



A REPORT
TO THE
ARIZONA LEGISLATURE

Division of School Audits

Special Study

Arizona School District Spending (Classroom Dollars) Fiscal Year 2012

March • 2013
Report No. 13-01



Debra K. Davenport
Auditor General

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March 1, 2013

Members of the Arizona Legislature

The Honorable Janice K. Brewer, Governor

I am pleased to present our report, *Arizona School District Spending (Classroom Dollars), Fiscal Year 2012*, prepared in response to the Arizona Revised Statutes §41-1279.03 requirement to determine the percentage of every dollar Arizona school districts spend in the classroom. The report also analyzes nonclassroom spending, which includes administration, plant operations, food service, transportation, student support, and instruction support. New this year, the report includes a district financial stress assessment based on six district-level measures of resources and financial management practices. Finally, analysis of six district-level measures found 39 percent of Arizona districts had a moderate to high financial stress level. To provide a quick summary for your convenience, I am also including a copy of the Report Highlights.

Between fiscal years 2001 and 2009, Arizona's total operational spending per pupil increased 47 percent before decreasing 5 percent between fiscal years 2009 and 2012. Despite this overall increase, Arizona's per-pupil spending continued to trail the national average by about \$3,000. Arizona districts also allocated resources differently than districts nationally, spending lower percentages of available operating dollars on instruction and administration, and higher percentages on plant operations and student support services, on average.

Arizona's state-wide average classroom dollar percentage in fiscal year 2012 was 54.2 percent, the lowest percentage in the 12 years our Office has been monitoring district spending. Each year since fiscal year 2004, districts have decreased the percentage of their resources they allocated to the classroom. At the same time, the percentage of resources allocated to administration, plant operations, food service, transportation, student support, and instruction support have all increased.

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

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

Sincerely,

Debbie Davenport
Auditor General

REPORT HIGHLIGHTS SPECIAL STUDY

Our Conclusion

Between fiscal years 2001 and 2009, Arizona's total operational spending per pupil increased 47 percent before decreasing 5 percent between fiscal years 2009 and 2012. Despite this overall increase, per-pupil spending in Arizona continued to trail the national average both in total and in the classroom, with the classroom dollar percentage dropping to 54.2 percent in fiscal year 2012, the lowest point since we began monitoring it in fiscal year 2001. Each year since fiscal year 2004, districts have decreased the percentage of their resources they allocated to the classroom. At the same time, the percentages allocated to administration, plant operations, food service, transportation, student support, and instruction support have all increased. Although factors outside a district's control—such as district size, type, and location—can affect its efficiency, some districts operate efficiently and have lower costs despite these factors, while others do not. Finally, analysis of six measures found 39 percent of Arizona districts had a moderate to high financial stress level.



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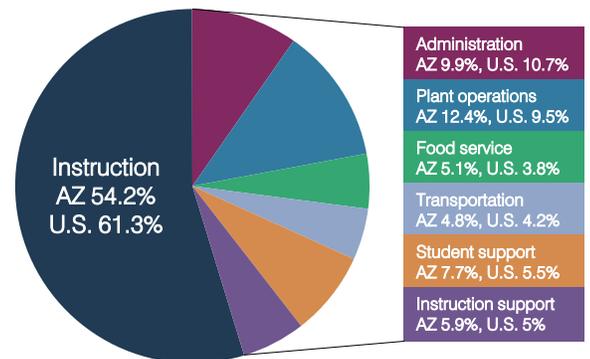
Arizona school districts spent less overall and spent differently than districts nationally

Despite large increase, overall spending still lower—Between fiscal years 2001 and 2009, Arizona's spending per pupil rose 47 percent before declining 5 percent between fiscal years 2009 and 2012. Despite this overall increase, Arizona's fiscal year 2010 per-pupil spending of \$7,609 was still \$3,043 less per pupil than the 2010 national average (most recent national data available).

Arizona spent lower percentage in classroom—In 2012, Arizona districts spent 54.2 percent of their available operating dollars in the classroom, 7.1 percentage points below the national average of 61.3 percent. Arizona's lower instructional spending is reflected in Arizona's larger class sizes. In 2009, Arizona's class size was 17.1 students per teacher compared to the national average of 15.3 students per teacher.

Arizona spent lower percentage on administration but higher percentage in all other nonclassroom operational areas—In 2012, Arizona districts spent 9.9 percent of their total operating dollars on administration, 0.8 percentage points less than the national average. However, Arizona districts spent a higher percentage of their operating dollars in all other nonclassroom operational areas, especially for plant operations and student support services.

Arizona and U.S. spending by operational area
Fiscal years 2012 (Arizona) and 2010 (U.S.)



Continuing its long decline, instructional spending dropped to 54.2 percent

In fiscal year 2012, Arizona districts spent 54.2 percent of their available operating dollars on instruction—the lowest percentage in the 12 years auditors have been monitoring district spending. In fiscal year 2001, Arizona districts spent 57.7 percent of available operating dollars on instruction. Then, in fiscal year 2002, districts began receiving Classroom Site Fund (CSF) monies intended to increase classroom spending. Soon after, in fiscal years 2003 and 2004, the State's classroom dollar

Arizona's operational spending per pupil and change in classroom dollar percentage since fiscal year 2001
Fiscal years 2001 through 2012



percentage increased to 58.6 percent. However, despite an overall increase in per-pupil spending, the percentage spent on instruction has decreased every year since fiscal year 2004, down 4.4 percentage points. At the same time, the percentages spent on administration, plant operations, food service, transportation, student support, and instruction support have all increased. Had districts continued directing resources into the classroom at the same rate they did in fiscal year 2001, they would have spent an additional \$310 million in the classroom in fiscal year 2012. One of the impacts of spending less in the classroom is larger class sizes. Since fiscal year 2009, the number of students attending Arizona school districts has decreased 28,000 students, or 3 percent, while the number of teachers has decreased by 5,000, or 9.2 percent. As a result, the State's average class size has increased during this time from 17.1 to 18.1 students per teacher.

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

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

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

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

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

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

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

Cost variance examples

- A very large, urban, unified district spent \$496 per pupil for administration, another spent \$854 per pupil.
- A medium-sized, rural, unified district spent \$3.01 per square foot for plant operations, another spent \$9.87 per square foot.
- A medium-sized, rural, unified district spent \$2.25 per meal, another spent \$4.83 per meal.
- Two medium-large, rural, unified districts drove the same number of miles per rider, one district spent \$2.54 per mile and the other spent \$5.04 per mile.

Assessment raises awareness on local issues impacting financial stress

In a new financial stress assessment for Arizona school districts, 61 percent of the districts assessed were found to have an overall low financial stress level based on six district-level measures. However, the other 39 percent of districts were found to have overall moderate or high levels of financial stress based on those measures. District decision-makers can use the details of this assessment in conjunction with other information, such as operating efficiency, to determine possible actions to reduce financial stress.

Number of districts by overall financial stress level Fiscal year 2012

Stress level	Number of districts
High stress	13
Moderate stress	69
Low stress	126

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Introduction & Objectives

Arizona Revised Statutes (A.R.S.) §41-1279.03 requires the Auditor General to monitor the percentage of each dollar spent in the classroom and conduct performance audits of Arizona's school districts. This report, the 12th annual report analyzing school district spending, has two main objectives:

- It compares Arizona and national spending levels and analyzes state-wide spending trends in instruction and six nonclassroom categories—administration, plant operations, food service, transportation, student support, and instruction support. The following analyses of each of these spending areas also identify performance measures, differences among district peer groups' spending, and performance audit findings.
- It also presents more specific one-page summaries of the State's and each district's performance on various financial and student achievement measures. Specifically, each district's expenditure information, including classroom and nonclassroom spending, and performance cost measures are compared with state averages and averages of efficiency peer groups, which include either districts of similar size, type, and location or, for evaluating transportation programs, districts with similar numbers of miles per rider and locations. In addition, each district's academic indicators and student and teacher measures are compared with state averages and averages of a student achievement peer group, which includes districts with similar poverty rates and of similar type and location. The district pages also include the average amounts paid to teachers from Proposition 301 monies.¹ This year, the district pages also include a financial stress assessment based on six district-level measures of resources and financial management practices.

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

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

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

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

Arizona instructional and nonclassroom spending trends and the national context

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

Since fiscal year 2001, total operational spending per pupil by Arizona school districts has increased 39 percent, from \$5,374 in fiscal year 2001 to \$7,475 in fiscal year 2012.¹ More specifically, spending increased by 47 percent between fiscal years 2001 and 2009 before decreasing by 5 percent between fiscal years 2009 and 2012. Despite this overall increase, Arizona school districts still spent approximately \$2,000 to \$3,000 less per pupil than the national average between fiscal years 2001 and 2010—the most recent year for available national data. As shown in Table 1, Arizona districts spent less per pupil in total, in the classroom, and in every nonclassroom operational area compared to national averages.

Table 1: Comparison of Arizona and U.S. per-pupil spending by operational area
Fiscal years 2012 (Arizona) and 2010 (U.S.)

	State average 2012	National average 2010
Total	\$7,475	\$10,652
Classroom dollars	4,053	6,526
Nonclassroom dollars		
Administration	736	1,139
Plant operations	928	1,012
Food service	382	405
Transportation	362	443
Student support	578	592
Instruction support	436	535

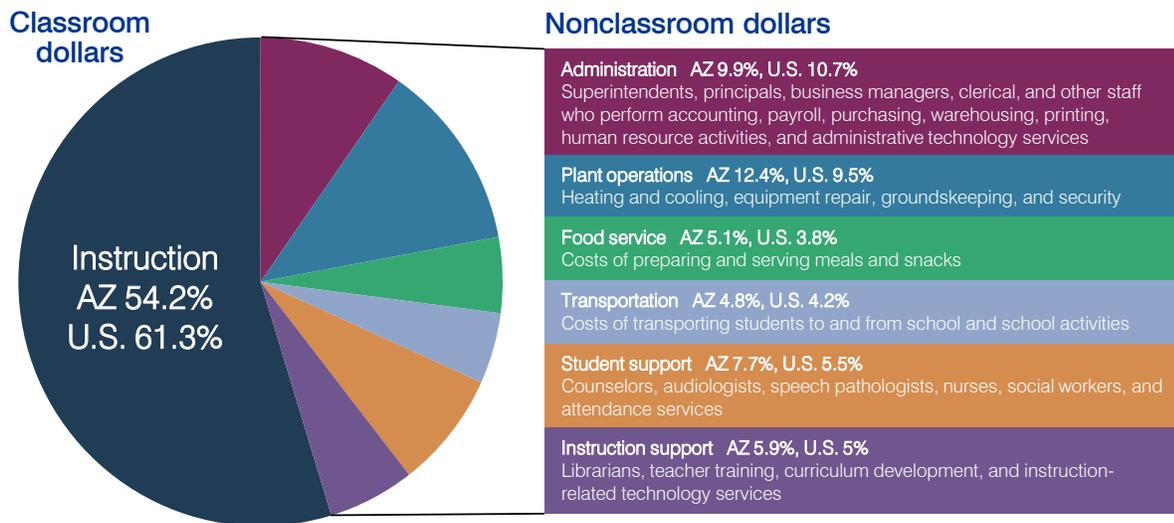
Source: Auditor General staff analysis of fiscal year 2012 district-reported accounting data and National Center for Education Statistics *Revenues and Expenditures for Public Elementary and Secondary Education: School Year 2009-10*, November 2012.

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

Compared to national averages, Arizona school districts allocated their available resources differently across operational areas. As shown in Figure 1 on page 3, in fiscal year 2012, Arizona districts spent 54.2 percent of available operating dollars on instruction, the lowest percentage since auditors began monitoring this in fiscal year 2001, and 7.1 percentage points below the most recent national average of 61.3 percent. The relatively low classroom dollar percentage was not the result of high administration costs, because Arizona districts allocated a smaller percentage of resources for administration than the national average. Arizona's higher percentage of noninstructional spending was primarily due to higher percentages spent on plant operations and student support

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

Figure 1: Comparison of Arizona and U.S. spending by operational area
Fiscal years 2012 (Arizona) and 2010 (U.S.)



Source: Auditor General staff analysis of fiscal year 2012 district-reported accounting data and National Center for Education Statistics *Revenues and Expenditures for Public Elementary and Secondary Education: School Year 2009-10*, November 2012.

services. As reported in the fiscal year 2011 *Arizona School District Spending* report, Arizona's lower classroom spending was due, in part, to larger average class sizes, and its lower administration costs were due to lower salary and benefit costs. Additionally, Arizona's higher plant operations costs appeared to be the result of higher energy costs, and its higher student support services costs may have been related to the State's higher poverty rate.

Continuing its long decline, instructional spending dropped to 54.2 percent

In fiscal year 2012, Arizona districts spent 54.2 percent of their available operating dollars on instruction—primarily for teachers and instructional aides. In fiscal year 2001, districts spent 57.7 percent on instruction. Then, in fiscal year 2002, districts began receiving Classroom Site Fund (CSF) monies intended to increase classroom spending. Soon after, in fiscal years 2003 and 2004, the State's classroom dollar percentage reached its highest level during this 12-year period at 58.6 percent. As shown in Figure 2 on page 4, despite an overall increase in per-pupil spending since that time, the percentage of resources spent on instruction has declined every year since 2004, dropping an additional 0.5 percentage points in fiscal year 2012 to 54.2 percent, its lowest point during this 12-year period. At the same time, as shown in Figure 3 on page 4, the percentages of available operating dollars that districts allocated state-wide to administration, plant operations, food service, transportation, student support, and instruction support all increased. By fiscal year 2012, one-third of Arizona school districts were spending less than 50 percent of their available operating dollars in the classroom. Had districts continued directing resources into the classroom at

Instruction

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

Figure 2: Arizona's operational spending per pupil and change in classroom dollar percentage since fiscal year 2001
Fiscal years 2001 through 2012



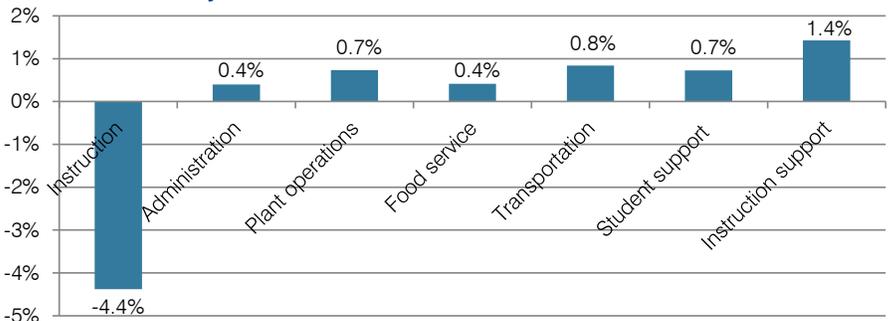
Source: Auditor General staff analysis of district-reported accounting data and Arizona Department of Education student membership data for fiscal years 2001 through 2012.

the same rate they did in fiscal year 2001, they would have spent an additional \$310 million in the classroom in fiscal year 2012.

The declines in instructional spending in fiscal years 2010 through 2012 occurred at a time when overall per pupil spending was also decreasing. This decrease in overall spending and the impact of having certain noninstructional costs that may be difficult to cut quickly in response to reduced funding, such as electricity or insurance

costs, partially explain the decline in instructional spending during these years. However, the percentage of available operating dollars spent on instruction also decreased in fiscal years 2005 through 2009, when total operational spending per pupil increased 24 percent. In fact, between fiscal years 2001 and 2009, when spending was increasing, 55 percent of the increase went into the classroom. In contrast, in fiscal years 2010 through 2012, when spending was decreasing, the entire decrease came out of the classroom. More specifically, although total

Figure 3: Percentage change of expenditures by operational area
Fiscal year 2004 versus 2012



Source: Auditor General staff analysis of district-reported accounting data for fiscal years 2004 and 2012.

operational spending per pupil decreased \$433 since fiscal year 2009, spending in the classroom decreased by even more, \$444 per pupil. As a result, the percentage of available operating dollars allocated to the classroom has decreased 2.7 percentage points since fiscal year 2009.

One of the impacts of spending less in the classroom is larger class sizes. Since fiscal year 2009, the number of students attending Arizona school districts has decreased by 28,000 students, or 3 percent, while the number of teachers has decreased by 5,000, or 9.2 percent. As a result, the State's average class size has increased from 17.1 to 18.1 students per teacher. By comparison, the national average class size was 15.3 students per teacher in fiscal year 2009, the most recent national data available.

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

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

At a state level, the decline in the classroom dollar percentage is indicative of fewer dollars going into classrooms state-wide. In reviewing spending between fiscal years 2001 and 2012, most of the largest yearly decreases in the classroom dollar percentage have occurred during the last 5 years. Between fiscal years 2007 and 2012, the state-wide classroom dollar percentage fell 3.7 percentage points, from 57.9 percent to 54.2 percent. As shown in Table 2, districts spent \$224 less per pupil in the classroom in fiscal year 2012 than in fiscal year 2007, despite spending \$93 more per pupil overall.

**Table 2: Comparison of per-pupil expenditures by operational area
Fiscal year 2007 versus 2012**

	2007	2012	Difference
Total	\$7,382	\$7,475	\$93
Classroom dollars	4,277	4,053	(224)
Nonclassroom dollars			
Administration	703	736	33
Plant operations	835	928	93
Food service	344	382	38
Transportation	316	362	46
Student support	542	578	36
Instruction support	365	436	71

Source: Auditor General staff analysis of district-reported accounting data and Arizona Department of Education student membership data for fiscal years 2007 and 2012.

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

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

Administration

Administration

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

Administrative spending increased slightly

In fiscal year 2012, Arizona districts spent 9.9 percent of available operating dollars on administration, slightly higher than the 9.4 percent average spent during the previous 5 years. Administrative spending increased from \$703 per pupil in fiscal year 2007 to \$736 per pupil in fiscal year 2012. Most of the increase was in salaries and benefits, with benefit costs increasing at a much faster rate than salaries. Purchased services, such as those for consultants, contracted employees, and legal services, also increased. Administrative staffing levels did not increase and have remained relatively stable during this time, with a similar number of students per administrative position.

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

Within Arizona, administrative costs per pupil are associated with district size. That is to say larger districts tend to have lower administrative costs per pupil, primarily because of their economies of scale and abilities to spread some costs over more students. As shown in Table 3, as district size increases, administrative costs per pupil tend to decrease. In addition, as shown in Figure 4, there were wide ranges of per-pupil administrative costs within most efficiency peer groups, especially for small districts.

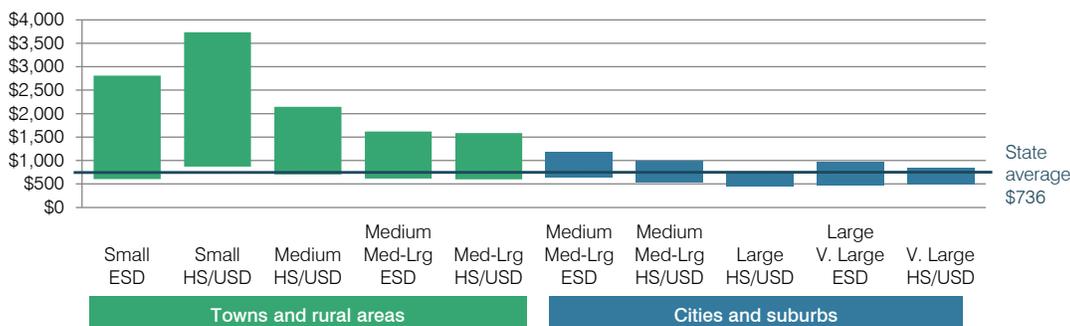
For example, administrative costs for small, rural high school and unified districts ranged from a low of \$869 to a high of \$3,736 per pupil.

Table 3: Administrative costs per pupil by district size Fiscal year 2012

Size	Cost per pupil
Small	\$1,519
Medium	1,149
Medium-Large	800
Large	669
Very large	632

Source: Auditor General staff analysis of district-reported accounting data and Arizona Department of Education student membership data for fiscal year 2012.

Figure 4: Range of administrative cost per pupil by efficiency peer group Fiscal year 2012



Even among very large high school and unified districts, administrative costs varied from a low of \$496 per pupil to a high of \$854 per pupil. Wide ranges in administrative costs indicate that some districts have achieved lower costs than other districts of similar size, type, and location. Districts

Source: Auditor General staff analysis of fiscal year 2012 district-reported accounting data, Arizona Department of Education student membership data, and U.S. Census Bureau location designations reported in the National Center for Education Statistics' Common Core of Data.

at the high end of the range should work toward improving their administrative efficiency using performance measures and practices identified in the next section.

Audits identified efficient and inefficient practices

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

More efficient districts:

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

Less efficient districts:

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

Performance measures

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

Most districts with high or low administrative costs compared to their peers in 2009 remained high or low compared to their peers in 2012

Between fiscal years 2009 and 2012, most districts did not make changes that impacted how their administrative costs compared to peer district averages. Districts that had either high or low administrative costs compared to their peers in fiscal year 2009 (the first year such comparisons were made in this report), also tended to have high or low costs compared to their peers in fiscal year 2012. More specifically, of the 61 districts with low administrative costs compared to their peers in fiscal year 2009, 47 districts were also low in fiscal year 2012, and of the 57 districts with high administrative costs compared to their peers in fiscal year 2009, 46 districts were also high in fiscal year 2012. Performance audits have identified reasons why some districts may remain high, such as a reluctance to reduce administrative staffing even after a school closes or student enrollment drops. Of the 11 districts with high costs in fiscal year 2009 that were able to reduce their administrative costs relative to their peers, only 2 districts were able to lower their costs below the average of their peer districts in fiscal year 2012. Officials at one of these districts indicated that their district was able to lower costs by eliminating administrative positions through attrition and reassigning duties among remaining administrative employees.

Plant operations

Plant operations

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

Increased spending for plant operations likely because of additional building space

In fiscal year 2012, Arizona districts spent 12.4 percent of their available operating dollars on plant operations, up from the 11.3 percent spent in fiscal year 2007. Plant operations spending increased from \$835 per pupil in fiscal year 2007 to \$928 per pupil in fiscal year 2012. The increase in spending for plant operations is likely the result of additional building space per student. Between fiscal years

2007 and 2012, Arizona districts added nearly 12 million square feet of building space, a 9.4 percent increase. During this same period, the number of attending students decreased by 2 percent. As a result, and as shown in Table 4, square footage per student increased 10.9 percent and building capacity usage decreased from 81 percent to 79 percent.

**Table 4: Square footage per student and building capacity usage
Fiscal year 2007 versus 2012**

Fiscal year	2007	2012
Square feet per student	137	152
Building capacity usage	81%	79%

Source: Auditor General staff analysis of School Facilities Board square footage data and Arizona Department of Education student membership data for fiscal years 2007 and 2012.

