small |
| ---: | ---: |
| Students attending: | 85 |
| Number of schools: | 1 |
| of certified teachers: | 9 |

## Number of certified teachers:

## Classroom Dollars

Fiscal year 2004


Total
\$13,329 per pupil

## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | 2002 | State |  | National |  |
|  | 2003 | 2004 | 2004 | 2001 |  |  |
| Classroom dollars | 50.0 | 50.8 | 50.0 | 47.2 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 11.8 | 12.6 | 12.5 | 12.6 | 9.5 | 10.9 |
| Plant operations | 15.6 | 15.1 | 14.9 | 15.6 | 11.7 | 9.7 |
| Food service | 12.7 | 11.9 | 11.7 | 12.3 | 4.7 | 4.0 |
| Transportation | 4.3 | 4.5 | 4.0 | 3.5 | 4.0 | 4.1 |
| $\quad$ Student support | 2.5 | 2.0 | 3.9 | 5.2 | 7.0 | 5.0 |
| Instruction support | 3.1 | 3.1 | 3.0 | 3.6 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 0004 |  |  |  |
| Student/teacher ratio | 10.1 | 10.4 | 9.4 | 18.2 |
| Average teacher salary | $\$ 34,895$ | $\$ 37,156$ | $\$ 37,656$ | $\$ 38,534$ |
| Average years' experience | 6.9 | 7.1 | 7.6 | 8.7 |

Classroom dollar ranking: 202 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional \$2,977 in salary.


## Performance

- The District accomplished its goals, which were based on district and individual performance.
- Goals were directed toward increasing student achievement.
- Teachers participated in professional development activities.
- Peer coaching was offered to a 1 st-year teacher to increase classroom management skills.
- A tutoring program was established, which the District indicates led to higher student test scores.
- Parent involvement activities, including family fun nights, were offered in both English and Spanish and included parenting techniques and discussions about resources such as GED classes.


## Menu

- 6 teachers were compensated for tutoring students.
- 9 teachers were compensated for participating in professional development classes.


# Whiteriver Unified <br> School District 

Classroom Dollars
Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | District |  |  |  | State 2004 | National 2001 |
| Classroom dollars | 54.9 | 53.6 | 54.5 | 54.7 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| Administration | 11.6 | 12.1 | 12.8 | 10.8 | 9.5 | 10.9 |
| Plant operations | 16.4 | 15.3 | 15.2 | 13.7 | 11.7 | 9.7 |
| Food service | 5.3 | 5.2 | 4.7 | 6.5 | 4.7 | 4.0 |
| Transportation | 3.6 | 3.2 | 3.4 | 4.3 | 4.0 | 4.1 |
| Student support | 5.7 | 8.2 | 7.3 | 7.9 | 7.0 | 5.0 |
| Instruction support | 2.4 | 2.2 | 2.0 | 2.0 | 4.3 | 4.6 |
| Other | 0.1 | 0.2 | 0.1 | 0.1 | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 16.7 | 12.4 | 13.9 | 18.2 |
| Average teacher salary | $\$ 31,069$ | $\$ 35,001$ | $\$ 31,066$ | $\$ 38,534$ |
| Average years' experience | 7.5 | 7.9 | 8.0 | 8.7 |

Classroom dollar ranking: 129 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, librarian, and counselor earned an additional $\$ 1,214$ in salary.


## Performance

- The District accomplished about half of its goals, which were based on school and individual performance.
- Student achievement goals were linked to standardized test scores and, for special education students, achievement of 75 percent of Individual Education Plan (IEP) goals.
- Teachers each completed 12 hours of professional development classes.
- The District implemented a new school-wide discipline program.
- All school staff members participated in developing committees relating to the "Seven Correlates of Effective Schools," a program geared toward improving the overall school environment and student achievement.


## Menu

- Monies were used primarily to increase eligible employee compensation.
- Monies continued to be used to pay an AIMS Intervention math tutor and a life skills teacher who worked with students at risk of dropping out.


# Wickenburg Unified School District 

Classroom Dollars
Fiscal year 2004


## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | 2002 | State |  | National |  |
|  | 2003 | 2004 | 2004 | 2001 |  |  |
| Classroom dollars | 56.1 | 57.1 | 56.0 | 58.1 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 11.9 | 12.1 | 12.7 | 11.9 | 9.5 | 10.9 |
| Plant operations | 15.6 | 14.6 | 15.4 | 14.3 | 11.7 | 9.7 |
| Food service | 4.9 | 5.1 | 4.9 | 4.2 | 4.7 | 4.0 |
| Transportation | 5.8 | 5.8 | 5.2 | 5.1 | 4.0 | 4.1 |
| Student support | 3.9 | 3.4 | 3.5 | 3.4 | 7.0 | 5.0 |
| Instruction support | 1.8 | 1.9 | 2.3 | 3.0 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 16.1 | 16.6 | 15.2 | 18.2 |
| Average teacher salary | $\$ 35,157$ | $\$ 35,035$ | $\$ 34,574$ | $\$ 38,534$ |
| Average years' experience | 9.8 | 9.1 | 8.8 | 8.7 |

Classroom dollar ranking: 76 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, librarian, speech pathologist, audiologist, and counselor earned an additional \$3,599 in salary.


## Performance

- The District accomplished its goals, which were based on district and school performance.
- The student achievement goal called for more than half of the District's students to score at or above the national average on standardized tests.
- Other goals were linked to achieving a 94 percent student attendance rate; developing school improvement plans; and obtaining "A" or "B" ratings from 80 percent of parents surveyed.


## Menu

- Monies were primarily used to increase teacher compensation.
- Monies were also used for professional development activities, including paying consultants who provided training for school improvement, sending teachers to professional development classes, and purchasing training materials.


## Willcox Unified School District

District size
Students attending:
Medium 1,356 Number of schools: 3


4-year comparison


Expenditures by function
Percentage

|  | Percentage |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | District |  |  |  | State | Nationa <br> 2001 |
|  | 2001 | 2002 | 2003 | 2004 | 2004 |  |
| Classroom dollars | 58.2 | 57.9 | 59.0 | 62.1 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| Administration | 12.7 | 15.8 | 14.7 | 9.0 | 9.5 | 10.9 |
| Plant operations | 11.0 | 10.1 | 10.7 | 11.5 | 11.7 | 9.7 |
| Food service | 5.7 | 5.1 | 4.9 | 5.5 | 4.7 | 4.0 |
| Transportation | 4.5 | 4.0 | 4.0 | 4.3 | 4.0 | 4.1 |
| Student support | 4.7 | 4.5 | 4.2 | 4.8 | 7.0 | 5.0 |
| Instruction support | 2.8 | 2.6 | 2.4 | 2.8 | 4.3 | 4.6 |
| Other | 0.4 |  | 0.1 |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 16.1 | 16.0 | 16.0 | 18.2 |
| Average teacher salary | $\$ 34,760$ | $\$ 34,536$ | $\$ 32,656$ | $\$ 38,534$ |
| Average years' experience | 9.0 | 8.5 | 8.2 | 8.7 |

Classroom dollar ranking: 26 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, librarian, and counselor earned between $\$ 1,811$ and $\$ 2,787$ in additional salary.


## Performance

- The District accomplished its goals, which were based on district and school performance.
- Goals were linked to student achievement on standardized tests and teacher contacts with parents.


## Menu

- Monies were primarily used to compensate eligible employees for 4 days added to the school calendar, for attending professional development activities, and for mentoring, training, and coaching instructional staff.
- 1 teacher was hired to work with middle-school students in an alternative classroom setting.
- Monies were also used to pay for the District's portion of required increases in state retirement contributions.


# Williams Unified School District 

## District size <br> Medium <br> Students attending

Classroom Dollars
Fiscal year 2004


## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 60.2 | 58.6 | 61.7 | 58.5 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 10.5 | 13.2 | 11.0 | 12.5 | 9.5 | 10.9 |
| Plant operations | 12.3 | 12.2 | 10.8 | 12.2 | 11.7 | 9.7 |
| Food service | 3.0 | 2.8 | 2.7 | 3.0 | 4.7 | 4.0 |
| Transportation | 3.9 | 3.7 | 4.2 | 4.1 | 4.0 | 4.1 |
| Student support | 6.5 | 6.4 | 6.2 | 8.1 | 7.0 | 5.0 |
| Instruction support | 2.8 | 3.1 | 3.4 | 1.6 | 4.3 | 4.6 |
| Other | 0.8 |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 15.8 | 13.7 | 13.7 | 18.2 |
| Average teacher salary | $\$ 35,179$ | $\$ 37,771$ | $\$ 36,886$ | $\$ 38,534$ |
| Average years' experience | 8.9 | 8.9 | 9.0 | 8.7 |

Classroom dollar ranking: 67 of 227 districts.