Some of the increase in square footage per student is likely due to unforeseen events and necessary time spans needed to construct new schools. After years of increases, student enrollment began to decline in fiscal year 2009. Some districts

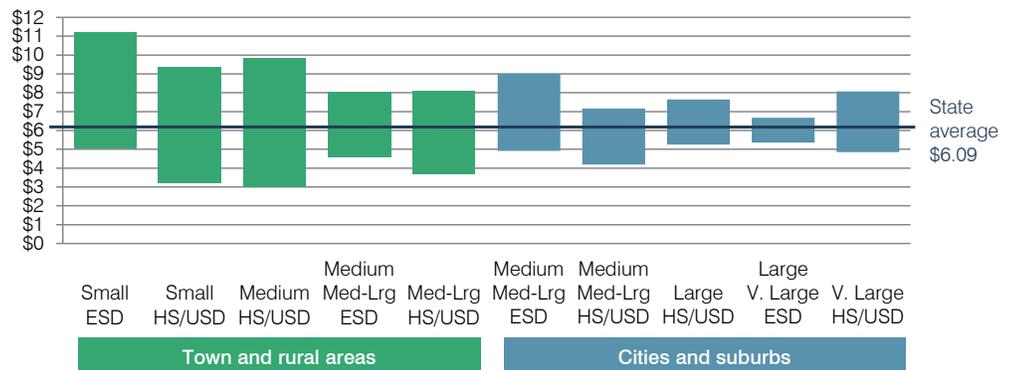
had new schools already under construction or had recently opened new schools with the expectation of continued student population growth that did not materialize. On the other hand, performance audits have identified school districts with high plant costs that built additional schools when they already had low-capacity usage rates at their existing schools and districts that rebuilt existing schools with much larger facilities when no substantial student growth was expected. Audits have also identified districts with substantial, long-term excess building capacity that did not take timely action to reduce the excess capacity.

Until recently, districts appeared reluctant to reduce excess space—even those districts with long-standing stable or declining enrollments. However, that reluctance appears to have changed recently, at least for some districts. State-wide, districts reported operating 26 fewer schools in fiscal year 2012 than they did in fiscal year 2011. Five districts accounted for 19 of the 26 state-wide school closures. Additionally, districts reported closing another 32 schools in fiscal year 2011. Although decisions to close buildings or schools can be difficult and painful, these decisions are important because school district funding is based primarily on the number of students enrolled at the district, not the number of schools or amount of square footage maintained. Maintaining excess building space requires districts to spend more of their limited resources on plant operations, using money that otherwise potentially could have been spent in the classroom. Additionally, how districts close their schools can impact potential savings. For example, some districts have completely closed schools, including turning off utilities to the buildings. However, other districts continue to heat, cool, and maintain closed buildings beyond minimum levels.

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

Because high schools generally have more square footage per student than elementary schools, they typically have lower plant costs per square foot. However, regardless of district type, evaluating costs on a square footage basis helps all districts assess whether they are operating and maintaining their existing space efficiently or not. As shown in Figure 5, for fiscal year 2012, within efficiency peer groups, there were wide ranges of costs per square foot, including both districts below and above the state average. This indicates that within each group, some districts were likely operating efficiently, while other districts need to improve their plant operations by using the performance measures and practices identified in the next section.

Figure 5: Range of plant operations cost per square foot by efficiency peer group Fiscal year 2012



Source: Auditor General staff analysis of fiscal year 2012 district-reported accounting data, School Facilities Board square footage data, and U.S. Census Bureau location designations reported in the National Center for Education Statistics' Common Core of Data.

Audits identified efficient and inefficient practices

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

More efficient districts:

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

Less efficient districts:

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

Performance measures

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

Food service

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

Increased spending for food service primarily because of more meals served

In fiscal year 2012, Arizona districts spent 5.1 percent of their available operating dollars on food service operations, up from the 4.7 percent spent in fiscal year 2007. These higher food service costs were primarily the result of school districts serving more meals rather than an increase in the cost per meal. As shown in Table 5, the state-wide food service cost per meal was only 5 cents higher in fiscal year 2012 than in fiscal year 2007, a 2.1 percent cost increase. However, districts served 9.7 million more meals, and the number of meals served per student increased 9.2 percent from 142 meals per student in fiscal year 2007 to 155 meals per student in fiscal year 2012. The increase in number of meals served per student is not surprising considering the State's poverty rate increased from 17.7 to 25.1 percent during that time and the percentage of students eligible for free or reduced-price meals increased from 50 to 59 percent.

**Table 5: Number of meals served and cost per meal
Fiscal year 2007 versus 2012**

Fiscal year	2007	2012	Percentage increase
Meals served	130,137,386	139,845,044	7.5%
Meals per student	142	155	9.2%
Cost per meal	\$2.42	\$2.47	2.1%

Source: Auditor General staff analysis of district-reported accounting and meals-served data and Arizona Department of Education student membership data for fiscal years 2007 and 2012.

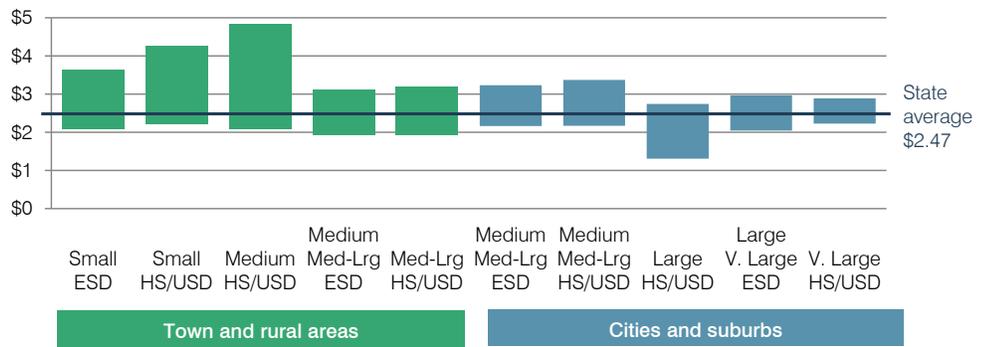
This increased spending on food service operations decreased the state-wide classroom dollar percentage, but should not have resulted in reduced actual spending in the classroom. However, for some districts it did. For districts operating an efficient, self-supporting food service program in which revenues of the program cover program costs, increasing the number of meals served will not result in reduced actual classroom spending. However, for districts operating food service programs that are not self-supporting, increasing the number of meals served can result in reduced classroom spending because of the need to subsidize the program with monies that otherwise potentially could have been spent in the classroom. In fiscal year 2012, 68 percent of districts operated self-supporting food service programs. On average, these districts had a 25 percent lower cost per meal than districts operating programs that were not self-supporting, indicating possible program inefficiencies that, if addressed, potentially could free up monies to be spent in the classroom.

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

Although food service costs are associated with district size, type, and location, there are certain districts that operate more efficiently than other districts affected by these same factors. For example, food costs per meal may be higher for districts serving high school students because of the larger meal portions, but many districts that serve these students still operate efficiently and at costs below

the state average. As shown in Figure 6, there were wide ranges of costs within efficiency peer groups, which are based on district size, type, and location. These wide ranges indicate that operational efficiencies can be achieved regardless of other factors and that certain districts should work toward improving their programs' cost-effectiveness by using performance measures and practices identified in the next section.

**Figure 6: Range of food service cost per meal by efficiency peer group
Fiscal year 2012**



Source: Auditor General staff analysis of fiscal year 2012 district-reported accounting and meals-served data and U.S. Census Bureau location designations reported in the National Center for Education Statistics' Common Core of Data.

Audits identified efficient and inefficient practices

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

More efficient districts:

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

Less efficient districts:

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

Performance measures

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

Transportation

Transportation

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

Increased spending for transportation as both cost per mile and miles driven increased

In fiscal year 2012, Arizona districts spent 4.8 percent of their available operating dollars on student transportation, up from the 4.3 percent spent in fiscal year 2007. As shown in Table 6, this increase in spending was caused by both an increase in cost per mile and an increase in the number of miles

driven to transport students. Transportation costs per mile increased because of a slight increase in salary and benefit costs and a substantial increase in fuel costs. According to the U.S. Energy Information Administration, on average, the price of diesel fuel increased from \$3.04 per gallon in fiscal year 2007 to \$4.16 per gallon in fiscal year 2012. Actual district fuel costs per mile increased 63 percent between fiscal years 2007 and 2012. Perhaps a more surprising reason for the increased spending for student transportation is the increase in miles driven. Districts drove nearly 3 million more miles to transport students in fiscal year 2012 than in

**Table 6: Transportation miles, riders, and costs
Fiscal year 2007 versus 2012**

Fiscal year	2007	2012	Percentage change
Miles traveled	90,130,005	93,078,895	3.3%
Riders transported	353,902	332,186	(6.1%)
Miles per rider	255	280	9.8%
Cost per mile	\$3.22	\$3.50	8.7%

Source: Auditor General staff analysis of district-reported accounting data, miles driven, and riders transported for fiscal years 2007 and 2012.

fiscal year 2007 despite transporting nearly 22,000 fewer riders. As shown in Table 6, this represents a 3.3 percent increase in miles driven to transport 6.1 percent fewer riders. As a result, transportation miles per rider have increased nearly 10 percent, from 255 miles per rider in fiscal year 2007 to 280 miles per rider in fiscal year 2012.

District officials and performance audits have identified some situations that would support the overall increase in mileage. For example, officials at one district indicated that mileage increased after they closed one of their schools and needed to transport students to a more distant school, and a performance audit found that a small district experienced a large increase in mileage to transport certain special education students a long distance for a particular program. However, performance audits also have identified some districts that have over-reported their miles, which would contribute to the state-wide increase in miles traveled.

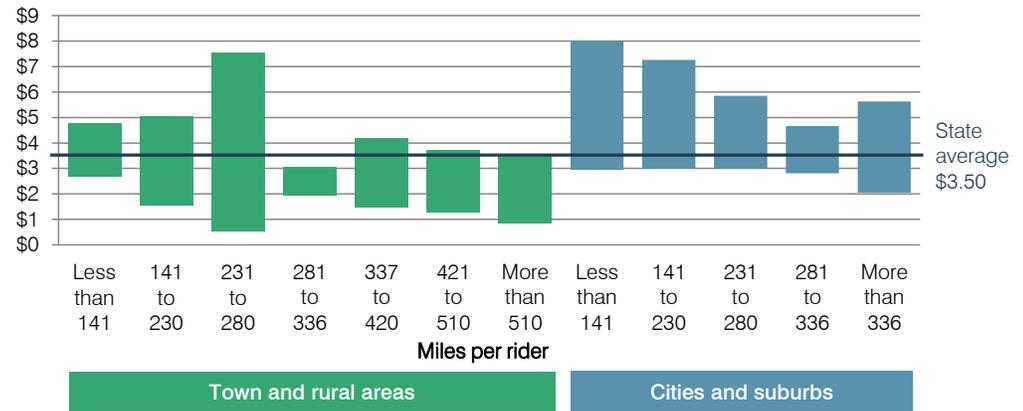
Funding for transportation in Arizona is not closely tied to transportation costs, and evaluating whether transportation revenues cover transportation costs is not necessarily a good indication of program efficiency. However, transportation funding is not required to be used for transportation costs,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

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

Location is an important factor affecting a district's cost per mile. For example, in fiscal year 2012, the average cost per mile for urban districts traveling between 231 and 280 miles per rider was

\$3.80, while rural districts traveling a similar range of miles per rider averaged \$2.87 per mile. Rural district buses likely travel on roads with higher speed limits and travel greater distances between stops, thereby traveling more miles in less time. This would result in lower salary and benefit costs per mile. Also, districts in urban locations tend to be geographically smaller and more compact, with higher populations of special needs and homeless students who require more transportation services. These districts tend to have higher costs per mile because of driving slower with more frequent stops in urban areas and also likely because of higher costs associated with special education routes such as additional bus aides to assist these students. However, as shown in Figure 7, regardless of district location, the wide ranges of costs within all efficiency peer groups show that many districts could use performance measures and practices identified in the next section to operate more efficiently.

Figure 7: Range of transportation cost per mile by efficiency peer group Fiscal year 2012



Source: Auditor General staff analysis of fiscal year 2012 district-reported accounting data, miles driven, and riders transported and U.S. Census Bureau location designations reported in the National Center for Education Statistics' Common Core of Data.

Audits identified efficient and inefficient practices

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

More efficient districts:

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

Less efficient districts:

- Pay drivers for time not spent working between routes.
- Rely on gas stations for fuel and do not negotiate discounts.
- Use full-sized buses on routes with small numbers of riders.
- Do not monitor or adjust routes for efficiency.
- Have no contract or a poorly written contract with transportation vendors.
- Fail to monitor vendors for accurate billing and effective performance.
- Lack a consistent preventative maintenance program to help mitigate costly repairs.

Performance measures

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

Student support

Student support

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

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

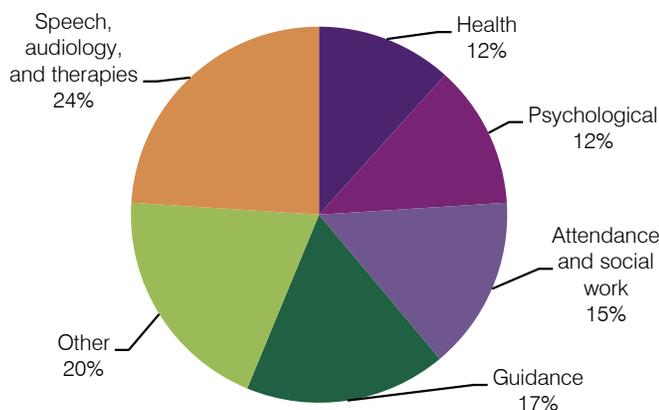
In fiscal year 2012, Arizona districts spent 7.7 percent of available operating dollars on student support services, up from the 7.3 percent spent 5 years ago in fiscal year 2007. This increase is likely a reflection of the overall increase in the State's poverty rate, from 17.7 to 25.1 percent, and increase in the percentage of students with special needs, from 11.4 to 11.8 percent during the same period. Most student support service costs—82 percent—were for the salaries and benefits of attendance clerks, social workers, guidance counselors, nurses, and specialists such as audiologists and speech pathologists. Another 15 percent of the districts' support service costs paid for these services from contracted vendors, and the remaining 3 percent of costs paid for supplies.

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

Many student support services are directed at student populations with economic disadvantages, such as living at or below the poverty level, and at students with special needs. Accordingly, a district's level of spending on student support services is related to the percentages of district students who live in poverty or have special needs. Districts with higher percentages of students in these categories spent more per pupil on student support services, on average, than districts with lower percentages of students in these categories. For example, on average, the districts with the highest poverty rates spent \$832 per pupil on student support services, \$305 more per pupil than the \$527 spent by the districts with the lowest poverty rates.

Costs were spread across a variety of support services

Figure 8: Student support spending by category
Fiscal year 2012



Source: Auditor General staff analysis of fiscal year 2012 district-reported accounting data for 119 districts that classified student support costs in detail.

Although state-wide detail on student support spending was not available, Figure 8 shows this detail for fiscal year 2012 for 119 districts that classified their student support spending at a more detailed level. These districts' costs represented 74 percent of the State's spending in this area. As shown in Figure 8, about one-quarter of these districts' support service costs paid for specialists in speech pathology, audiology, and occupational/physical therapy. The remaining spending was spread fairly evenly across a variety of support services, including health, psychological services, attendance and social work, guidance, and other, unspecified types of student support services.

Instruction support

Instruction support

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

5.9 percent spent on instruction support, mostly for staffing

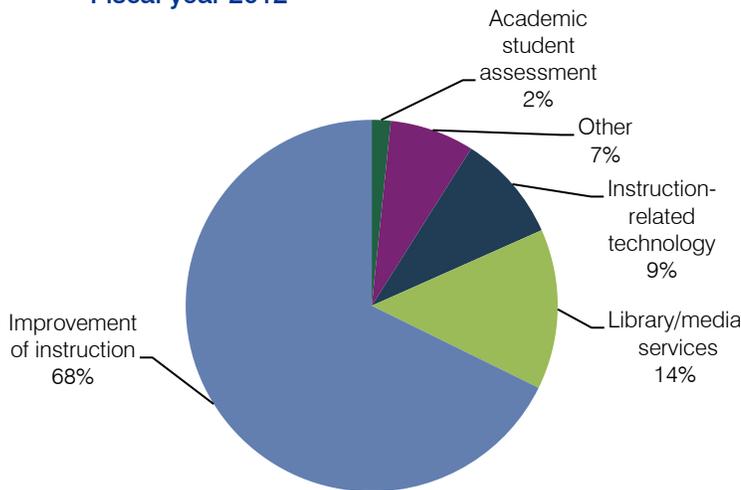
In fiscal year 2012, Arizona districts spent 5.9 percent of available operating dollars on instruction support. Most costs—83 percent—were for salaries and benefits of employees who train teaching staff and develop curriculum, and staff who provide library/media and instruction-related information technology services. Thirteen percent of the costs were for contracted services, such as teacher-training workshops, and the remaining 4 percent were for supplies and other costs.

Although the percentage spent on instruction support in fiscal year 2012 is almost 1 percentage point higher than the 5 percent spent in fiscal year 2007, the increase was primarily due to a change in the way districts classified their costs. In fiscal year 2008, instruction support service costs were revised to include instruction-related technology services that had been previously grouped with noninstruction-related technology services in administration.

Majority of costs were for improving instruction

Although detail on instruction support spending was not available state-wide, Figure 9 shows fiscal year 2012 instruction support spending detail for 116 districts that classified their expenditures at a more detailed level. These districts' costs represented 49 percent of the State's spending in this area. As shown in Figure 9, the majority of these districts' spending on instruction support—68 percent—was for the improvement of instruction, such as developing instructional materials and curriculum, and training instructional staff. Costs related to library and media services represented 14 percent of instruction support spending in fiscal year 2012, a decrease from the 29 percent spent in this area 5 years ago in fiscal year 2007. The reduction appears to be driven by a decrease in the number of librarians since that fiscal year. In fiscal year 2007, districts reported employing 413 librarians, and in fiscal year 2012 that number had decreased to 204 librarians, with some districts reporting that they hired lower-paid library aides to work in libraries.

Figure 9: Instruction support spending by category
Fiscal year 2012



Source: Auditor General staff analysis of fiscal year 2012 district-reported accounting data for 116 districts that classified instruction support costs in detail.

Financial stress assessment

Assessment raises awareness of local issues impacting district financial stress

In both prosperous and difficult economic times, situations arise that can cause financial stress for school districts. To determine the financial stress level of Arizona school districts, this report assesses six district-level measures that impact resources and financial management practices. Analyses of these measures provide information on district finances, identify potential problems, and suggest the need for possible corrective action. Although reviewing these measures alone cannot cover all possible financial problems a district may have, it can raise awareness on key measures that impact districts' financial stress. Further, having an overall high financial stress level does not mean a district is "going out of business"; it simply means the district may need to change the way it operates, find additional resources, or make some difficult spending decisions in the near future. District decision makers should consider additional information in conjunction with this analysis, such as operating efficiency as described in this report, to plan for and react to financial stress conditions.

Financial stress assessment measures

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

As shown on the individual district pages that follow, auditors assessed each of the six district-level measures to indicate a low, moderate, or high financial stress level based on each district's circumstances during the 3-year review period, which included fiscal years 2010 through 2012 and the election results from calendar years 2010 through 2012. The results were then combined to determine each district's overall financial stress level. As shown in Table 7, only 13 districts were found to have a high level of financial stress as of fiscal year 2012. Although state-wide, 69 districts had a moderate level of financial stress, most districts, or 126, had a low level of financial stress. Some districts found to have an overall moderate or low financial stress level may have already taken actions to reduce their financial stress but may need to take additional actions to further reduce financial stress, operate efficiently, or address other areas of concern. For example, this report shows that 33 districts with an overall low financial stress level operated inefficiently compared to their peers in two or more operational areas. These districts often had access to additional resources not typically available to most districts, such as desegregation monies or federal impact aid monies that contributed to a low financial stress level. However, these districts could further reduce their financial stress level by operating more efficiently. A more detailed description of the six measures considered and the state-wide results follows.

**Table 7: Number of districts by overall financial stress level
Fiscal year 2012**

Stress level	Number of districts
High stress	13
Moderate stress	69
Low stress	126

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

Decreases in student enrollment can cause financial stress—School districts experiencing a decline in student enrollment can be under financial stress because their funding is based primarily on the number of students they serve. In fact, over 60 percent of the districts

found to have an overall high or moderate financial stress level had decreases in their student enrollment during the 3-year period.

Overspending is not common but a definite sign of district financial stress—

Arizona school districts are required to budget and spend within legally specified limits in the Maintenance and Operation, Unrestricted Capital Outlay, and Soft Capital Allocation Funds. If a district spends beyond these limits without authorization, it is required to reduce its budget in one or more subsequent fiscal years to compensate for that overspending. During the 3 years reviewed, 33 districts spent beyond their limits in one or more of these funds. The 3-year overspending amounts for those districts ranged from \$634 to nearly \$382,000, with 16 districts overspending by more than 10 percent of the annual budget limit in at least one of the funds. Eight of the 13 districts with an overall high financial stress level spent beyond their legally specified limits at some point during the 3 years reviewed.

Voter-approved spending increases can reduce financial stress—

School districts can seek voter approval to increase their spending limits and revenues through operating and capital budget overrides and bond authorizations. Approval of these increases by voters allows districts to increase spending levels or maintain previously approved higher spending levels for several years at a time while rejections show a lack of current support among voters for additional district spending. During the 3 years reviewed, 48 of the 96 districts seeking voter approval to increase district spending limits and/or issue bonds received voter approval to do so. Additionally, 13 of the 96 districts received voter-approval for at least one type of spending increase but not all types requested, showing mixed voter support for additional district spending. Over 70 percent of the districts that received full voter approval for spending increases were found to have an overall low financial stress level.

Districts with an overall high financial stress level had lower than average operating and capital reserves—

Under Arizona law, school districts may carry forward a portion of their unspent Maintenance and Operation Fund budget for use in the next fiscal year. This unspent amount or operating reserve is limited to a maximum of 4 percent of their Revenue Control Limit—a component of their operating budget. Districts may also carry forward any unspent Unrestricted Capital Outlay and Soft Capital Allocation Fund budget at fiscal year-end for use in future years. However, of the 13 districts found to have an overall high financial stress level, 12 carried forward on average less than half of their allowable 4 percent operating reserve. In addition, 11 of these 13 districts held less than 3 years of savings for future capital spending. In contrast, the state-wide, 3-year average operating reserve was 3 percent and the state-wide average amount of capital reserve was equal to 4.8 years of savings.

Districts with a low overall financial stress level complied with financial and internal control requirements—

Arizona school districts are required to follow the *Uniform System of Financial Records for Arizona School Districts* (USFR) jointly prescribed by the Office of the Auditor General and the Arizona Department of Education. The USFR provides the minimum internal control policies and procedures to be used by districts for accounting, financial reporting, and various other compliance requirements. Only 1 of the 126 districts found to have an overall low financial stress level was noncompliant with USFR requirements. In contrast, of the 13 districts found to have an overall high financial stress level, 3 were noncompliant with USFR requirements and 3 others were only marginally compliant.

Figure 10: Number of Arizona school districts by county



Source: Auditor General staff analysis of ADE-provided county data.

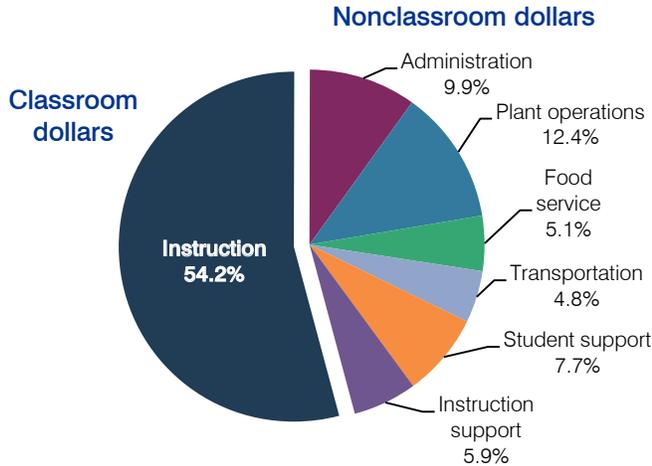
State of Arizona

Total operational spending¹: \$6,741,709,840
 Number of districts: 239

Students attending: 901,861
 Number of schools: 1,396

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 1 percent. Spending in the classroom decreased from 57.9 to 54.2 percent. Spending on plant operations, transportation, and instruction support increased, and spending on administration, food service, and student support increased slightly.

Cost measures

Operational area	Measure	2010	2011	2012
Administration	Cost per pupil	\$721	\$728	\$736
	Students per administrator	66	66	66
Plant operations	Cost per square foot	\$6.25	\$6.10	\$6.09
	Square footage per student	146	152	152
Food service	Cost per meal equivalent	\$2.41	\$2.45	\$2.47
Transportation	Cost per mile	\$3.35	\$3.39	\$3.50
	Cost per rider	\$944	\$958	\$982

Per-pupil spending by operational area

	2010	State 2011	2012	National average 2010
Total	\$7,609	\$7,485	\$7,475	\$10,652
Classroom dollars	4,253	4,098	4,053	6,526
Nonclassroom dollars:	3,356	3,387	3,422	4,126
Administration	721	728	736	1,139
Plant operations	914	927	928	1,012
Food service	366	375	382	405
Transportation	342	352	362	443
Student support	581	571	578	592
Instruction support	432	434	436	535

¹ See page b-1.

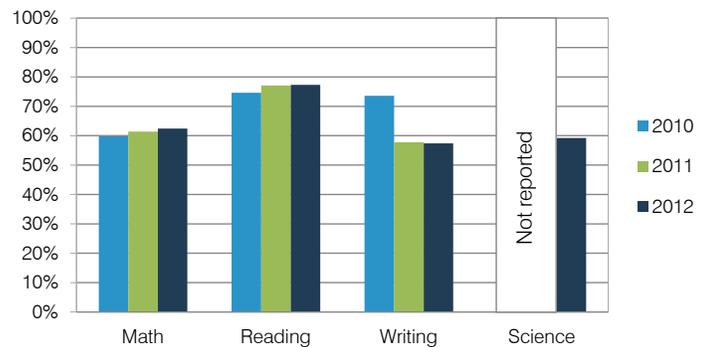
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

Grade	Number of schools ¹	Percentage of schools
A	292	20%
B	490	34%
C	403	28%
D	147	10%
F	9	1%
Not rated	106	7%

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	2010	2011	2012
Attendance rate	94%	95%	94%
Graduation rate	78%	78%	N/A
Poverty rate	22%	25%	N/A
Students per teacher	17.9	18.1	18.1
Average teacher salary	\$47,077	\$45,637	\$45,193
Amount from Proposition 301	\$3,140	\$3,081	\$3,195
Average years of teacher experience	10.6	10.9	11.0
Percentage of teachers in first 3 years	20%	16%	16%

Financial-stress assessment

	Number of districts		
Overall financial stress level:	126	69	13
Measure: 2010 through 2012			
Number of students attending	126	44	38
Spending exceeded operating/capital budgets	175	6	27
Spending increase election results	48	13	35
Operating reserve percentage (max. 4%), trend	136	39	33
Years of capital reserve held	98	97	13
Current financial and internal control status	149	35	11
Stress level	Low	Moderate	High

Agua Fria Union High School District

Maricopa County

Efficiency peer groups 3 and T-4, Achievement peer group 9

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

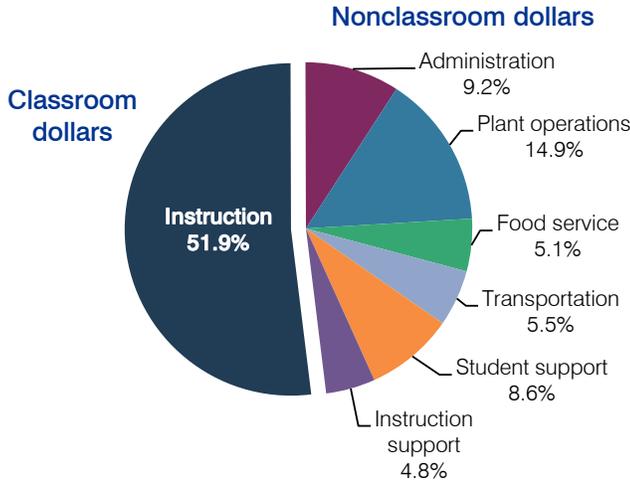
District size / location: Medium-Large, Suburb

Students attending: 6,687

Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$619	\$736	\$736
	Students per administrator	59	71	66
Plant operations	Cost per square foot	\$7.17	\$5.88	\$6.09
	Square footage per student	141	158	152
Food service	Cost per meal equivalent	\$2.52	\$2.74	\$2.47
Transportation	Cost per mile	\$3.90	\$3.62	\$3.50
	Cost per rider	\$1,183	\$1,088	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

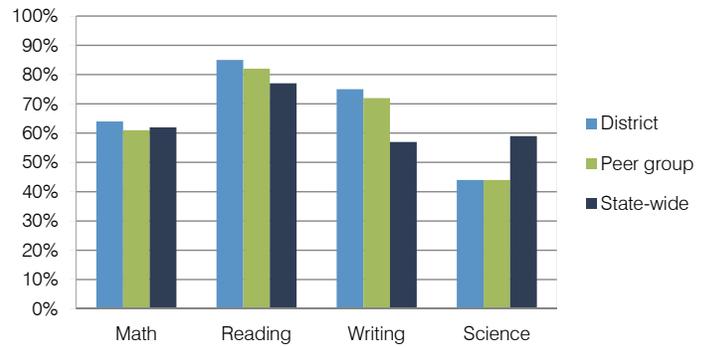
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Moderate**

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

Stress level
Low Moderate High

Aguila Elementary School District

Maricopa County

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

Legislative district(s): 13

District size / location:

Very small, Rural

Students attending:

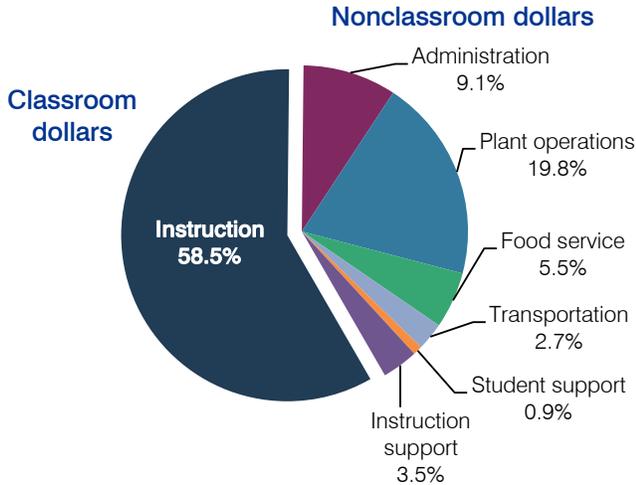
140

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

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

Per-pupil spending by operational area

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

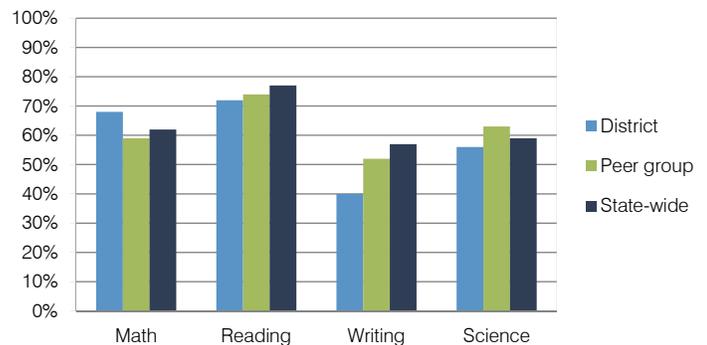
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **High**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	Operating and capital
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	0.3%, Decreasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant



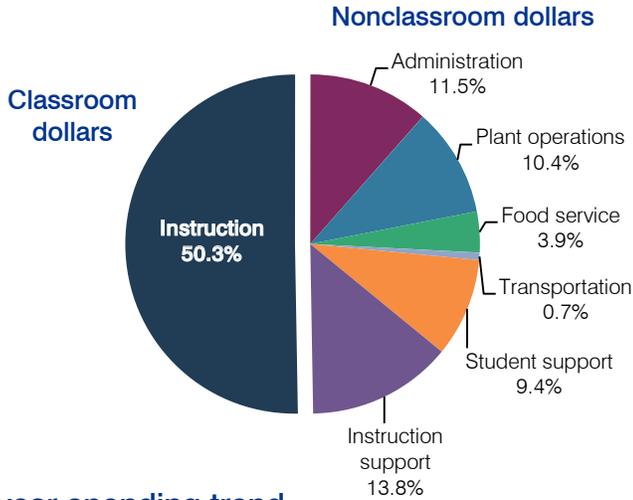
Ajo Unified School District

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

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

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,131	\$1,487	\$736
	Students per administrator	47	43	66
Plant operations	Cost per square foot	\$4.15	\$5.04	\$6.09
	Square footage per student	247	299	152
Food service	Cost per meal equivalent	\$3.02	\$3.19	\$2.47
Transportation	Cost per mile	\$2.09	\$2.47	\$3.50
	Cost per rider	\$586	\$704	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

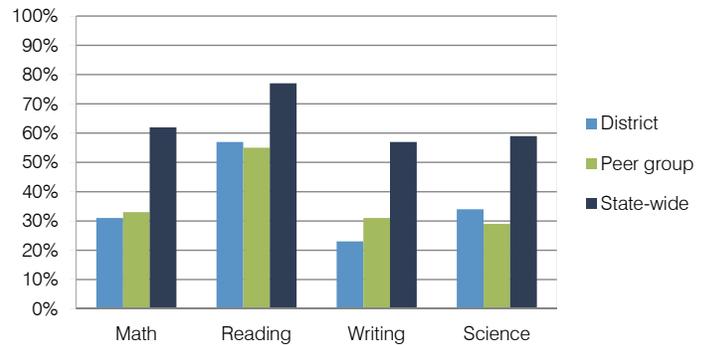
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

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



Alhambra Elementary School District

Maricopa County

Efficiency peer groups 7 and T-1, Achievement peer group 16

Legislative district(s): 29 and 30

District size / location:

Large, City

Students attending:

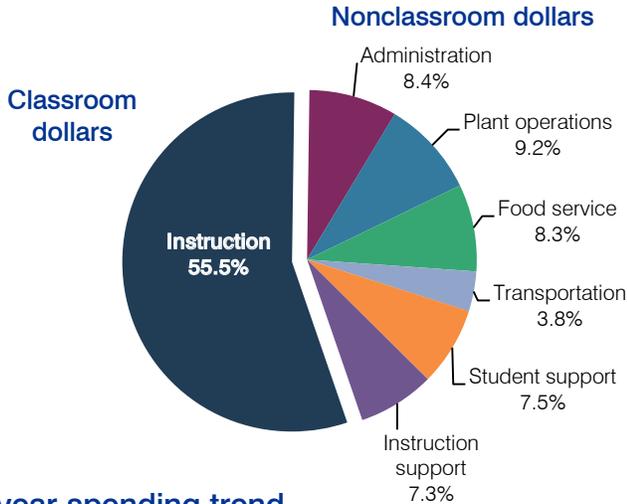
13,309

Number of schools:

15

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$608	\$695	\$736
	Students per administrator	68	67	66
Plant operations	Cost per square foot	\$5.74	\$6.05	\$6.09
	Square footage per student	116	131	152
Food service	Cost per meal equivalent	\$2.79	\$2.41	\$2.47
Transportation	Cost per mile	\$7.09	\$5.69	\$3.50
	Cost per rider	\$830	\$569	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

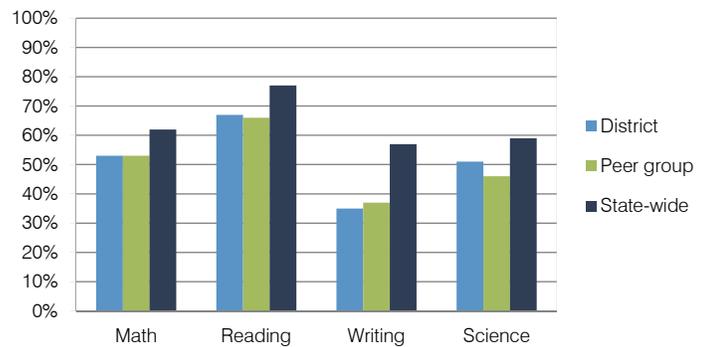
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	2	13%
B	4	27%
C	4	27%
D	4	27%
F	0	0%
Not rated	1	6%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	47%	49%	25%
Students per teacher	23.9	18.3	18.1
Average teacher salary	\$62,649	\$45,716	\$45,193
Amount from Proposition 301	\$2,571	\$2,541	\$3,195
Average years of teacher experience	9.4	9.3	11.0
Percentage of teachers in first 3 years	19%	23%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Concentrated decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.5%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

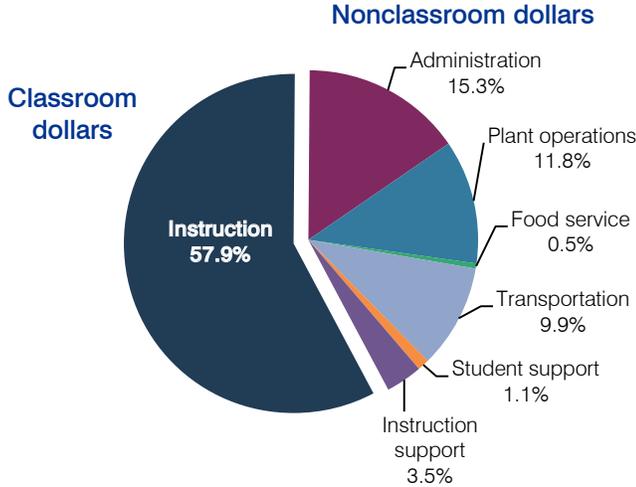
Alpine Elementary School District

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

District size / location: Very small, Rural
 Students attending: 55
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

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

Per-pupil spending by operational area

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

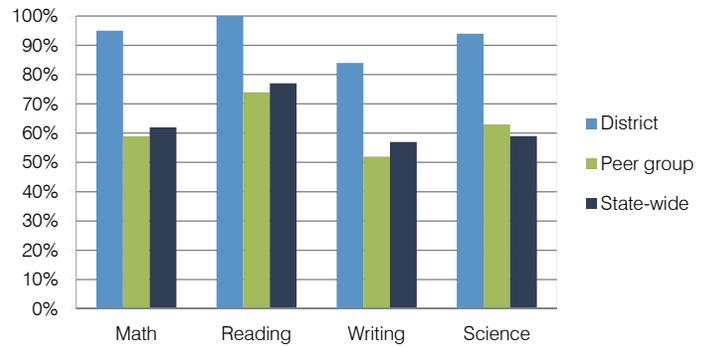
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Percentage of students who met state standards (AIMS)



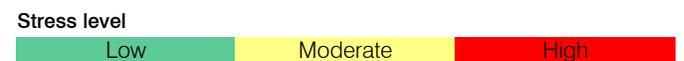
Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

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



Altar Valley Elementary School District

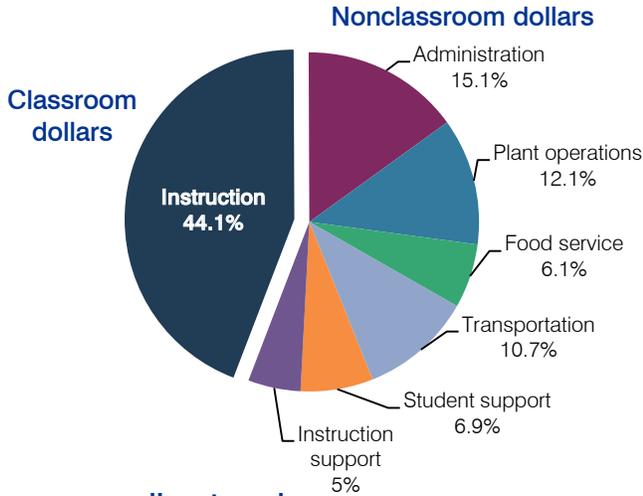
Pima County
 Efficiency peer groups 9 and T-10, Achievement peer group 21
 Legislative district(s): 2 and 4

District size / location: Medium, Rural
 Students attending: 667
 Number of schools: 2

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,338	\$951	\$736
	Students per administrator	46	61	66
Plant operations	Cost per square foot	\$7.97	\$6.40	\$6.09
	Square footage per student	134	142	152
Food service	Cost per meal equivalent	\$2.57	\$2.49	\$2.47
Transportation	Cost per mile	\$1.91	\$2.26	\$3.50
	Cost per rider	\$680	\$935	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

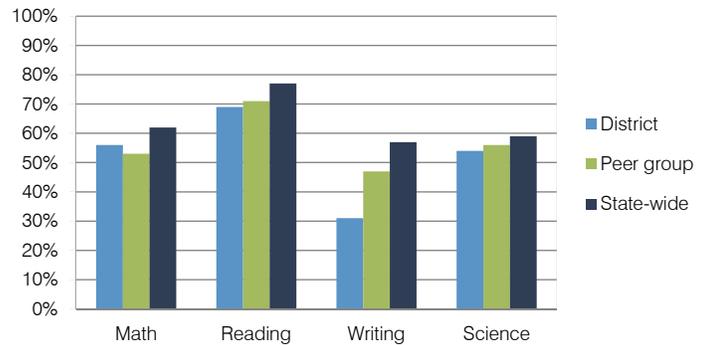
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$10,642	\$8,864	\$7,482	\$7,475	\$10,652
Classroom dollars	4,437	3,906	3,712	4,053	6,526
Nonclassroom dollars:	6,205	4,958	3,770	3,422	4,126
Administration	1,545	1,338	951	736	1,139
Plant operations	1,453	1,069	881	928	1,012
Food service	551	540	512	382	405
Transportation	1,318	952	498	362	443
Student support	774	611	429	578	592
Instruction support	564	448	499	436	535

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

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



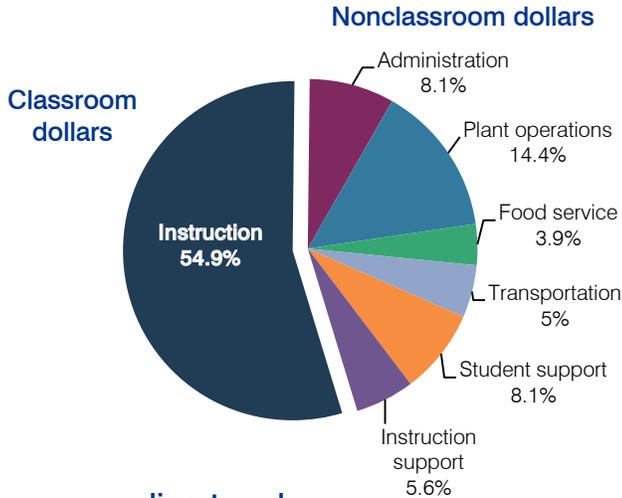
Amphitheater Unified School District

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

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

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$637	\$636	\$736
	Students per administrator	55	68	66
Plant operations	Cost per square foot	\$6.23	\$6.49	\$6.09
	Square footage per student	181	144	152
Food service	Cost per meal equivalent	\$2.50	\$2.34	\$2.47
Transportation	Cost per mile	\$2.99	\$3.62	\$3.50
	Cost per rider	\$864	\$1,088	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

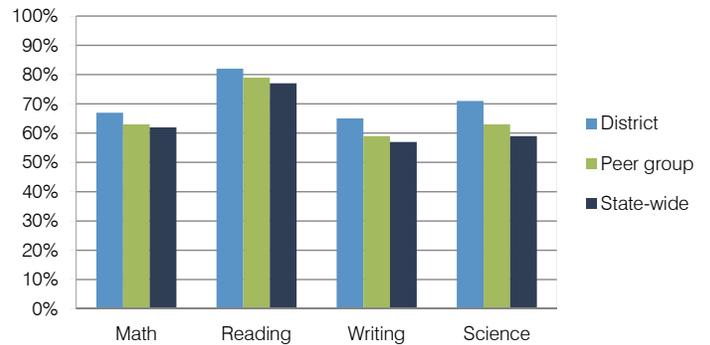
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	5	25%
B	9	45%
C	4	20%
D	1	5%
F	0	0%
Not rated	1	5%

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.2%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

Antelope Union High School District

Yuma County

Efficiency peer groups 6 and T-12, Achievement peer group 11

Legislative district(s): 4 and 13

District size / location:

Small, Rural

Students attending:

291

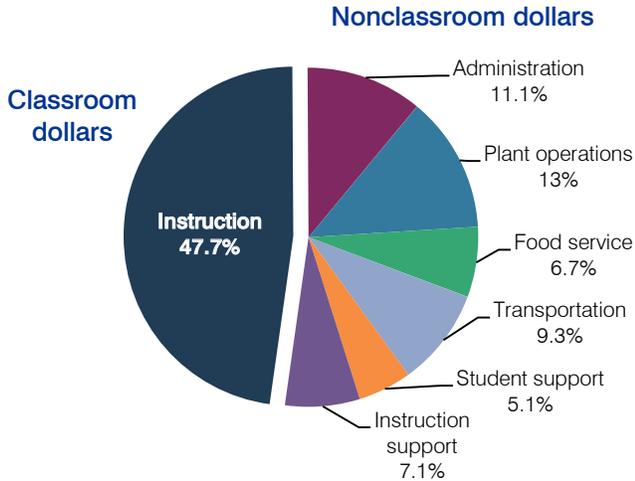
Number of schools:

1

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,176	\$1,487	\$736
	Students per administrator	61	43	66
Plant operations	Cost per square foot	\$3.66	\$5.04	\$6.09
	Square footage per student	375	299	152
Food service	Cost per meal equivalent	\$4.05	\$3.19	\$2.47
Transportation	Cost per mile	\$1.45	\$2.02	\$3.50
	Cost per rider	\$995	\$1,181	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