## Proposition 301

## District-reported 2004 results

Teacher pay

- On average, each teacher earned an additional \$4,632 in salary.


## Performance

- High-school teachers aligned curricula to state standards, developed student achievement goals each semester for each class, and were evaluated on writing and math assignments developed for students.
- High-school teachers also met goals associated with North Central Accreditation, including analyzing data, developing mission and goal statements, and establishing a school improvement plan.
- Elementary-school teachers established a school improvement plan, analyzed AIMS and standardized test scores to identify student weaknesses, set grade-level goals for improvement, and developed assignments, projects, activities, and assessments to address the goals.
- Average standardized test scores for students in grades 2 through 8 increased by at least 4 percent in 2 of 3 areas, which included reading, writing, and math.


## Menu

- Monies were used solely to increase teacher compensation.


# Wilson Elementary School District 

Medium
1,300
2

Classroom Dollars
Fiscal year 2004


Total
\$7,897 per pupil

4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | 2002 | State |  | National |  |
|  | 2003 | 2004 | 2004 | 2001 |  |  |
| Classroom dollars | 58.7 | 55.6 | 55.9 | 54.6 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 12.5 | 16.5 | 16.0 | 13.3 | 9.5 | 10.9 |
| Plant operations | 12.4 | 12.4 | 12.4 | 14.9 | 11.7 | 9.7 |
| Food service | 7.1 | 7.2 | 6.3 | 7.1 | 4.7 | 4.0 |
| Transportation | 1.9 | 2.1 | 2.1 | 2.1 | 4.0 | 4.1 |
| Student support | 3.0 | 3.8 | 4.0 | 5.2 | 7.0 | 5.0 |
| Instruction support | 3.9 | 2.4 | 3.3 | 2.8 | 4.3 | 4.6 |
| Other | 0.5 |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 16.2 | 15.8 | 16.0 | 18.2 |
| Average teacher salary | $\$ 40,610$ | $\$ 44,903$ | $\$ 47,151$ | $\$ 38,534$ |
| Average years' experience | 7.7 | 8.3 | 8.9 | 8.7 |

Classroom dollar ranking: 131 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher and counselor earned between $\$ 3,110$ and $\$ 3,328$ in additional salary, and each librarian earned an additional $\$ 4,240$.


## Performance

- The District accomplished most of its goals, which were based on school performance.
- Goals were linked to student achievement on standardized tests and to maintaining student attendance at 94 percent or higher.

Menu

- Monies were used solely to increase eligible employee compensation.


## Window Rock Unified School District

| District size: | Medium |
| ---: | ---: |
| Students attending: | 2,682 |
| Number of schools: | 5 |

Number of certified teachers: 192

Classroom Dollars
Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | 2002 | State | National |  |  |
|  | 2003 | 2004 | 2004 | 2001 |  |  |
| Classroom dollars | 54.1 | 57.3 | 57.5 | 56.1 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 13.6 | 12.1 | 12.8 | 11.5 | 9.5 | 10.9 |
| Plant operations | 14.0 | 13.0 | 12.7 | 13.5 | 11.7 | 9.7 |
| Food service | 4.1 | 4.0 | 3.7 | 4.1 | 4.7 | 4.0 |
| Transportation | 4.8 | 4.8 | 4.2 | 4.2 | 4.0 | 4.1 |
| Student support | 5.5 | 5.0 | 4.6 | 6.1 | 7.0 | 5.0 |
| Instruction support | 3.9 | 3.8 | 4.4 | 4.5 | 4.3 | 4.6 |
| Other |  |  | 0.1 |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 15.3 | 13.9 | 14.0 | 18.2 |
| Average teacher salary | $\$ 39,120$ | $\$ 39,027$ | $\$ 39,447$ | $\$ 38,534$ |
| Average years' experience | 10.8 | 10.5 | 10.5 | 8.7 |

Classroom dollar ranking: 109 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, librarian, speech pathologist, audiologist, counselor, social worker, and nurse earned an additional \$3,400 in salary.
According to the District, all positions receiving Proposition 301 monies have teaching responsibilities.


## Performance

- The District accomplished its goal, which was based on individual performance.
- The goal called for 100 percent of the students taught by each staff member to demonstrate increased achievement based on pre- and post-tests.