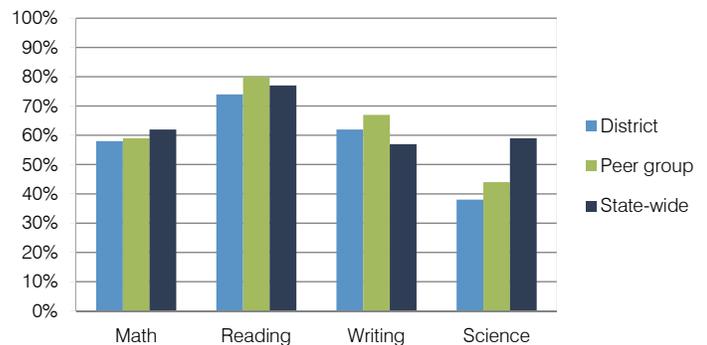
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$9,962	\$10,602	\$9,872	\$7,475	\$10,652
Classroom dollars	5,047	5,056	4,866	4,053	6,526
Nonclassroom dollars:	4,915	5,546	5,006	3,422	4,126
Administration	1,051	1,176	1,487	736	1,139
Plant operations	1,222	1,376	1,438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

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

Apache Elementary School District

Cochise County

Efficiency peer groups 11 and T-13, Achievement peer group 19

Legislative district(s): 14

District size / location:

Very small, Rural

Students attending:

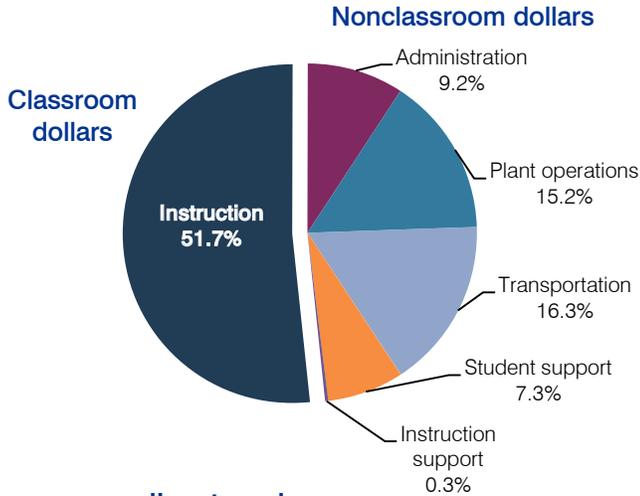
10

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

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

Per-pupil spending by operational area

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

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)

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

Student and teacher measures

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

Financial stress assessment

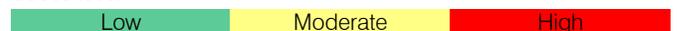
Overall financial stress level: **Low**

Measure: 2010 through 2012

Assessment

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

Stress level



Apache Junction Unified School District

Pinal County

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

Legislative district(s): 8 and 16

District size / location: Medium-Large, Suburb

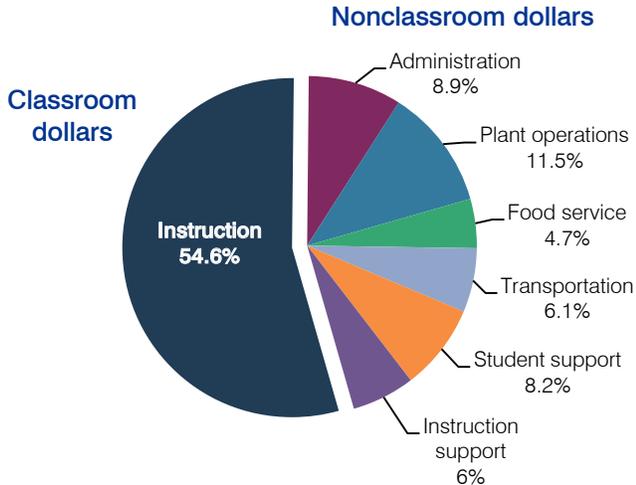
Students attending: 4,554

Number of schools: 6

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

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

Very low Low Comparable High Very high

Per-pupil spending by operational area

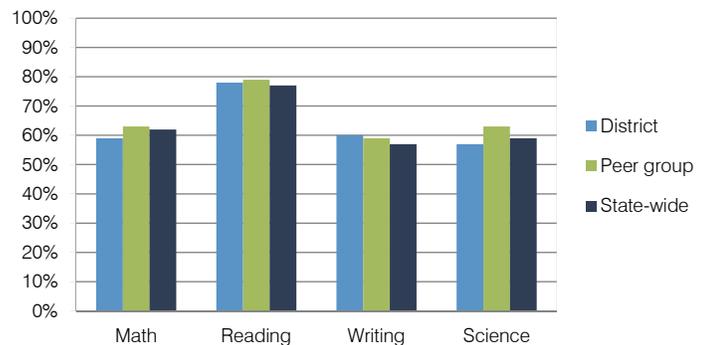
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,443	\$7,166	\$7,033	\$7,475	\$10,652
Classroom dollars	4,103	3,913	3,759	4,053	6,526
Nonclassroom dollars:	3,340	3,253	3,274	3,422	4,126
Administration	688	639	736	736	1,139
Plant operations	874	823	920	928	1,012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

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)



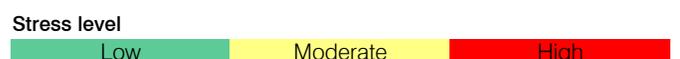
Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **High**

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



Arlington Elementary School District

Maricopa County

Efficiency peer groups 10 and T-11, Achievement peer group 22

Legislative district(s): 4 and 13

District size / location:

Small, Rural

Students attending:

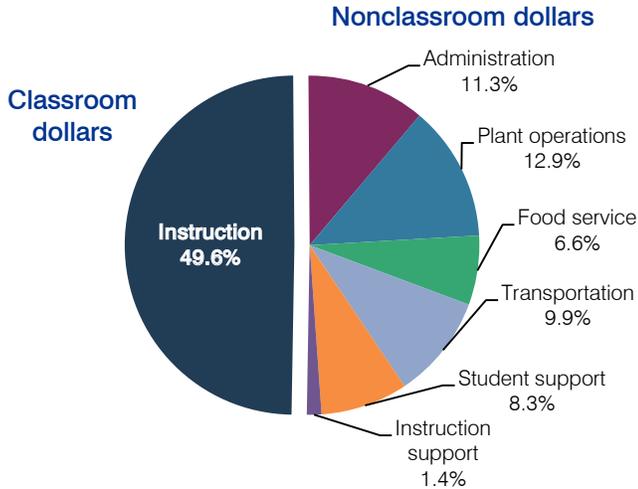
267

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,091	\$1,168	\$736
	Students per administrator	56	54	66
Plant operations	Cost per square foot	\$9.03	\$7.54	\$6.09
	Square footage per student	137	139	152
Food service	Cost per meal equivalent	\$2.91	\$2.69	\$2.47
Transportation	Cost per mile	\$2.02	\$2.21	\$3.50
	Cost per rider	\$1,021	\$978	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

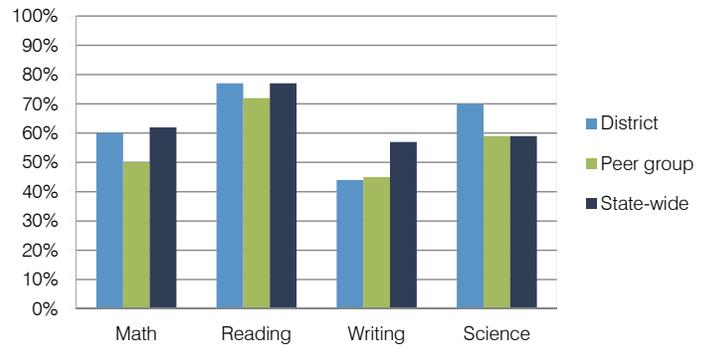
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	1.6%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



Ash Creek Elementary School District

Cochise County

Efficiency peer groups 11 and T-13, Achievement peer group 22

Legislative district(s): 14

District size / location:

Very small, Rural

Students attending:

27

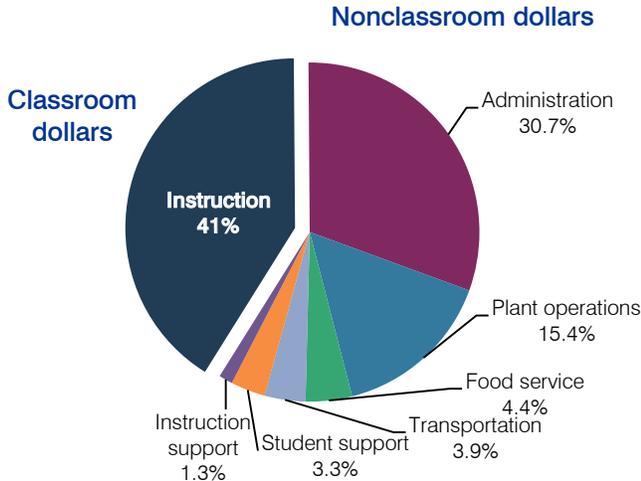
Number of schools:

1

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

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

Per-pupil spending by operational area

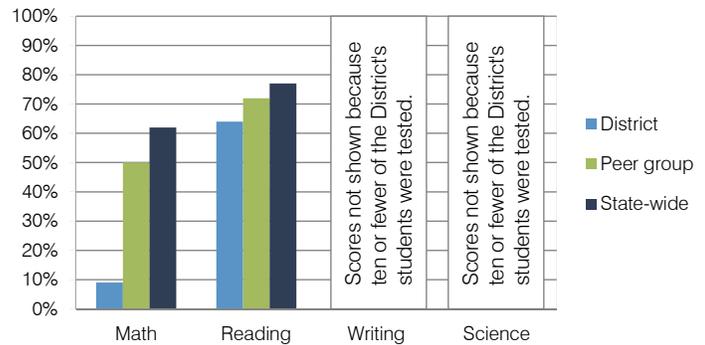
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$18,957	\$25,054	\$15,082	\$7,475	\$10,652
Classroom dollars	6,330	10,279	7,880	4,053	6,526
Nonclassroom dollars:	12,627	14,775	7,202	3,422	4,126
Administration	5,272	7,693	2,472	736	1,139
Plant operations	2,998	3,864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

ADE-reported district and school letter grades

District grade: **D**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

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

Stress level: **Low** **Moderate** **High**

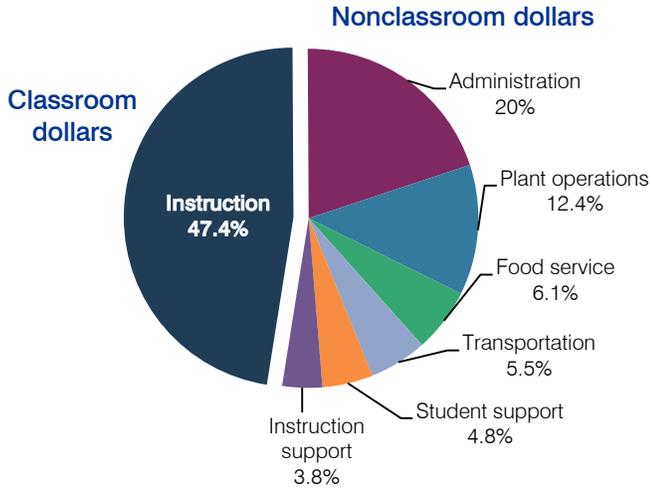
Ash Fork Joint Unified School District

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

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

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

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

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

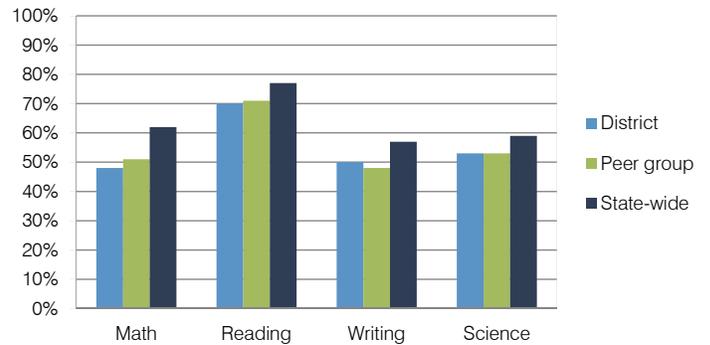
ADE-reported district and school letter grades

District grade: **B**

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

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

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

Stress level: **Low** Moderate High

Avondale Elementary School District

Maricopa County

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

Legislative district(s): 4, 13 and 19

District size / location: Medium-Large, Suburb

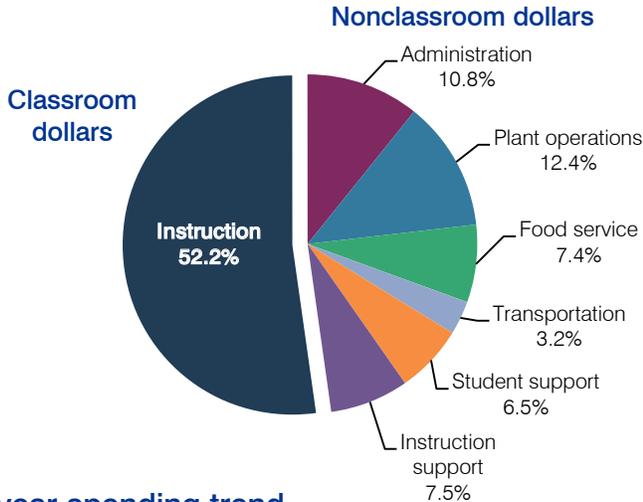
Students attending: 5,390

Number of schools: 8

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$717	\$796	\$736
	Students per administrator	75	75	66
Plant operations	Cost per square foot	\$6.03	\$6.25	\$6.09
	Square footage per student	135	131	152
Food service	Cost per meal equivalent	\$2.47	\$2.45	\$2.47
Transportation	Cost per mile	\$3.51	\$4.84	\$3.50
	Cost per rider	\$650	\$844	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

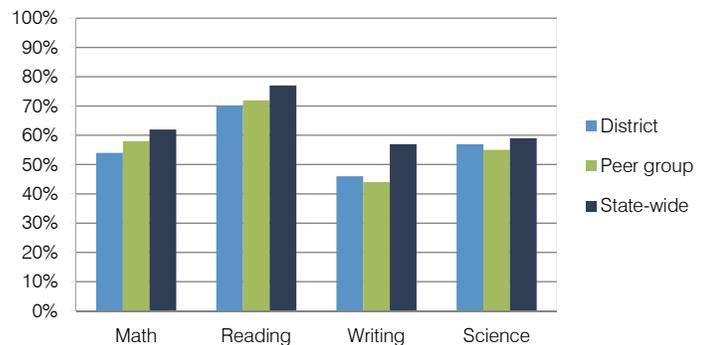
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,492	\$6,617	\$6,968	\$7,475	\$10,652
Classroom dollars	3,582	3,452	3,582	4,053	6,526
Nonclassroom dollars:	2,910	3,165	3,386	3,422	4,126
Administration	645	717	796	736	1,139
Plant operations	738	817	811	928	1,012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

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	4	50%
C	2	25%
D	2	25%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



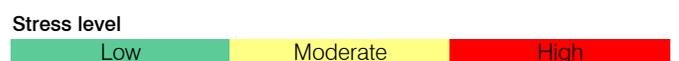
Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Moderate**

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



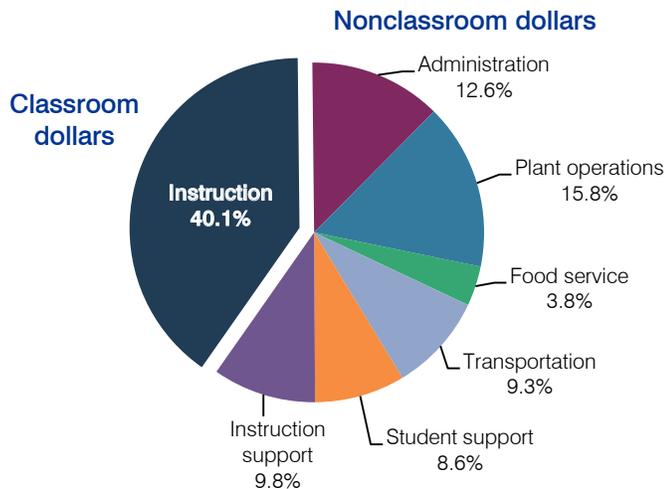
Baboquivari Unified School District

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

District size / location: Medium, Rural
 Students attending: 942
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,891	\$1,074	\$736
	Students per administrator	36	56	66
Plant operations	Cost per square foot	\$7.09	\$4.82	\$6.09
	Square footage per student	335	250	152
Food service	Cost per meal equivalent	\$3.08	\$2.97	\$2.47
Transportation	Cost per mile	\$3.25	\$2.26	\$3.50
	Cost per rider	\$1,295	\$935	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

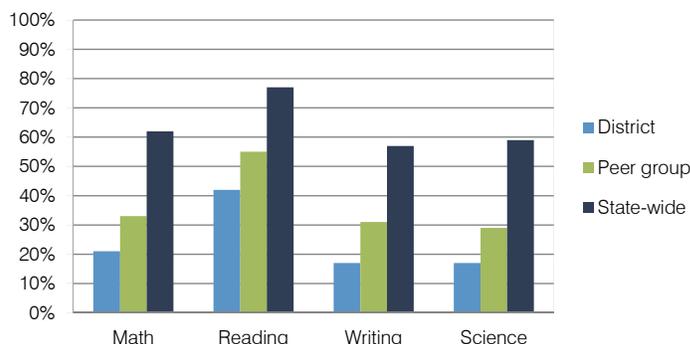
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.5%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Noncompliant



Bagdad Unified School District

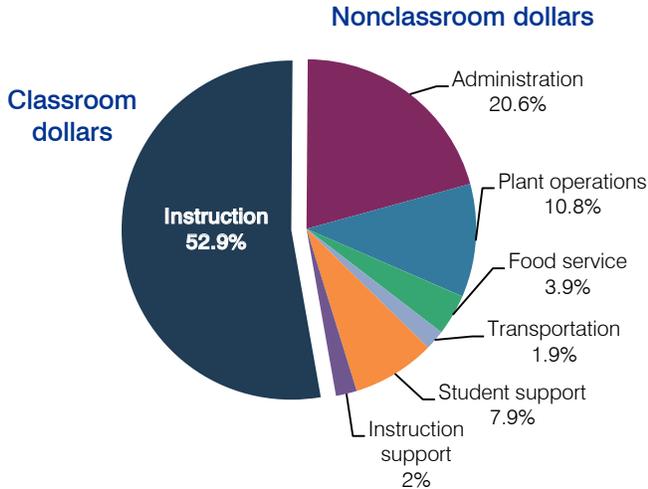
Yavapai County
 Efficiency peer groups 6 and T-8, Achievement peer group 4
 Legislative district(s): 1

District size / location: Small, Rural
 Students attending: 405
 Number of schools: 2

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,940	\$1,487	\$736
	Students per administrator	37	43	66
Plant operations	Cost per square foot	\$4.26	\$5.04	\$6.09
	Square footage per student	239	299	152
Food service	Cost per meal equivalent	\$4.25	\$3.19	\$2.47
Transportation	Cost per mile	\$1.87	\$2.87	\$3.50
	Cost per rider	\$506	\$726	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

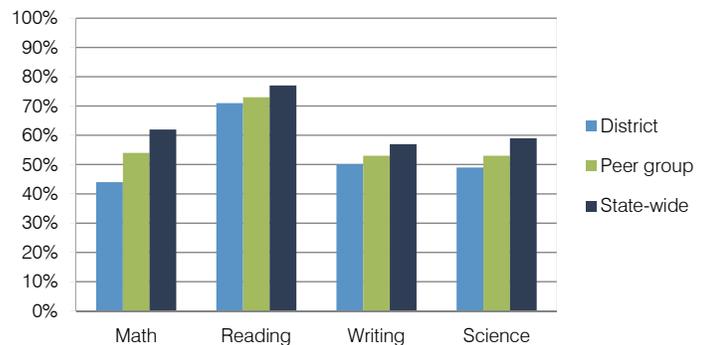
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$8,793	\$9,403	\$9,872	\$7,475	\$10,652
Classroom dollars	4,623	4,971	4,866	4,053	6,526
Nonclassroom dollars:	4,170	4,432	5,006	3,422	4,126
Administration	1,816	1,940	1,487	736	1,139
Plant operations	1,109	1,020	1,438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

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.2%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant



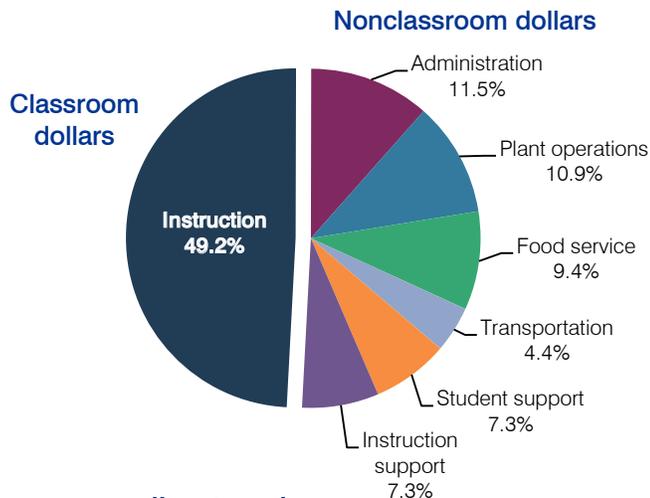
Balsz Elementary School District

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

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

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$884	\$796	\$736
	Students per administrator	75	75	66
Plant operations	Cost per square foot	\$4.96	\$6.25	\$6.09
	Square footage per student	168	131	152
Food service	Cost per meal equivalent	\$2.38	\$2.45	\$2.47
Transportation	Cost per mile	\$4.42	\$4.84	\$3.50
	Cost per rider	\$900	\$844	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

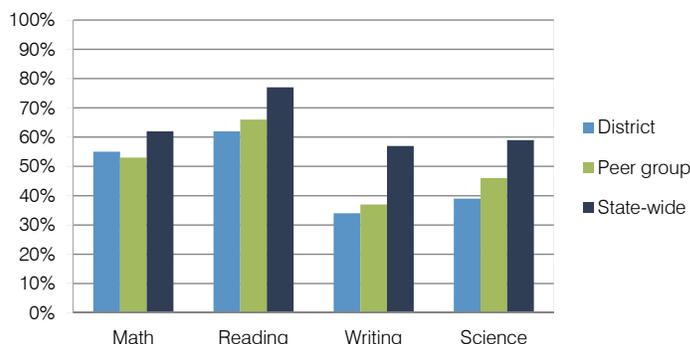
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.8%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Beaver Creek Elementary School District

Yavapai County

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

Legislative district(s): 1 and 6

District size / location:

Small, Rural

Students attending:

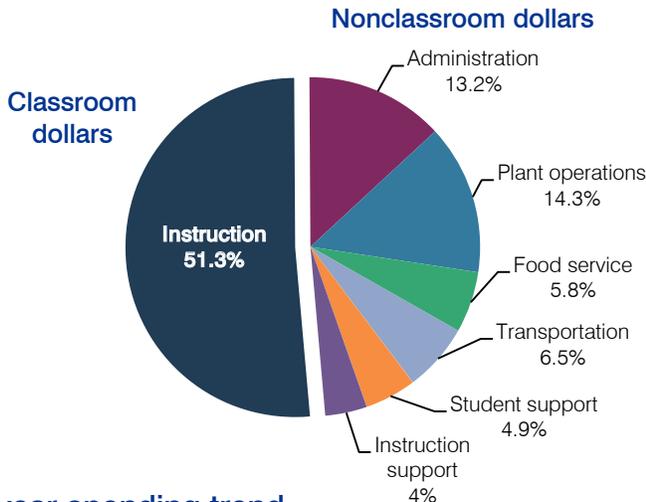
318

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$983	\$1,168	\$736
	Students per administrator	45	54	66
Plant operations	Cost per square foot	\$6.56	\$7.54	\$6.09
	Square footage per student	162	139	152
Food service	Cost per meal equivalent	\$2.14	\$2.69	\$2.47
Transportation	Cost per mile	\$2.48	\$2.87	\$3.50
	Cost per rider	\$605	\$726	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

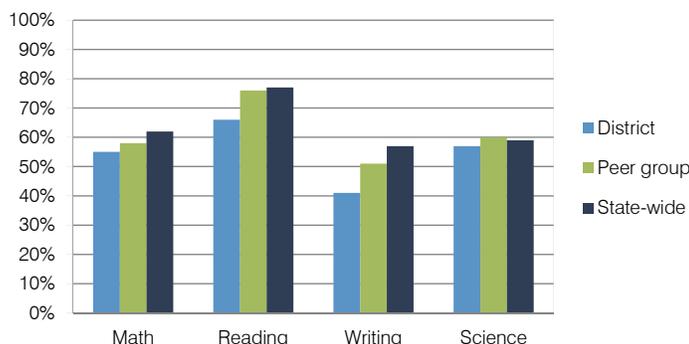
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	21%	20%	25%
Students per teacher	15.6	12.5	18.1
Average teacher salary	\$37,020	\$42,582	\$45,193
Amount from Proposition 301	\$4,019	\$2,451	\$3,195
Average years of teacher experience	11.7	13.9	11.0
Percentage of teachers in first 3 years	17%	11%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.2%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

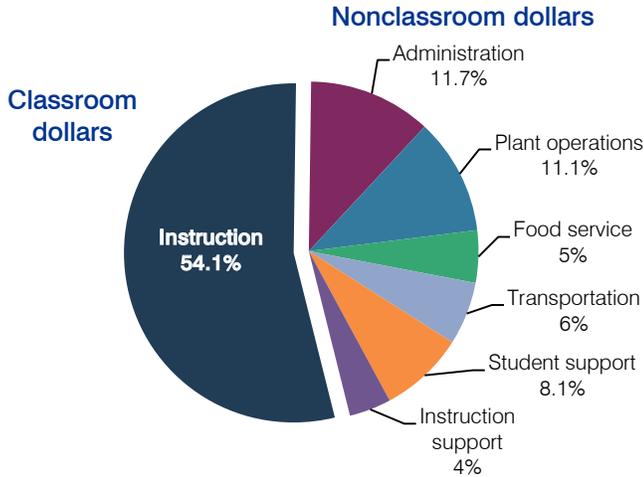
Benson Unified School District

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

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

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$898	\$1,074	\$736
	Students per administrator	50	56	66
Plant operations	Cost per square foot	\$5.00	\$4.82	\$6.09
	Square footage per student	172	250	152
Food service	Cost per meal equivalent	\$2.56	\$2.97	\$2.47
Transportation	Cost per mile	\$2.96	\$2.87	\$3.50
	Cost per rider	\$781	\$726	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

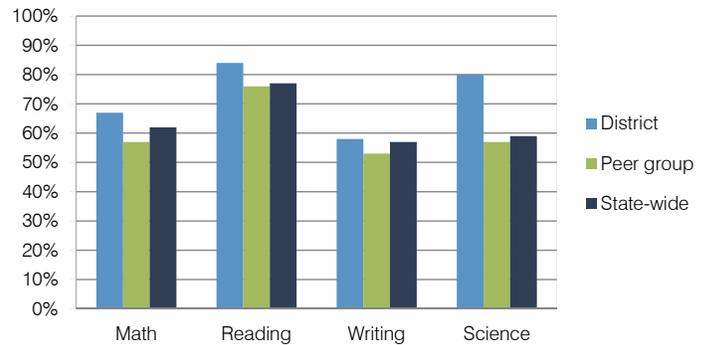
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	1.5%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

Bicentennial Union High School District

La Paz County

Efficiency peer groups 11 and T-13, Achievement peer group 12

Legislative district(s): 5

District size / location:

Very small, Rural

Students attending:

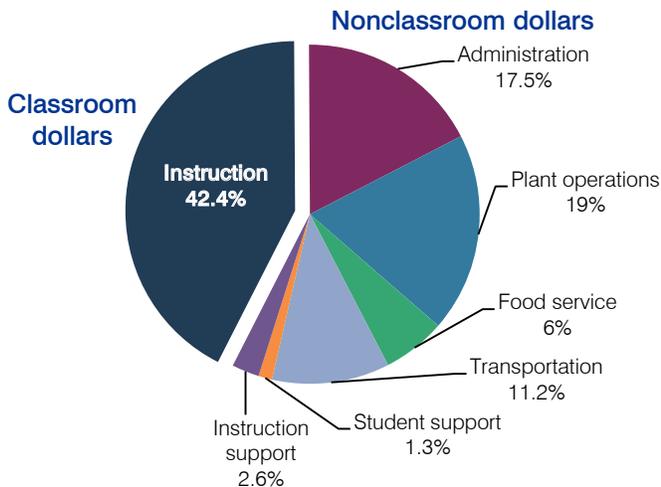
136

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

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

Per-pupil spending by operational area

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

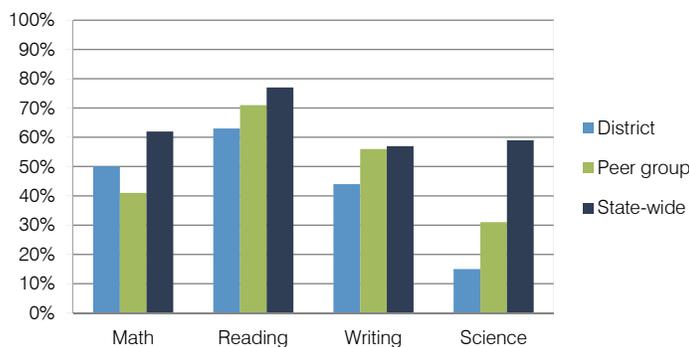
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.8%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



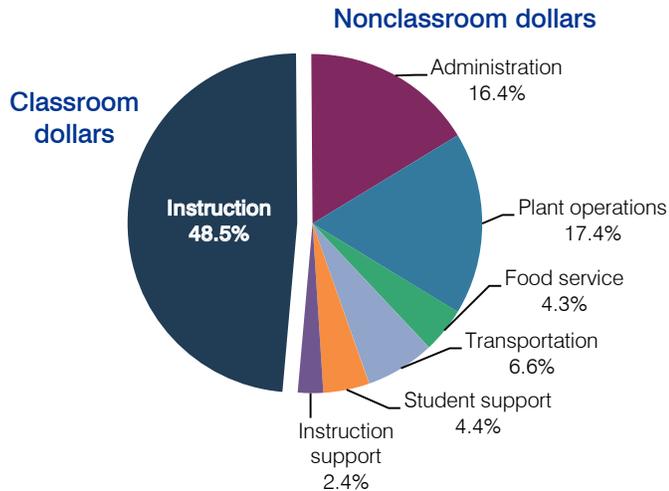
Bisbee Unified School District

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

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

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,298	\$1,074	\$736
	Students per administrator	56	56	66
Plant operations	Cost per square foot	\$5.69	\$4.82	\$6.09
	Square footage per student	243	250	152
Food service	Cost per meal equivalent	\$3.23	\$2.97	\$2.47
Transportation	Cost per mile	\$3.53	\$2.02	\$3.50
	Cost per rider	\$1,867	\$1,181	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,901	\$7,921	\$8,416	\$7,475	\$10,652
Classroom dollars	3,781	3,840	4,202	4,053	6,526
Nonclassroom dollars:	4,120	4,081	4,214	3,422	4,126
Administration	1,255	1,298	1,074	736	1,139
Plant operations	1,432	1,383	1,179	928	1,012
Food service	356	343	412	382	405
Transportation	459	520	536	362	443
Student support	427	350	619	578	592
Instruction support	191	187	394	436	535

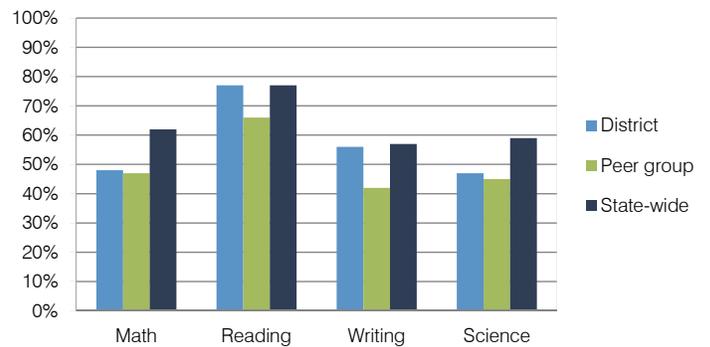
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant



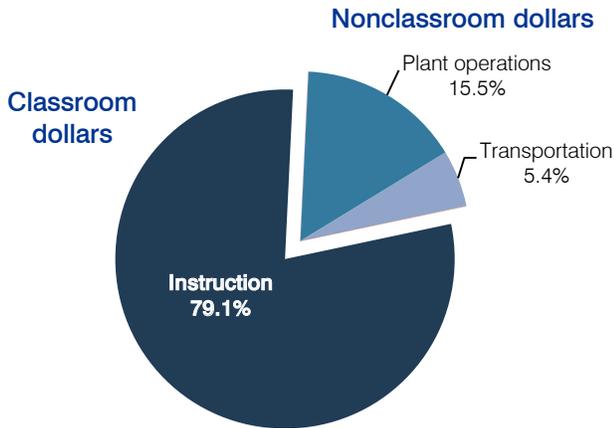
Blue Elementary School District

Greenlee County
 Efficiency peer group 11, Achievement peer group 17
 Legislative district(s): 14

District size / location: Very small, Rural
 Students attending: 5
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

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

Per-pupil spending by operational area

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

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Percentage of students who met state standards (AIMS)

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

Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	Operating only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.7%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Not assessed

Stress level
Low
Moderate
High

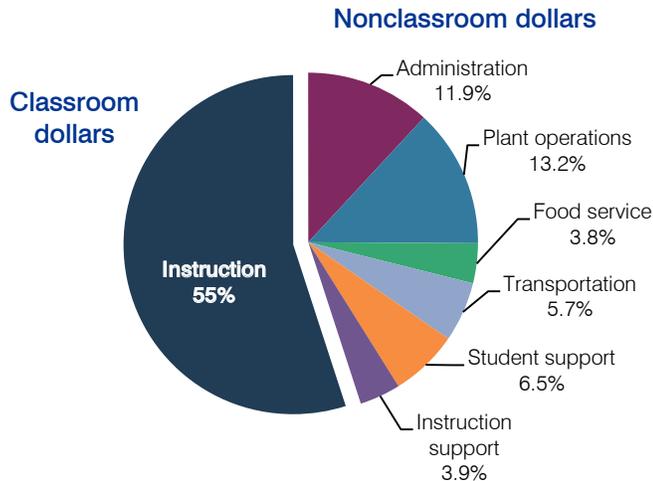
Blue Ridge Unified School District

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

District size / location: Medium-Large, Town
 Students attending: 2,297
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$808	\$748	\$736
	Students per administrator	79	66	66
Plant operations	Cost per square foot	\$4.10	\$5.53	\$6.09
	Square footage per student	218	173	152
Food service	Cost per meal equivalent	\$3.08	\$2.56	\$2.47
Transportation	Cost per mile	\$2.84	\$2.47	\$3.50
	Cost per rider	\$952	\$704	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

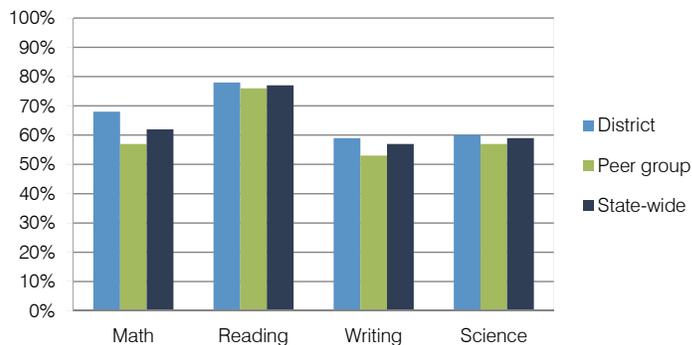
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **High**

Measure: 2010 through 2012	Assessment
Number of students attending	Concentrated decrease
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	1.9%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Bonita Elementary School District

Graham County

Efficiency peer groups 11 and T-13, Achievement peer group 18

Legislative district(s): 14

District size / location:

Very small, Rural

Students attending:

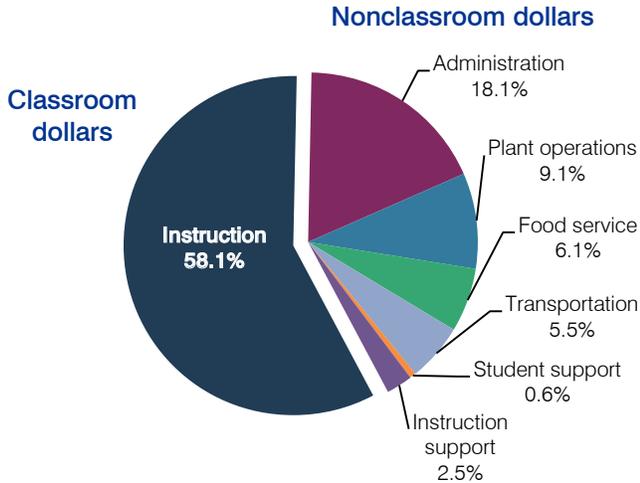
100

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

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

Per-pupil spending by operational area

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

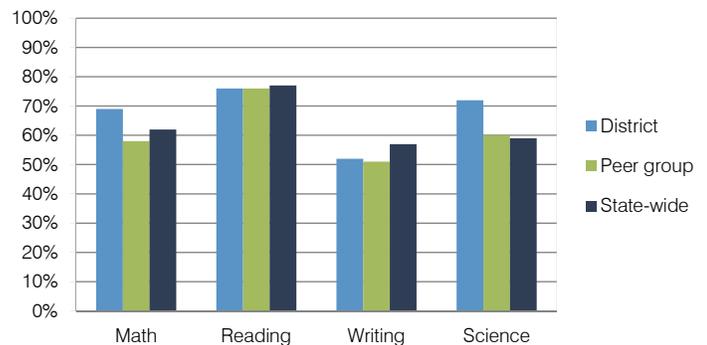
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)



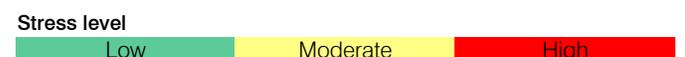
Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

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



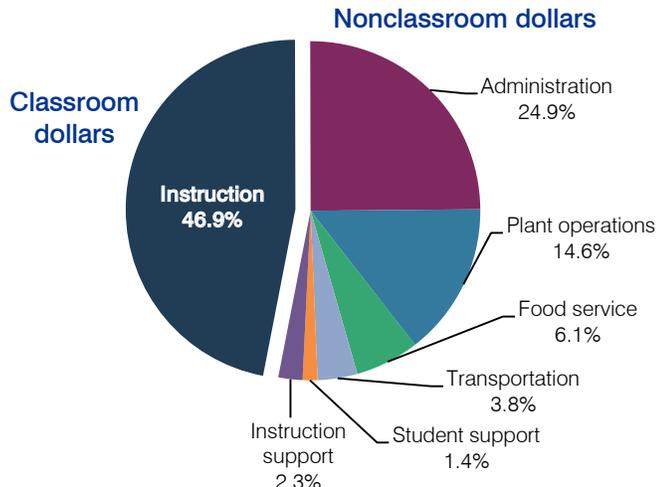
Bouse Elementary School District

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

District size / location: Very small, Rural
 Students attending: 39
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

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

Per-pupil spending by operational area

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

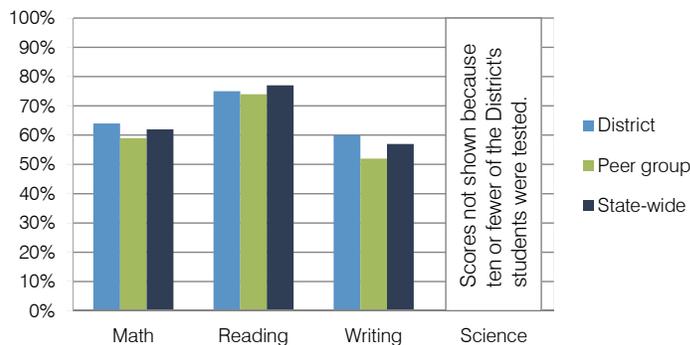
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

Stress level
Low
Moderate
High

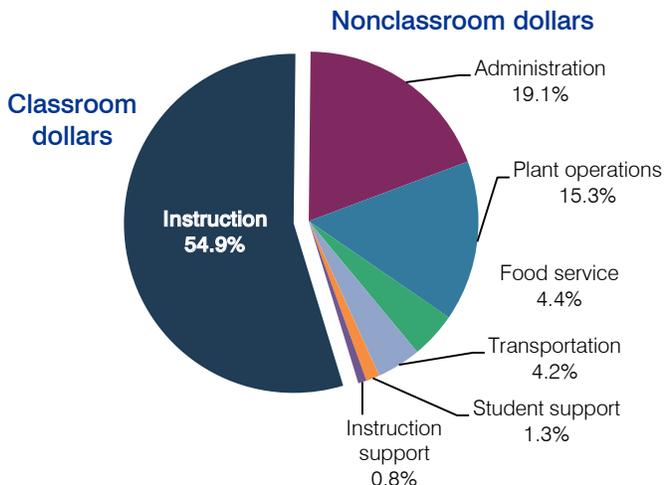
Bowie Unified School District

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

District size / location: Very small, Rural
 Students attending: 75
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

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

Per-pupil spending by operational area

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

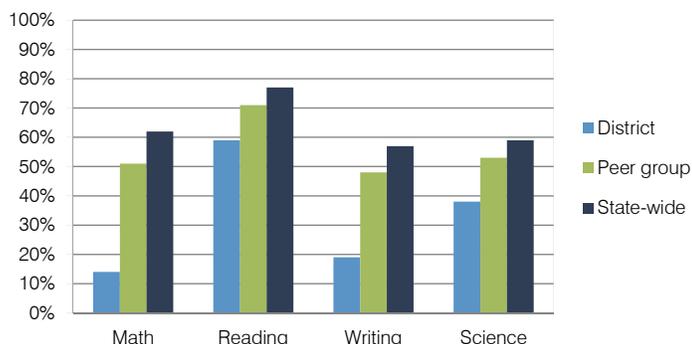
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Percentage of students who met state standards (AIMS)



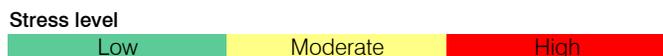
Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

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



Buckeye Elementary School District

Maricopa County

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

Legislative district(s): 4 and 13

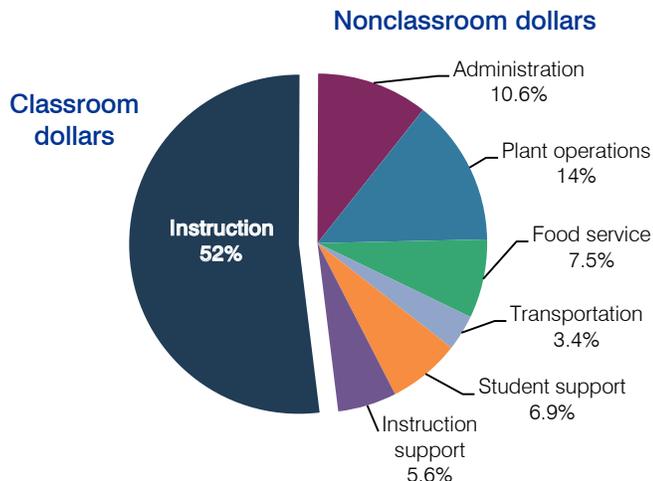
District size / location: Medium-Large, Suburb

Students attending: 4,174

Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$640	\$796	\$736
	Students per administrator	95	75	66
Plant operations	Cost per square foot	\$6.80	\$6.25	\$6.09
	Square footage per student	124	131	152
Food service	Cost per meal equivalent	\$2.91	\$2.45	\$2.47
Transportation	Cost per mile	\$3.93	\$4.84	\$3.50
	Cost per rider	\$634	\$844	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,574	\$6,054	\$6,968	\$7,475	\$10,652
Classroom dollars	3,718	3,148	3,582	4,053	6,526
Nonclassroom dollars:	2,856	2,906	3,386	3,422	4,126
Administration	725	640	796	736	1,139
Plant operations	781	846	811	928	1,012
Food service	424	455	523	382	405
Transportation	214	214	271	362	443
Student support	438	415	522	578	592
Instruction support	274	336	463	436	535

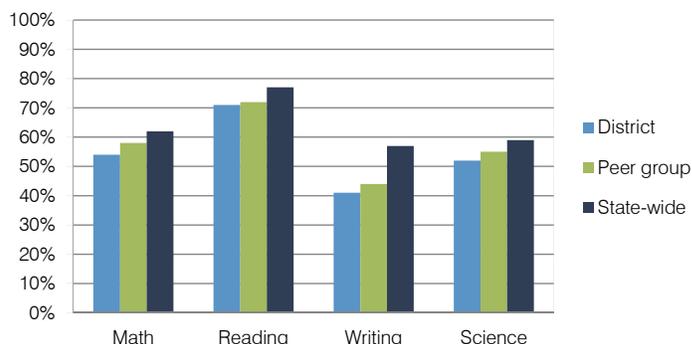
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.0%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



Buckeye Union High School District

Maricopa County

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

Legislative district(s): 4 and 13

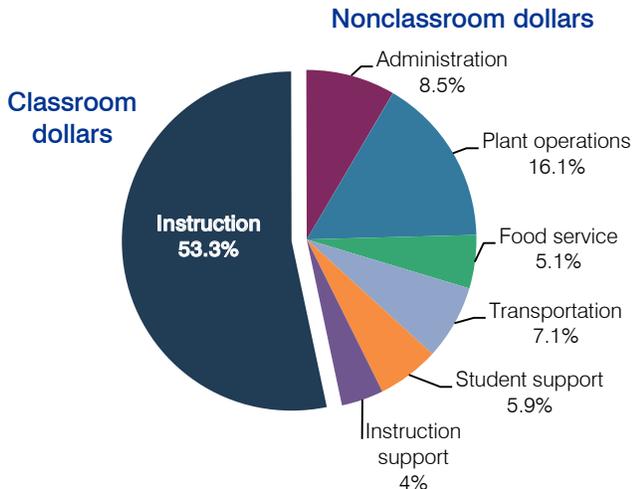
District size / location: Medium-Large, Suburb

Students attending: 3,652

Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$612	\$736	\$736
	Students per administrator	68	71	66
Plant operations	Cost per square foot	\$5.69	\$5.88	\$6.09
	Square footage per student	203	158	152
Food service	Cost per meal equivalent	\$3.37	\$2.74	\$2.47
Transportation	Cost per mile	\$2.60	\$3.54	\$3.50
	Cost per rider	\$1,176	\$1,372	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,389	\$7,174	\$7,033	\$7,475	\$10,652
Classroom dollars	3,953	3,822	3,759	4,053	6,526
Nonclassroom dollars:	3,436	3,352	3,274	3,422	4,126
Administration	621	612	736	736	1,139
Plant operations	1,134	1,156	920	928	1,012
Food service	360	367	338	382	405
Transportation	544	511	426	362	443
Student support	397	419	546	578	592
Instruction support	380	287	308	436	535

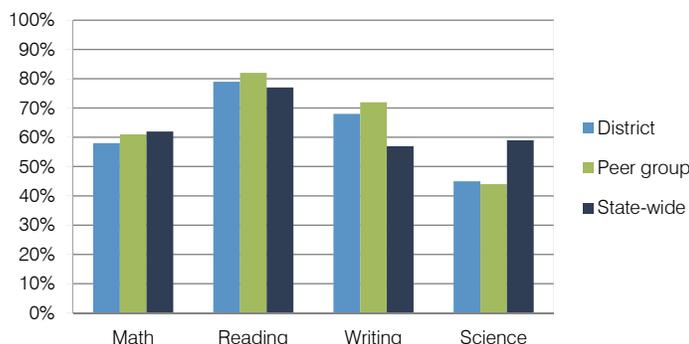
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Moderate**

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



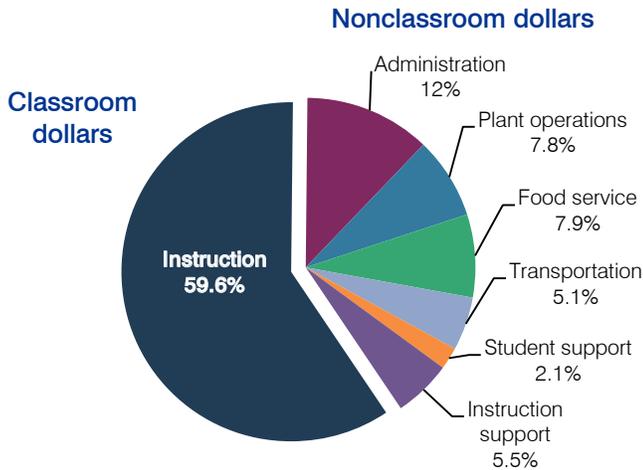
Bullhead City Elementary School District

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

District size / location: Medium-Large, Town
 Students attending: 3,166
 Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$848	\$951	\$736
	Students per administrator	82	61	66
Plant operations	Cost per square foot	\$4.59	\$6.40	\$6.09
	Square footage per student	119	142	152
Food service	Cost per meal equivalent	\$2.60	\$2.49	\$2.47
Transportation	Cost per mile	\$3.82	\$3.84	\$3.50
	Cost per rider	\$332	\$416	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

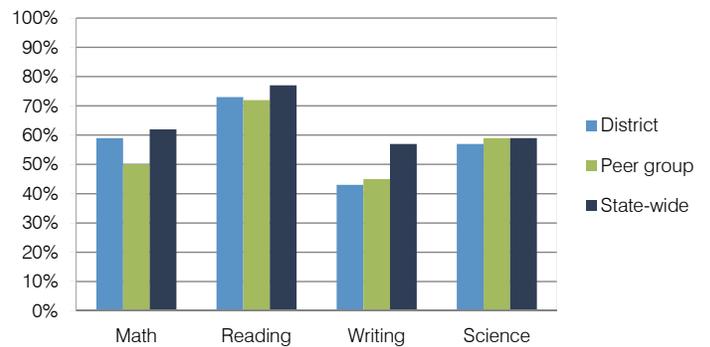
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	5	83%
C	1	17%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

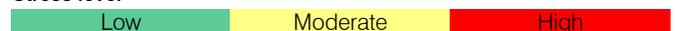
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012

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

Stress level



Camp Verde Unified School District

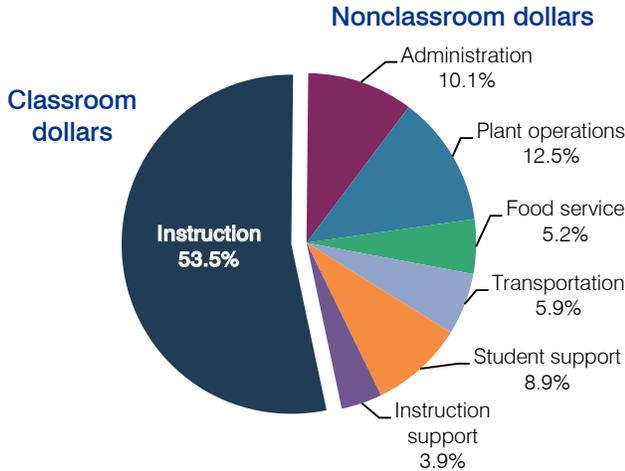
Yavapai County
 Efficiency peer groups 5 and T-11, Achievement peer group 8
 Legislative district(s): 1 and 6

District size / location: Medium, Rural
 Students attending: 1,366
 Number of schools: 3

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

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

Very low Low Comparable High Very high

Per-pupil spending by operational area

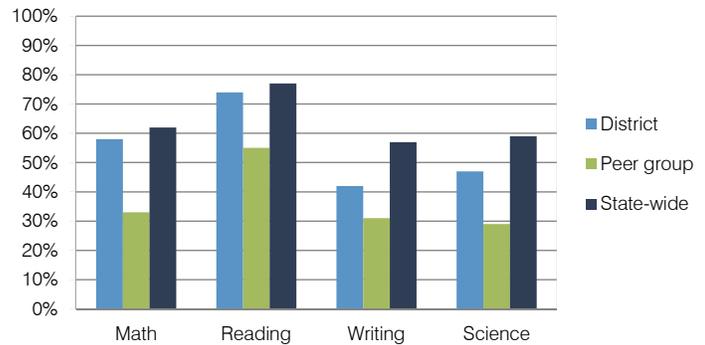
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,037	\$6,967	\$8,416	\$7,475	\$10,652
Classroom dollars	3,755	3,724	4,202	4,053	6,526
Nonclassroom dollars:	3,282	3,243	4,214	3,422	4,126
Administration	820	707	1,074	736	1,139
Plant operations	674	868	1,179	928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

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)



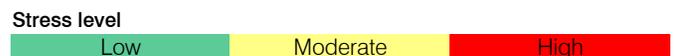
Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Moderate**

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



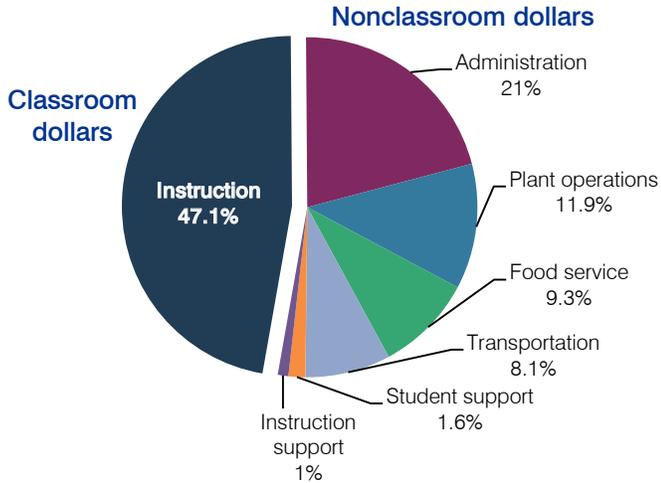
Canon Elementary School District

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

District size / location: Very Small, Rural
 Students attending: 137
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

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

Per-pupil spending by operational area

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

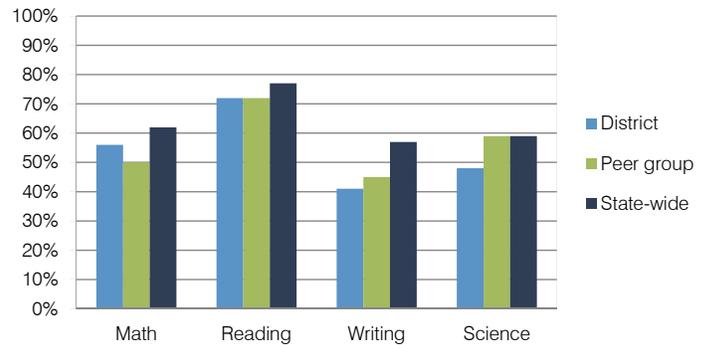
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.4%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Noncompliant



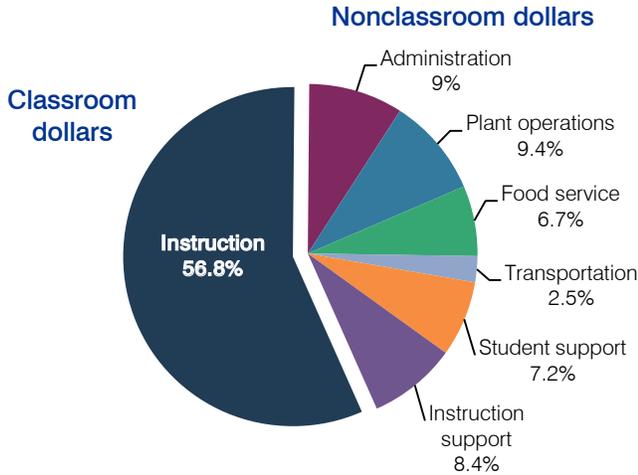
Cartwright Elementary School District

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

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

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$633	\$695	\$736
	Students per administrator	72	67	66
Plant operations	Cost per square foot	\$5.65	\$6.05	\$6.09
	Square footage per student	117	131	152
Food service	Cost per meal equivalent	\$2.35	\$2.41	\$2.47
Transportation	Cost per mile	\$5.87	\$4.84	\$3.50
	Cost per rider	\$1,012	\$844	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

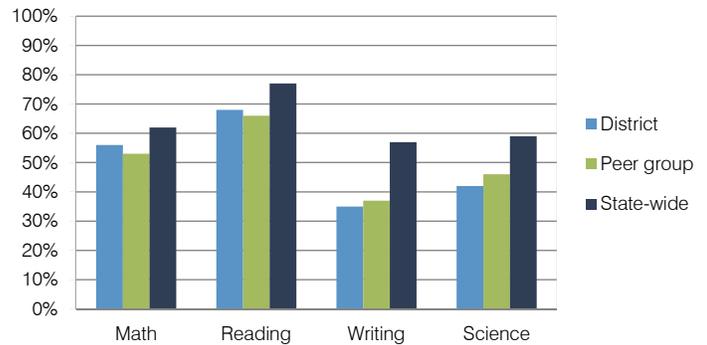
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	2	10%
B	12	60%
C	5	25%
D	1	5%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



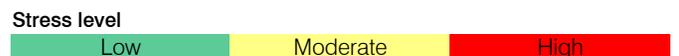
Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	1.9%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant



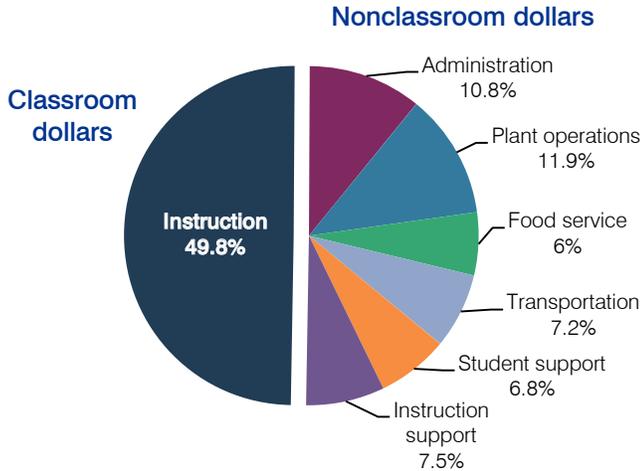
Casa Grande Elementary School District

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

District size / location: Medium-Large, City
 Students attending: 6,945
 Number of schools: 12

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$740	\$796	\$736
	Students per administrator	70	75	66
Plant operations	Cost per square foot	\$6.36	\$6.25	\$6.09
	Square footage per student	129	131	152
Food service	Cost per meal equivalent	\$2.64	\$2.45	\$2.47
Transportation	Cost per mile	\$3.50	\$3.62	\$3.50
	Cost per rider	\$995	\$1,088	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

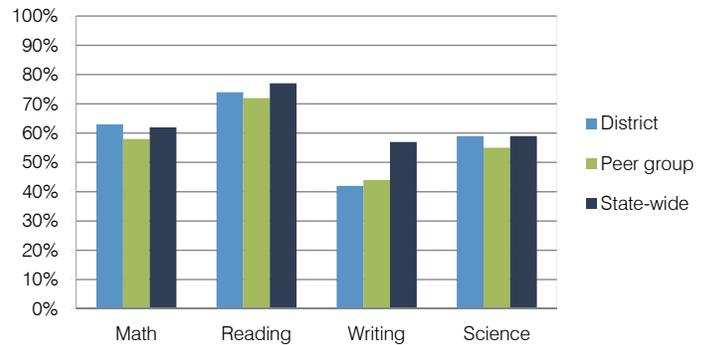
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	8%
B	7	58%
C	4	33%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.7%, Increasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant



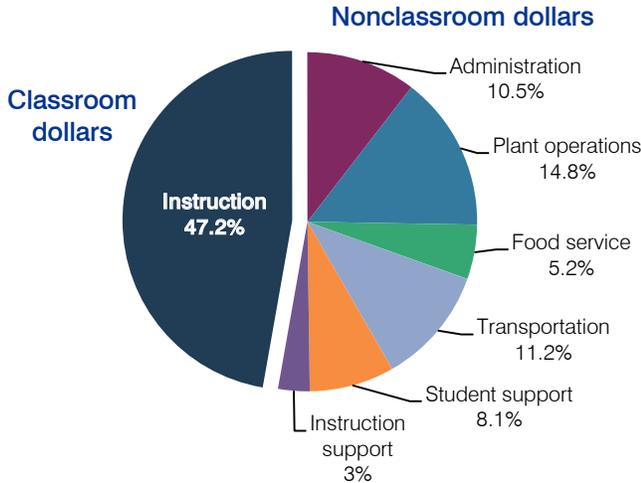
Casa Grande Union High School District

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

District size / location: Medium-Large, City
 Students attending: 3,493
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$837	\$736	\$736
	Students per administrator	67	71	66
Plant operations	Cost per square foot	\$6.83	\$5.88	\$6.09
	Square footage per student	173	158	152
Food service	Cost per meal equivalent	\$2.98	\$2.74	\$2.47
Transportation	Cost per mile	\$3.45	\$3.54	\$3.50
	Cost per rider	\$1,172	\$1,372	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

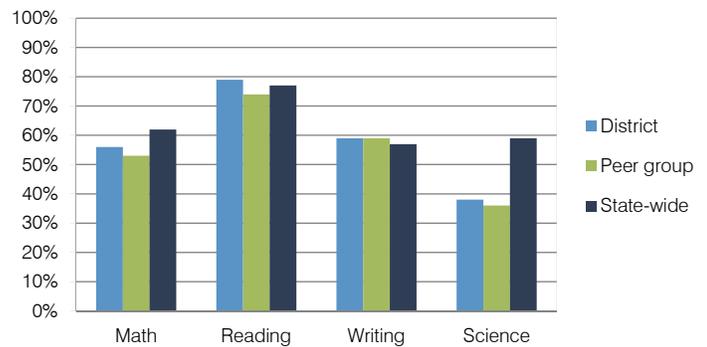
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.5%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Noncompliant

Stress level
Low Moderate High

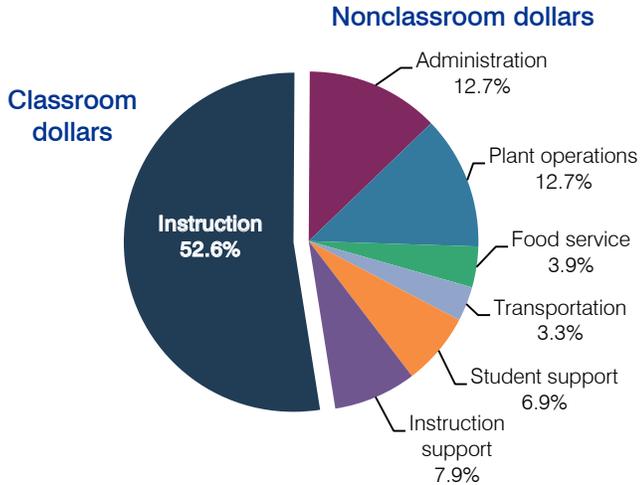
Catalina Foothills Unified School District

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

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

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$842	\$736	\$736
	Students per administrator	66	71	66
Plant operations	Cost per square foot	\$5.08	\$5.88	\$6.09
	Square footage per student	166	158	152
Food service	Cost per meal equivalent	\$2.76	\$2.74	\$2.47
Transportation	Cost per mile	\$3.00	\$4.84	\$3.50
	Cost per rider	\$613	\$844	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

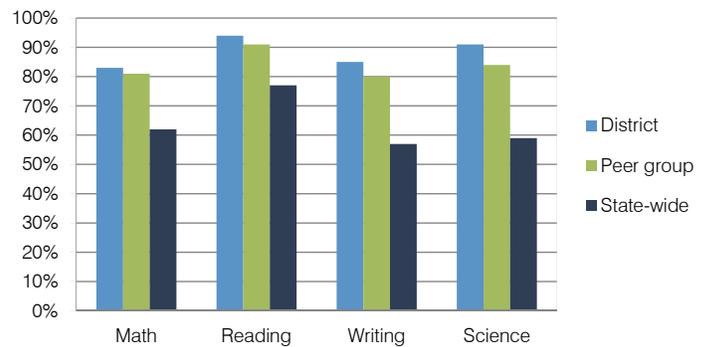
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	1.7%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

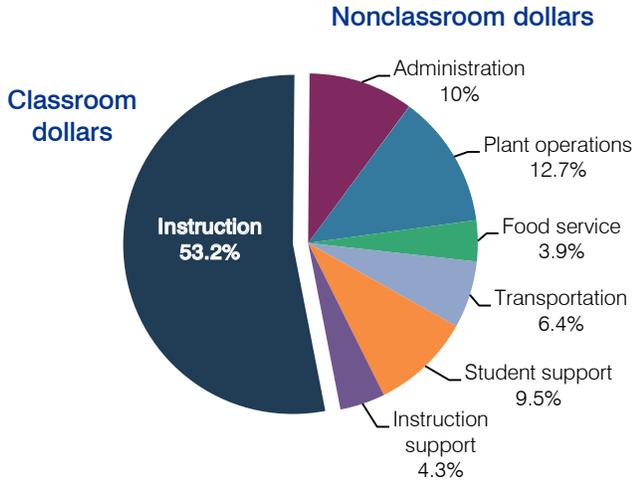
Cave Creek Unified School District

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

District size / location: Medium-Large, City
 Students attending: 5,551
 Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

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

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,198	\$7,028	\$7,033	\$7,475	\$10,652
Classroom dollars	3,948	3,742	3,759	4,053	6,526
Nonclassroom dollars:	3,250	3,286	3,274	3,422	4,126
Administration	701	701	736	736	1,139
Plant operations	927	897	920	928	1,012
Food service	271	272	338	382	405
Transportation	462	447	426	362	443
Student support	648	670	546	578	592
Instruction support	241	299	308	436	535

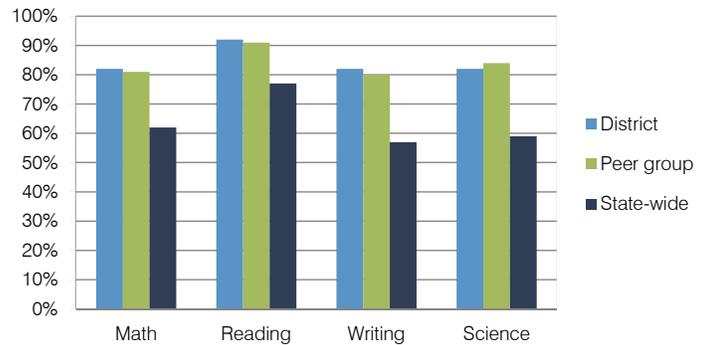
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

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

Stress level: **Low** **Moderate** **High**

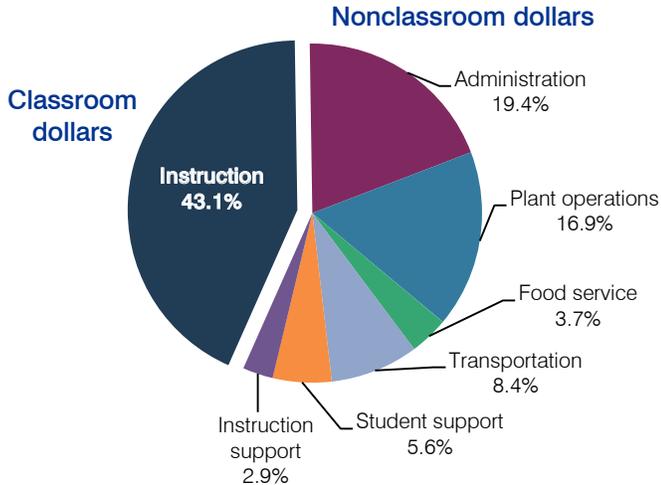
Cedar Unified School District

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

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

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,736	\$1,487	\$736
	Students per administrator	15	43	66
Plant operations	Cost per square foot	\$5.12	\$5.04	\$6.09
	Square footage per student	636	299	152
Food service	Cost per meal equivalent	\$2.69	\$3.19	\$2.47
Transportation	Cost per mile	\$2.06	\$2.02	\$3.50
	Cost per rider	\$1,683	\$1,181	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

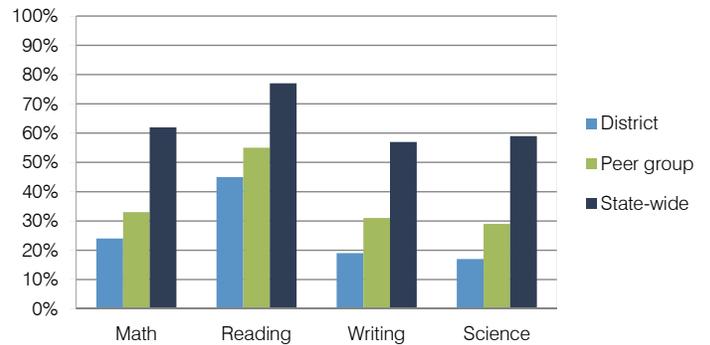
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Percentage of students who met state standards (AIMS)