## Menu

- Monies were used solely to increase eligible employee compensation.


# Winslow Unified <br> School District 

## District size <br> Students attending: <br> Medium <br> 2,463 <br> Number of schools:



4-year comparison


Expenditures by function
Percentage

|  | District |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | 2001 | State | National |  |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 55.1 | 57.2 | 59.0 | 57.3 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| Administration | 10.8 | 10.2 | 10.5 | 9.3 | 9.5 | 10.9 |
| Plant operations | 13.9 | 13.0 | 10.7 | 13.4 | 11.7 | 9.7 |
| Food service | 4.2 | 4.6 | 3.4 | 3.0 | 4.7 | 4.0 |
| Transportation | 3.4 | 2.5 | 2.8 | 2.8 | 4.0 | 4.1 |
| Student support | 4.0 | 4.6 | 5.2 | 5.0 | 7.0 | 5.0 |
| Instruction support | 8.6 | 7.9 | 8.4 | 9.2 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 17.3 | 16.4 | 17.8 | 18.2 |
| Average teacher salary | $\$ 36,152$ | $\$ 41,300$ | $\$ 36,974$ | $\$ 38,534$ |
| Average years' experience | 8.5 | 8.1 | 8.5 | 8.7 |

Classroom dollar ranking: 85 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, librarian, speech pathologist, audiologist, and counselor earned an additional $\$ 4,520$ in salary.


## Performance

- The District accomplished its goals, which were based on district and individual performance.
- Goals were linked to increases in student scores on district assessments and to teachers implementing the Six-Traits Writing program in the classroom.


## Menu

- Monies were used to compensate eligible employees for participating in professional development activities focused on reading, writing, and math.


# Yarnell Elementary School District 

## Classroom Dollars

Fiscal year 2004


4-year comparison


Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State |  | National |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 56.4 | 57.8 | 57.1 | 54.2 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 22.3 | 21.4 | 21.7 | 22.5 | 9.5 | 10.9 |
| Plant operations | 5.0 | 4.9 | 5.1 | 6.3 | 11.7 | 9.7 |
| Food service | 4.8 | 4.6 | 6.6 | 7.2 | 4.7 | 4.0 |
| Transportation | 8.5 | 7.6 | 5.5 | 5.8 | 4.0 | 4.1 |
| $\quad$ Student support | 1.2 | 2.7 | 3.7 | 3.7 | 7.0 | 5.0 |
| Instruction support | 1.8 | 1.0 | 0.3 | 0.3 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 18.0 | 9.0 | 10.2 | 18.2 |
| Average teacher salary | $\$ 32,760$ | $\$ 34,181$ | $\$ 31,220$ | $\$ 38,534$ |
| Average years' experience | 8.5 | 5.6 | 6.4 | 8.7 |

Classroom dollar ranking: 140 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher earned an additional $\$ 1,612$ in salary.


## Performance

- The District accomplished its goals, which were based on school and individual performance.
- Goals called for increased student achievement, for a positive learning environment, and for teachers to devote 100 hours per month to helping one another meet academic goals.


## Menu

- The District continued to use monies to pay an instructional aide to help reduce class sizes.


## Yavapai Accommodation

 School DistrictDistrict size:
Students attending
Very Small
35
Number of schools:

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 13.0 | 19.0 | 17.5 | 18.2 |
| Average teacher salary | $\$ 48,142$ | $\$ 43,385$ | $\$ 47,952$ | $\$ 38,534$ |
| Average years' experience | 3.0 | 5.0 | 3.0 | 8.7 |

Classroom dollar ranking: 158 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- The teacher and instructional aide each earned an additional \$5,951 in salary.


## Performance

- The District accomplished its goals, which were based on individual performance.
- Goals were related to student achievement, teacher evaluations, and professional development.


## Menu

- Monies were used primarily to increase eligible employee compensation.
- Monies were also used to pay for dropout prevention and absentee prevention activities.

Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 |  | State |  | National |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 67.0 | 59.6 | 55.9 | 53.3 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| Administration | 22.4 | 27.1 | 32.1 | 37.7 | 9.5 | 10.9 |
| Plant operations | 5.2 | 7.8 | 3.4 | 3.0 | 11.7 | 9.7 |
| Food service | 0.2 |  |  |  | 4.7 | 4.0 |
| Transportation |  | 1.2 | 1.8 | 1.8 | 4.0 | 4.1 |
| Student support |  |  | 5.4 | 3.1 | 7.0 | 5.0 |
| Instruction support | 5.2 | 4.3 | 1.4 | 0.8 | 4.3 | 4.6 |
| Other |  |  |  | 0.3 | 0.2 | 0.2 |

# Young Elementary School District 

| District size: | Very Small |
| ---: | ---: |
| Students attending: | 55 |
| Number of schools: | 2 |
| of certified teachers: | 11 |

Classroom Dollars
Fiscal year 2004


Total
\$19,559 per pupil

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 5.3 | 5.3 | 5.0 | 18.2 |
| Average teacher salary | $\$ 33,124$ | $\$ 36,055$ | $\$ 37,155$ | $\$ 38,534$ |
| Average years' experience | 7.8 | 8.8 | 9.2 | 8.7 |

Classroom dollar ranking: 95 of 227 districts.

## Proposition 301

## District-reported 2004 results

Teacher pay

- On average, each teacher earned an additional $\$ 1,250$ in salary, and each librarian earned an additional $\$ 321$. The District determined that all employees were involved in students' education and also paid nonteaching staff $\$ 321$ each, including office staff, bus drivers, custodians, and cafeteria workers.


## Performance

- The District accomplished its goals, which were based on school and individual performance.
- Teachers were trained to align their lesson plans to state standards and generated an Arizona State Standards notebook for each student.
- Open gym night was held weekly for approximately 35 students at risk of dropping out.
- Each student's parent was contacted each quarter.
- All staff members participated in the District's service projects, including activities such as bake sales, car washes, and service learning projects.


## Menu

- Monies were used to compensate 11 teachers for providing before- and after-school AIMS intervention tutoring, which the District reports resulted in increased test scores, and for counseling students about the advantages of higher education as part of dropout prevention efforts. 54 students participated.


## Classroom Dollars



## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | District |  |  |  | State | National |
|  | 2001 | 2002 | 2003 | 2004 | 2004 | 2001 |
| Classroom dollars | 67.8 | 64.6 | 62.4 | 60.0 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| Administration | 18.3 | 18.8 | 21.6 | 20.9 | 9.5 | 10.9 |
| Plant operations | 8.0 | 7.0 | 7.9 | 9.3 | 11.7 | 9.7 |
| Food service | 5.7 | 5.5 | 5.8 | 5.3 | 4.7 | 4.0 |
| Transportation | 0.2 | 0.1 |  | 0.1 | 4.0 | 4.1 |
| Student support |  | 3.0 | 2.3 | 3.9 | 7.0 | 5.0 |
| Instruction support |  | 1.0 |  | 0.5 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 7.7 | 10.5 | 10.0 | 18.2 |
| Average teacher salary | $\$ 34,887$ | $\$ 32,733$ | $\$ 37,207$ | $\$ 38,534$ |
| Average years' experience | 5.0 | 4.2 | 5.2 | 8.7 |

Classroom dollar ranking: 46 of 227 districts.

## Proposition 301

District-reported 2004 results

## Teacher pay

- On average, each teacher earned an additional \$1,968 in salary, and each instructional aide earned an additional \$875.


## Performance

- The District accomplished its goals, which were based on school performance.
- Students demonstrated adequate yearly progress.
- The school established incentives to increase student attendance to 98 percent.
- The graduation rate was 100 percent.
- Teacher attendance was 99 percent.
- All teachers maintained "highly qualified" status by attending professional development classes.
- Teachers also provided after-school tutoring, monitored students at risk of dropping out, and developed activities to involve parents.
- Parent involvement activities, including family night, were well attended, according to the District, and parents were requested to contact teachers on a weekly basis.


## Menu

- Monies were used for a number of AIMS intervention activities, including math and reading tutoring, operating a student newspaper to improve students' writing skills, and after-school clubs.