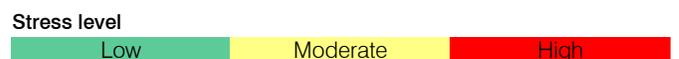
Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **High**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	Operating only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	1.3%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Noncompliant



Chandler Unified School District

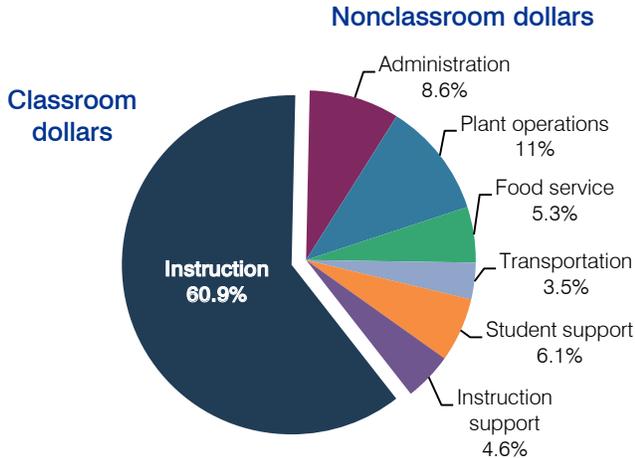
Maricopa County
 Efficiency peer groups 1 and T-3, Achievement peer group 2
 Legislative district(s): 12, 17 and 18

District size / location: Very large, Suburb
 Students attending: 38,093
 Number of schools: 41

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$563	\$620	\$736
	Students per administrator	108	79	66
Plant operations	Cost per square foot	\$6.42	\$5.88	\$6.09
	Square footage per student	113	144	152
Food service	Cost per meal equivalent	\$2.89	\$2.46	\$2.47
Transportation	Cost per mile	\$3.79	\$3.80	\$3.50
	Cost per rider	\$932	\$940	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

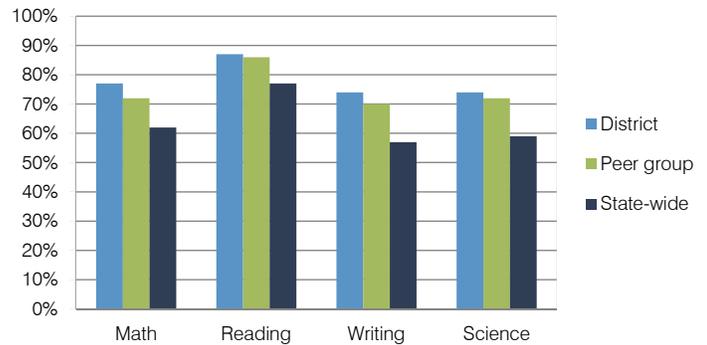
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,629	\$6,581	\$7,111	\$7,475	\$10,652
Classroom dollars	4,020	4,008	4,052	4,053	6,526
Nonclassroom dollars:	2,609	2,573	3,059	3,422	4,126
Administration	573	563	620	736	1,139
Plant operations	768	727	843	928	1,012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

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	26	63%
B	8	20%
C	6	15%
D	0	0%
F	0	0%
Not rated	1	2%

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	3.0%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



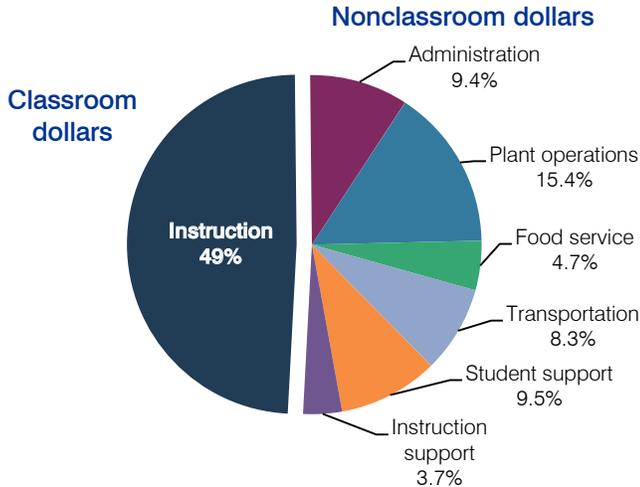
Chinle Unified School District

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

District size / location: Medium-Large, Rural
 Students attending: 3,537
 Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,151	\$748	\$736
	Students per administrator	48	66	66
Plant operations	Cost per square foot	\$5.77	\$5.53	\$6.09
	Square footage per student	328	173	152
Food service	Cost per meal equivalent	\$2.47	\$2.56	\$2.47
Transportation	Cost per mile	\$3.11	\$2.21	\$3.50
	Cost per rider	\$1,390	\$978	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

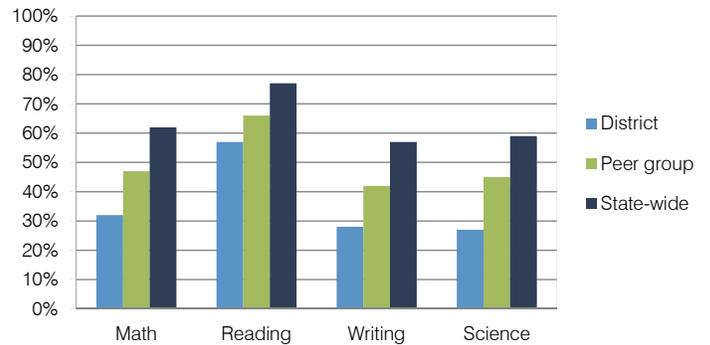
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	94%
Graduation rate (2011)	68%	76%	78%
Poverty rate (2011)	41%	40%	25%
Students per teacher	15.9	15.6	18.1
Average teacher salary	\$55,483	\$42,644	\$45,193
Amount from Proposition 301	\$3,240	\$3,127	\$3,195
Average years of teacher experience	13.4	13.0	11.0
Percentage of teachers in first 3 years	10%	13%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.6%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



Chino Valley Unified School District

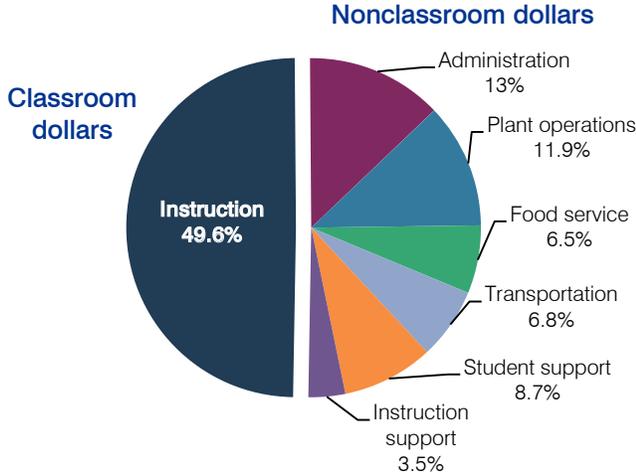
Yavapai County
 Efficiency peer groups 4 and T-7, Achievement peer group 5
 Legislative district(s): 1

District size / location: Medium-Large, Town
 Students attending: 2,243
 Number of schools: 4

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$866	\$748	\$736
	Students per administrator	74	66	66
Plant operations	Cost per square foot	\$5.40	\$5.53	\$6.09
	Square footage per student	147	173	152
Food service	Cost per meal equivalent	\$2.69	\$2.56	\$2.47
Transportation	Cost per mile	\$3.27	\$3.29	\$3.50
	Cost per rider	\$741	\$644	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

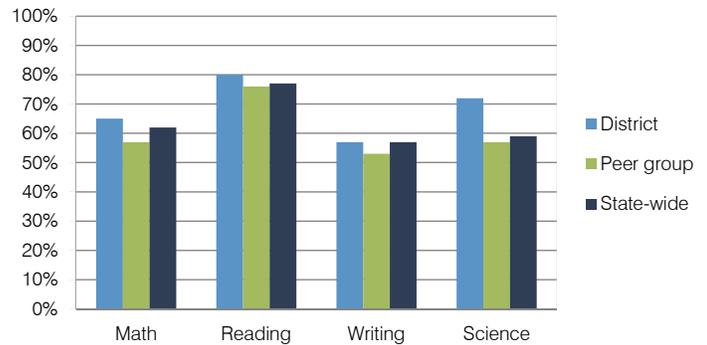
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,462	\$6,687	\$7,007	\$7,475	\$10,652
Classroom dollars	3,208	3,314	3,682	4,053	6,526
Nonclassroom dollars:	3,254	3,373	3,325	3,422	4,126
Administration	803	866	748	736	1,139
Plant operations	830	795	933	928	1,012
Food service	411	432	354	382	405
Transportation	434	458	369	362	443
Student support	494	585	540	578	592
Instruction support	282	237	381	436	535

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)



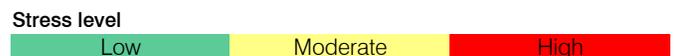
Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Concentrated decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	2.5%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Clarkdale-Jerome Elementary School District

Yavapai County

Efficiency peer groups 10 and T-6, Achievement peer group 19

Legislative district(s): 1 and 6

District size / location:

Small, Town

Students attending:

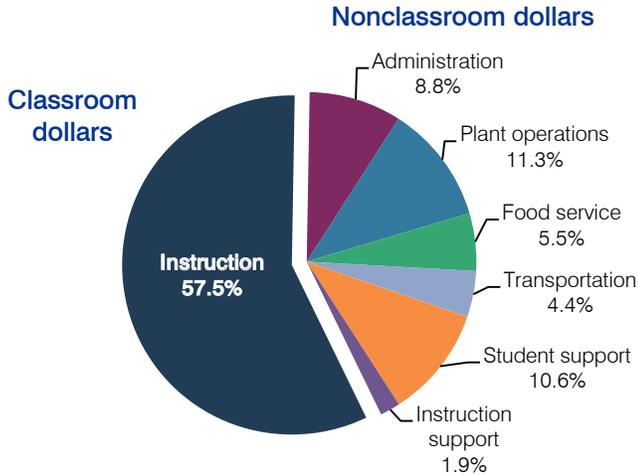
447

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$604	\$1,168	\$736
	Students per administrator	157	54	66
Plant operations	Cost per square foot	\$7.23	\$7.54	\$6.09
	Square footage per student	108	139	152
Food service	Cost per meal equivalent	\$2.44	\$2.69	\$2.47
Transportation	Cost per mile	\$3.67	\$3.84	\$3.50
	Cost per rider	\$366	\$416	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

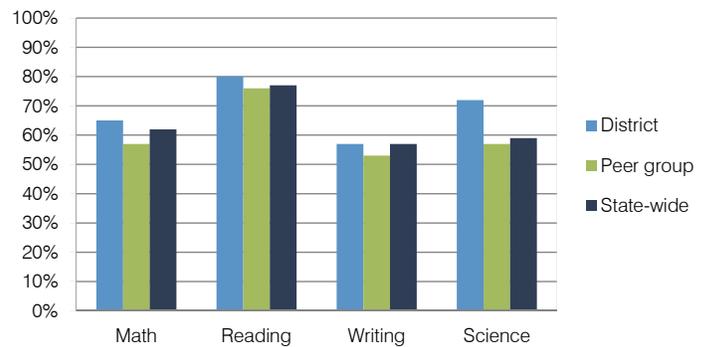
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.8%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

Clifton Unified School District

Greenlee County

Efficiency peer groups 11 and T-13, Achievement peer group 4

Legislative district(s): 14

District size / location:

Very small, Rural

Students attending:

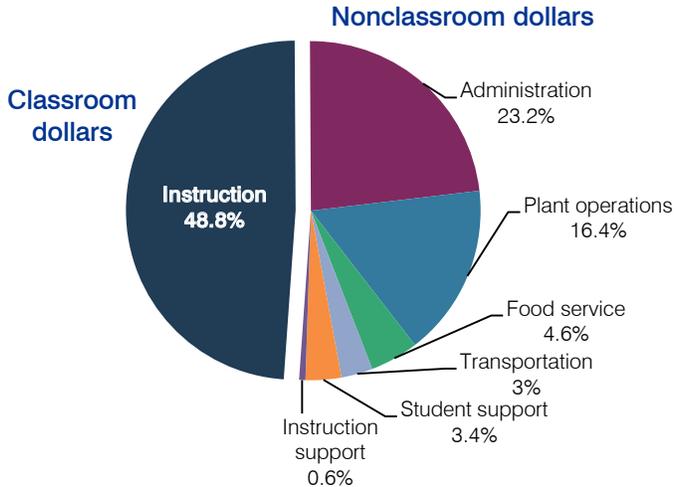
45

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

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

Per-pupil spending by operational area

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

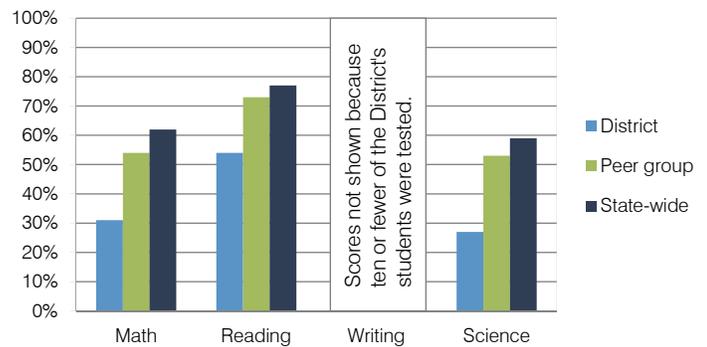
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

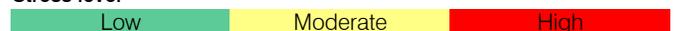
Overall financial stress level: **High**

Measure: 2010 through 2012

Assessment

Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	Operating and capital
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	1.3%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Noncompliant

Stress level



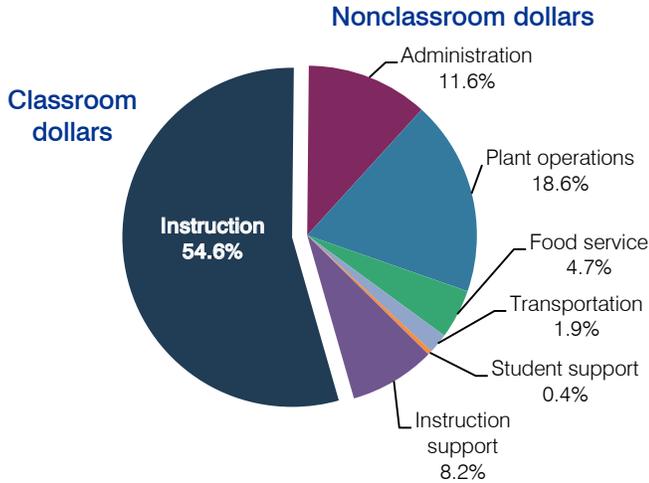
Cochise Elementary School District

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

District size / location: Very small, Rural
 Students attending: 76
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

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

Per-pupil spending by operational area

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

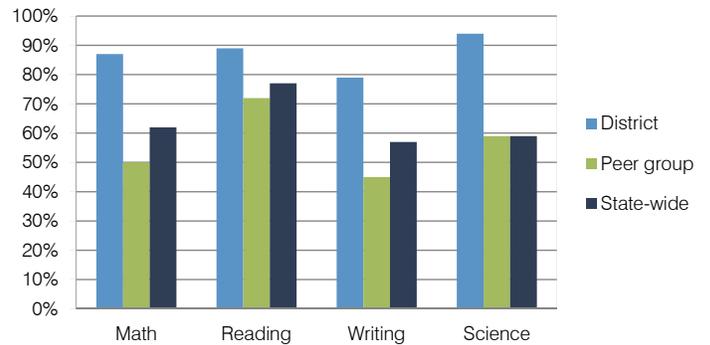
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

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



Colorado City Unified School District

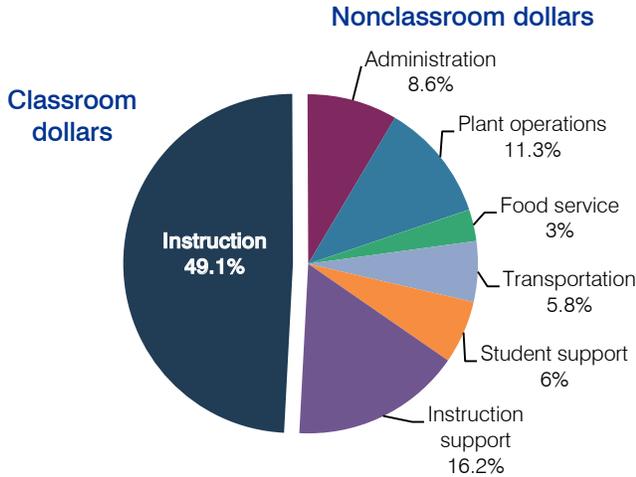
Mohave County
 Efficiency peer groups 6 and T-6, Achievement peer group 7
 Legislative district(s): 5

District size / location: Small, Rural
 Students attending: 443
 Number of schools: 1

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



ADE-reported district and school letter grades

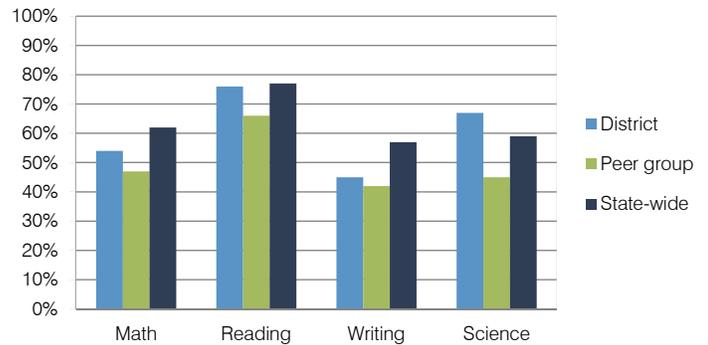
District grade: **B**

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

5-year spending trend

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

Percentage of students who met state standards (AIMS)



Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$869	\$1,487	\$736
	Students per administrator	38	43	66
Plant operations	Cost per square foot	\$6.76	\$5.04	\$6.09
	Square footage per student	169	299	152
Food service	Cost per meal equivalent	\$2.39	\$3.19	\$2.47
Transportation	Cost per mile	\$4.68	\$3.84	\$3.50
	Cost per rider	\$586	\$416	\$982

Very low Low Comparable High Very high

Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	94%
Graduation rate (2011)	85%	76%	78%
Poverty rate (2011)	42%	40%	25%
Students per teacher	16.4	15.6	18.1
Average teacher salary	\$32,876	\$42,644	\$45,193
Amount from Proposition 301	\$3,845	\$3,127	\$3,195
Average years of teacher experience	12.3	13.0	11.0
Percentage of teachers in first 3 years	18%	13%	16%

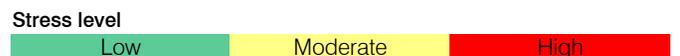
Per-pupil spending by operational area

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

Financial stress assessment

Overall financial stress level: **Low**

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



Colorado River Union High School District

Mohave County

Efficiency peer groups 4 and T-11, Achievement peer group 12

Legislative district(s): 5

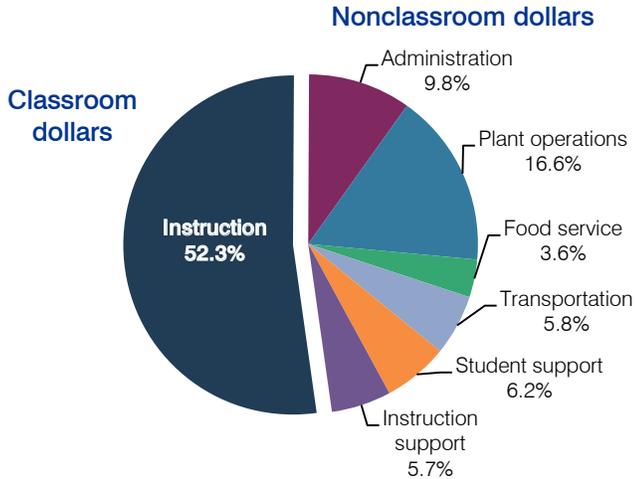
District size / location: Medium-Large, Town

Students attending: 2,211

Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

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

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

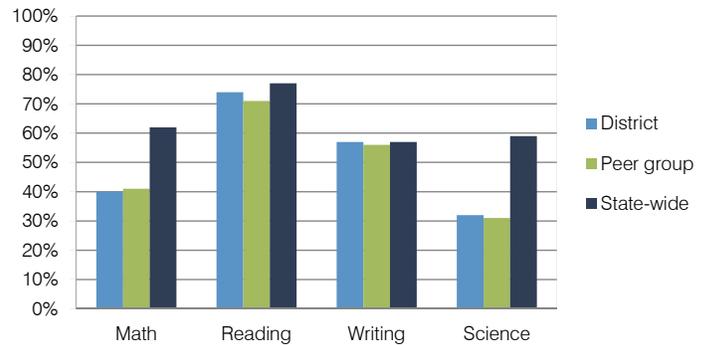
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.2%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

Concho Elementary School District

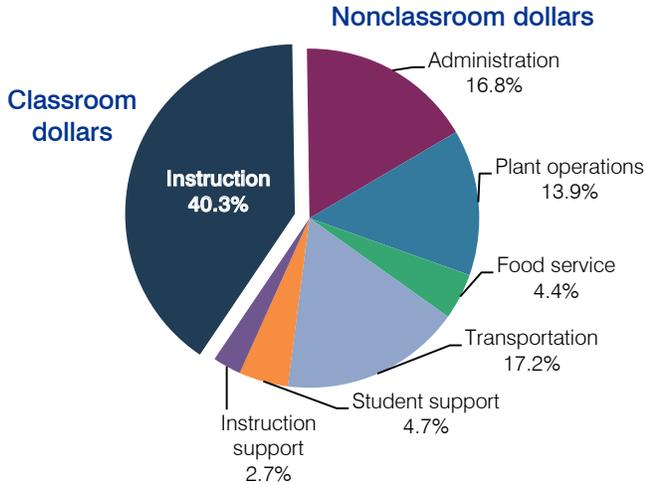
Apache County
 Efficiency peer groups 11 and T-13, Achievement peer group 21
 Legislative district(s): 7

District size / location: Very Small, Rural
 Students attending: 148
 Number of schools: 1

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

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

Per-pupil spending by operational area

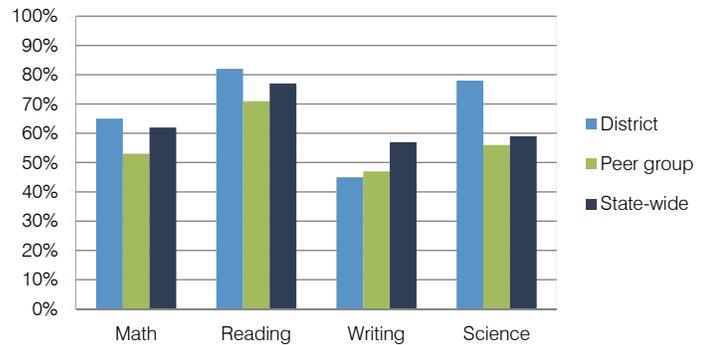
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$17,455	\$16,060	\$15,082	\$7,475	\$10,652
Classroom dollars	7,432	6,466	7,880	4,053	6,526
Nonclassroom dollars:	10,023	9,594	7,202	3,422	4,126
Administration	2,532	2,701	2,472	736	1,139
Plant operations	2,764	2,227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