## Yuma Elementary School District

| District size: | Large |
| ---: | ---: |
| Students attending: | 9,854 |
| Number of schools: | 17 |
| Number of certified teachers: | 567 |

Classroom Dollars
Fiscal year 2004


## 4-year comparison



Expenditures by function

|  | Percentage |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | District |  |  |  |  |  |
|  | 2001 | State | National |  |  |  |
|  | 2002 | 2003 | 2004 | 2004 | 2001 |  |
| Classroom dollars | 56.4 | 58.9 | 56.2 | 56.0 | 58.6 | 61.5 |
| Nonclassroom dollars: |  |  |  |  |  |  |
| $\quad$ Administration | 11.2 | 9.3 | 9.8 | 10.5 | 9.5 | 10.9 |
| Plant operations | 8.6 | 11.4 | 10.5 | 9.9 | 11.7 | 9.7 |
| Food service | 6.6 | 7.4 | 6.8 | 6.6 | 4.7 | 4.0 |
| Transportation | 10.2 | 4.3 | 4.9 | 5.0 | 4.0 | 4.1 |
| Student support | 4.4 | 6.8 | 8.5 | 8.9 | 7.0 | 5.0 |
| Instruction support | 2.6 | 1.9 | 3.3 | 3.1 | 4.3 | 4.6 |
| Other |  |  |  |  | 0.2 | 0.2 |

## Comparative Information

|  | District |  |  |  |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | State |
|  | 2004 |  |  |  |
| Student/teacher ratio | 17.8 | 17.2 | 17.4 | 18.2 |
| Average teacher salary | $\$ 37,179$ | $\$ 38,745$ | $\$ 35,515$ | $\$ 38,534$ |
| Average years' experience | 9.4 | 9.2 | 9.0 | 8.7 |

Classroom dollar ranking: 110 of 227 districts.

## Proposition 301

District-reported 2004 results
Teacher pay

- On average, each teacher, librarian, speech therapist, and counselor earned an additional $\$ 3,890$ in salary.


## Performance

- The District accomplished its goals, which were based on district, school, and individual performance.
- Teachers earned monies for meeting at least 1 of 3 goals related to student achievement. Goals called for teachers to maximize instructional time, and for students to improve test scores.
- Other goals called for teachers to each attend 16.5 hours of professional development activities relating to literacy assessments, instruction, and intervention, and for teachers to participate in school collaboration activities, assessment planning, and interventions.


## Menu

- Monies were primarily used to increase eligible employee compensation.
- Monies also continued to be used to employ 8 teachers to reduce class sizes.


# Yuma Union High School District 

District size: Large<br>Students attending: 9,041<br>Number of schools:

Classroom Dollars
Fiscal year 2004


Total
\$5,981 per pupil

## Comparative Information

|  | District |  |  | State |
| :--- | :---: | :---: | :---: | :---: |
|  | 2002 | 2003 | 2004 | 2004 |
| Student/teacher ratio | 20.9 | 20.3 | 20.4 | 18.2 |
| Average teacher salary | $\$ 36,985$ | $\$ 38,664$ | $\$ 37,321$ | $\$ 38,534$ |
| Average years' experience | 9.1 | 8.7 | 8.7 | 8.7 |

Classroom dollar ranking: 156 of 227 districts.

## Proposition 301

## District-reported 2004 results

## Teacher pay

- On average, each teacher, librarian, speech pathologist, audiologist, counselor, and nurse/health educator earned an additional $\$ 2,963$ in salary.


## Performance

- The District accomplished its goals, which were based on district and individual performance.
- Goals were linked to improving students' AIMS test scores, maintaining a 96 percent or higher attendance rate, and maintaining or improving an 80 percent graduation rate and a 6 percent dropout rate.
- Teachers were also required to complete 15 hours of professional development training or at least 1 college credit.

Menu

- To reduce class sizes, 8 full-time math and English teachers were hired and 17 other teachers were compensated for teaching additional math and English classes to reduce class sizes by 4 students in each course section.
- 300 students participated in before- and after-school AIMS intervention programs.
- Monies were also used to pay for teachers' health insurance premiums and to provide stipends to 1styear special education teachers.


[^0]:    Source: Auditor General staff analysis of the National Center for Education Statistics' National Public Education Financial Survey Instruction Booklet.

[^1]:    Source: Auditor General staff analysis of fiscal year 2004 summary accounting data provided by individual school districts, School District Annual Financial Reports, school district type, and Proposition 301 revenue distribution data provided by the Arizona Department of Education.

[^2]:    - 2 Administrative positions are based on a "full-time equivalent" calculation.

[^3]:    - For the total 156 districts analyzed, 33 percent are in rural locations and 24 percent are small.

[^4]:    1 Accommodation and Joint Technological Education Districts are shown separately.