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)



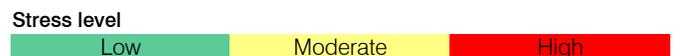
Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

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



Congress Elementary School District

Yavapai County

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

Legislative district(s): 1

District size / location:

Very Small, Rural

Students attending:

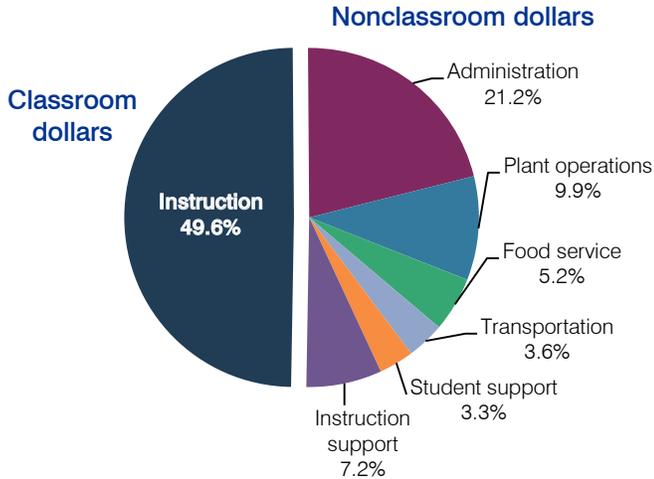
110

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

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

Per-pupil spending by operational area

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

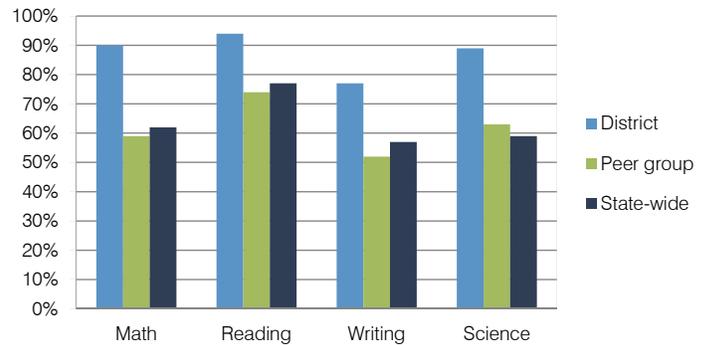
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

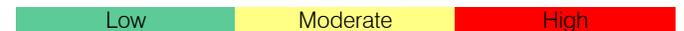
Overall financial stress level: **Low**

Measure: 2010 through 2012

Assessment

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

Stress level



Continental Elementary School District

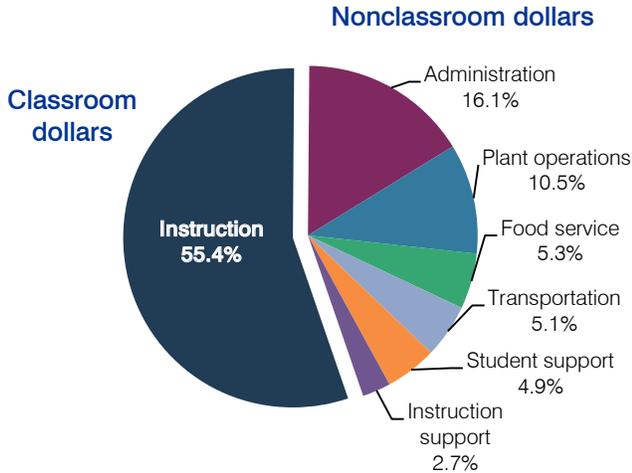
Pima County
 Efficiency peer groups 10 and T-7, Achievement peer group 18
 Legislative district(s): 2 and 14

District size / location: Small, Rural
 Students attending: 490
 Number of schools: 1

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,212	\$1,168	\$736
	Students per administrator	63	54	66
Plant operations	Cost per square foot	\$5.14	\$7.54	\$6.09
	Square footage per student	154	139	152
Food service	Cost per meal equivalent	\$3.11	\$2.69	\$2.47
Transportation	Cost per mile	NR	\$3.29	\$3.50
	Cost per rider	\$356	\$644	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

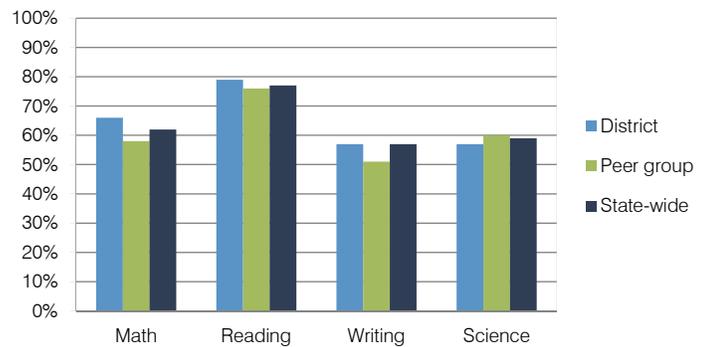
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,127	\$7,544	\$8,331	\$7,475	\$10,652
Classroom dollars	4,148	4,181	4,374	4,053	6,526
Nonclassroom dollars:	2,979	3,363	3,957	3,422	4,126
Administration	1,055	1,212	1,168	736	1,139
Plant operations	817	791	1,068	928	1,012
Food service	362	396	486	382	405
Transportation	247	387	515	362	443
Student support	417	371	455	578	592
Instruction support	81	206	265	436	535

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.8%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



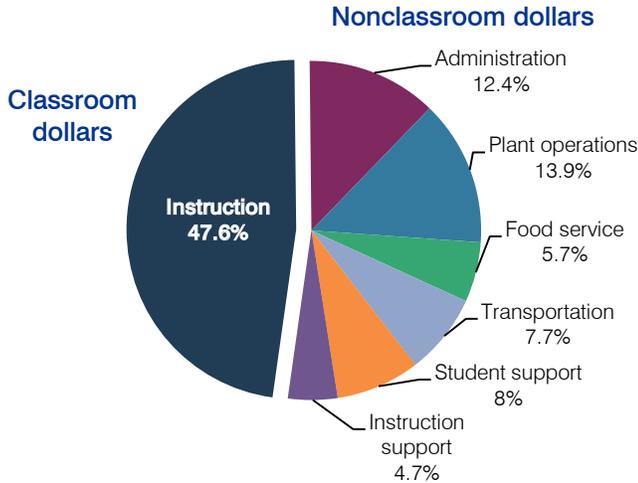
Coolidge Unified School District

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

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

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$926	\$748	\$736
	Students per administrator	61	66	66
Plant operations	Cost per square foot	\$3.99	\$5.53	\$6.09
	Square footage per student	259	173	152
Food service	Cost per meal equivalent	\$2.90	\$2.56	\$2.47
Transportation	Cost per mile	\$2.41	\$2.02	\$3.50
	Cost per rider	\$1,271	\$1,181	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

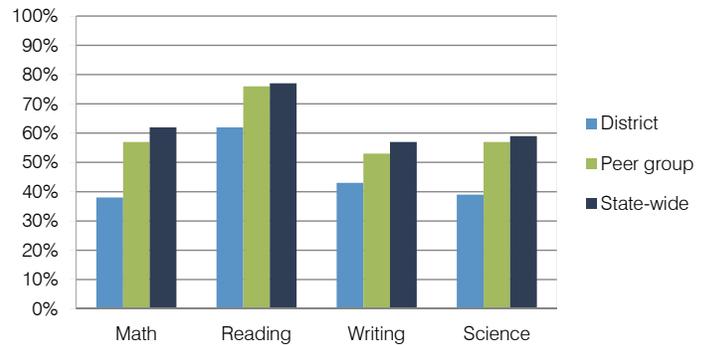
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	2	29%
D	5	71%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



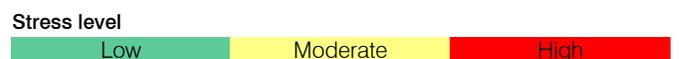
Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **High**

Measure: 2010 through 2012	Assessment
Number of students attending	Large decrease
Spending exceeded operating/capital budgets	Operating only
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	2.7%, Increasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant



Cottonwood-Oak Creek Elementary School District

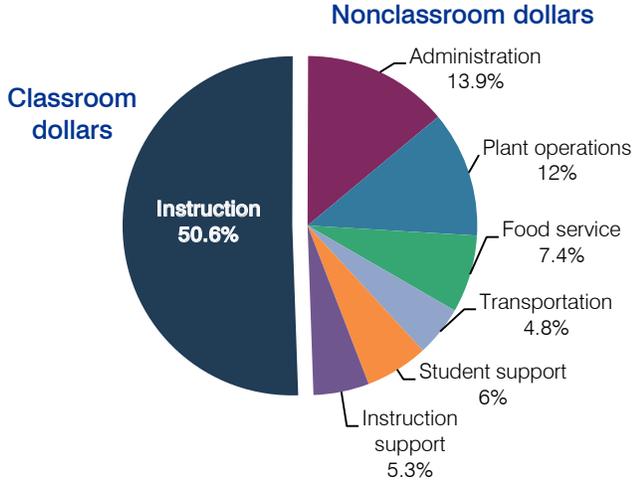
Yavapai County
 Efficiency peer groups 9 and T-7, Achievement peer group 20
 Legislative district(s): 1 and 6

District size / location: Medium, Town
 Students attending: 1,993
 Number of schools: 5

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,020	\$951	\$736
	Students per administrator	69	61	66
Plant operations	Cost per square foot	\$5.77	\$6.40	\$6.09
	Square footage per student	153	142	152
Food service	Cost per meal equivalent	\$2.54	\$2.49	\$2.47
Transportation	Cost per mile	\$3.14	\$3.29	\$3.50
	Cost per rider	\$662	\$644	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

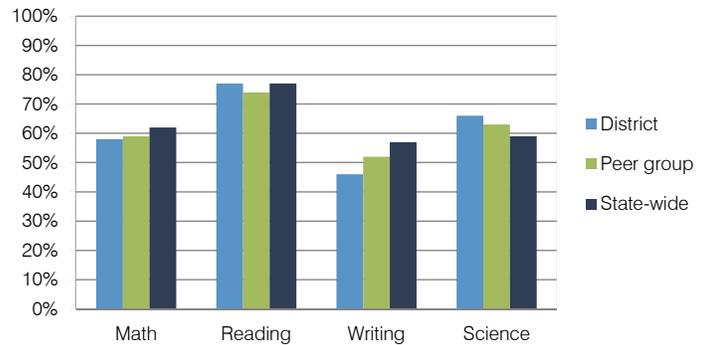
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,336	\$7,345	\$7,482	\$7,475	\$10,652
Classroom dollars	3,504	3,718	3,712	4,053	6,526
Nonclassroom dollars:	3,832	3,627	3,770	3,422	4,126
Administration	1,006	1,020	951	736	1,139
Plant operations	1,014	884	881	928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

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	20%
B	2	40%
C	2	40%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



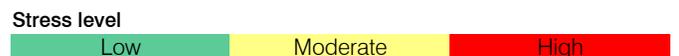
Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Moderate**

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



Crane Elementary School District

Yuma County

Efficiency peer groups 8 and T-1, Achievement peer group 14

Legislative district(s): 4 and 13

District size / location:

Medium-Large, City

Students attending:

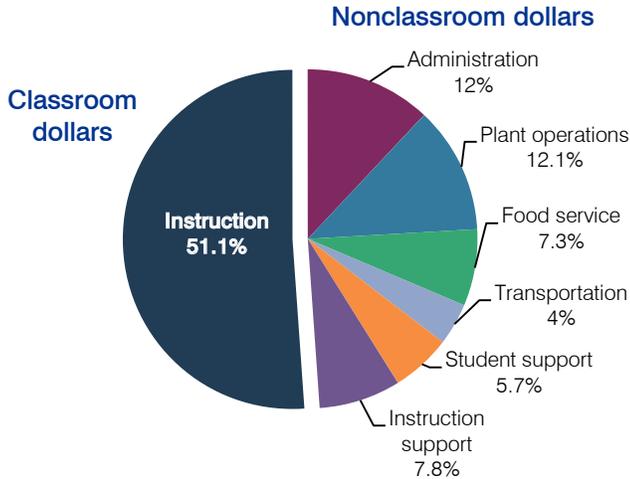
5,838

Number of schools:

10

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

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

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

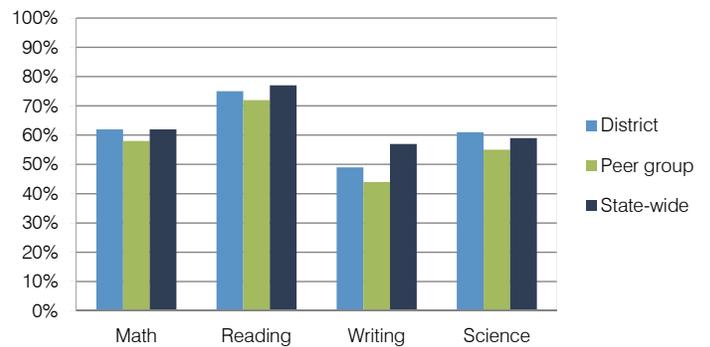
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

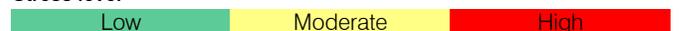
Overall financial stress level: **Low**

Measure: 2010 through 2012

Assessment

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

Stress level



Creighton Elementary School District

Maricopa County

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

Legislative district(s): 24, 27 and 28

District size / location:

Medium-Large, City

Students attending:

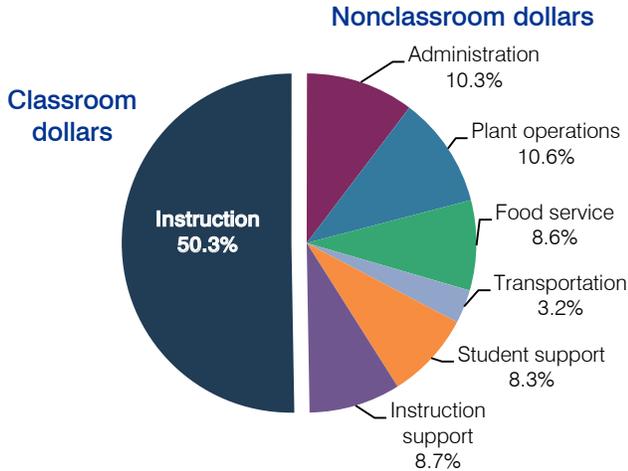
6,120

Number of schools:

9

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

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

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$8,668	\$8,234	\$6,968	\$7,475	\$10,652
Classroom dollars	4,416	4,141	3,582	4,053	6,526
Nonclassroom dollars:	4,252	4,093	3,386	3,422	4,126
Administration	906	846	796	736	1,139
Plant operations	825	877	811	928	1,012
Food service	693	710	523	382	405
Transportation	288	264	271	362	443
Student support	695	683	522	578	592
Instruction support	845	713	463	436	535

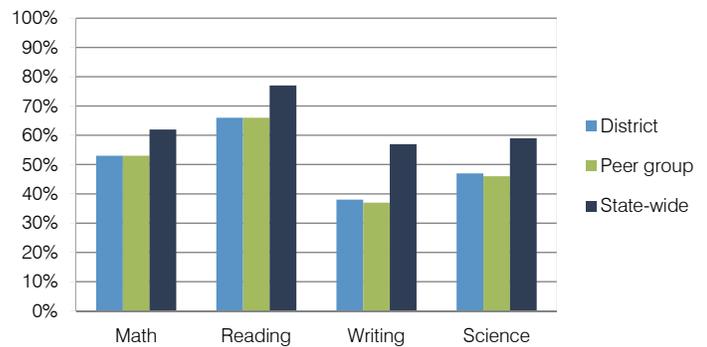
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	1	11%
B	3	33%
C	5	56%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **High**

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



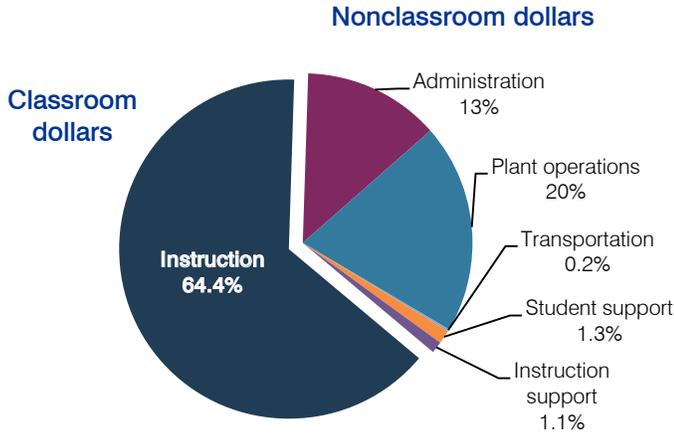
Crown King Elementary School District

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

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

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

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

Per-pupil spending by operational area

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

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: N/A

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

Percentage of students who met state standards (AIMS)

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

Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

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

Stress level: **Low** **Moderate** **High**

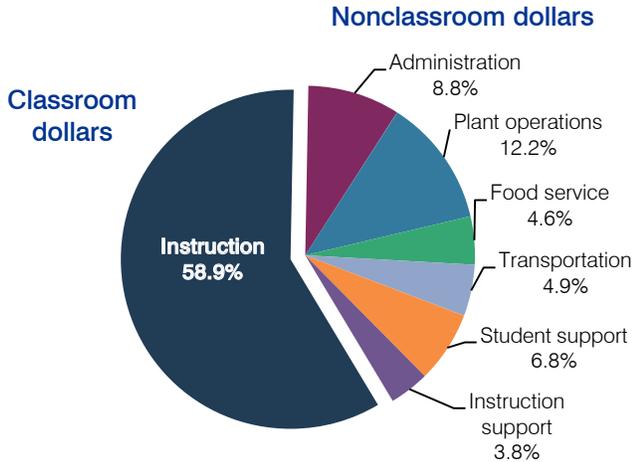
Deer Valley Unified School District

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

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

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$571	\$620	\$736
	Students per administrator	88	79	66
Plant operations	Cost per square foot	\$5.99	\$5.88	\$6.09
	Square footage per student	133	144	152
Food service	Cost per meal equivalent	\$2.29	\$2.46	\$2.47
Transportation	Cost per mile	\$4.00	\$3.62	\$3.50
	Cost per rider	\$1,169	\$1,088	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,670	\$6,511	\$7,111	\$7,475	\$10,652
Classroom dollars	3,975	3,838	4,052	4,053	6,526
Nonclassroom dollars:	2,695	2,673	3,059	3,422	4,126
Administration	570	571	620	736	1,139
Plant operations	794	796	843	928	1,012
Food service	290	297	321	382	405
Transportation	304	318	340	362	443
Student support	475	439	567	578	592
Instruction support	262	252	368	436	535

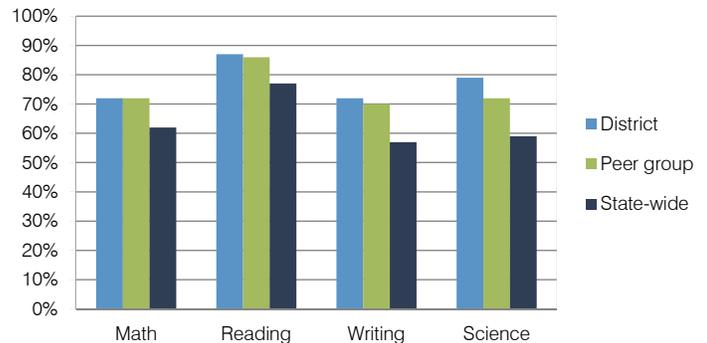
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	16	43%
B	19	51%
C	2	5%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



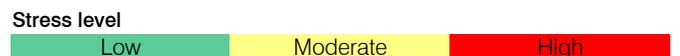
Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Moderate**

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



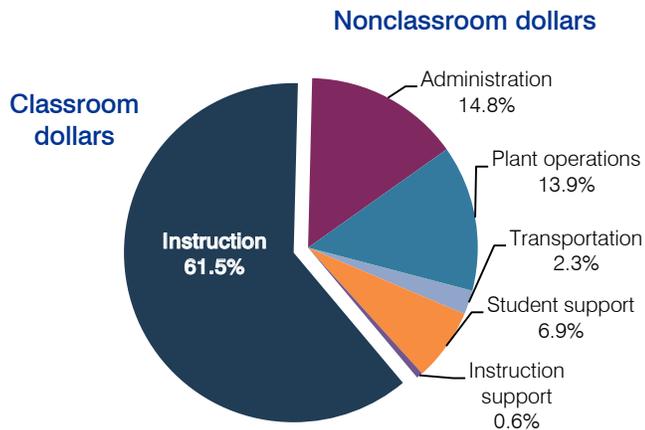
Double Adobe Elementary School District

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

District size / location: Very small, Rural
 Students attending: 47
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

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

Per-pupil spending by operational area

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

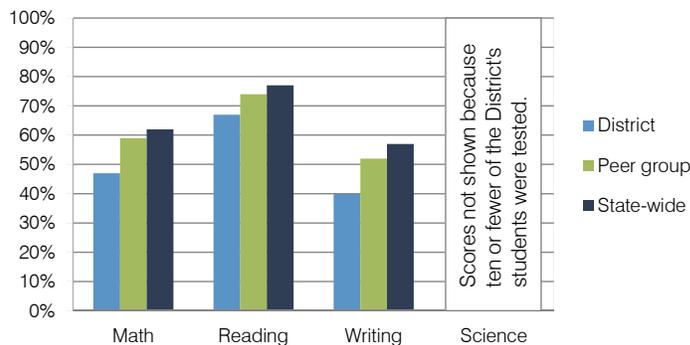
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

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



Douglas Unified School District

Cochise County

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

Legislative district(s): 14

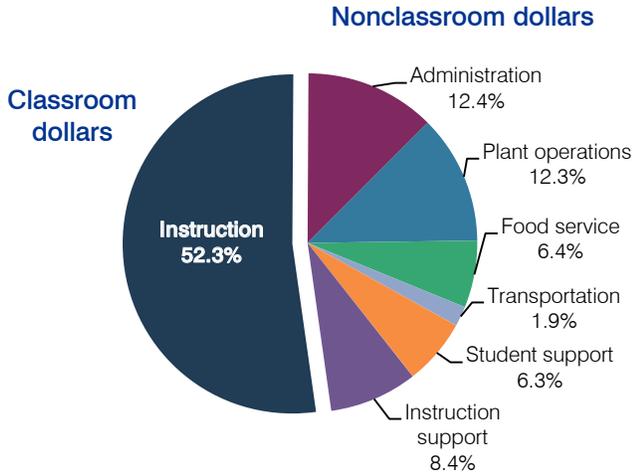
District size / location: Medium-Large, Town

Students attending: 3,957

Number of schools: 8

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$828	\$748	\$736
	Students per administrator	54	66	66
Plant operations	Cost per square foot	\$5.72	\$5.53	\$6.09
	Square footage per student	144	173	152
Food service	Cost per meal equivalent	\$2.52	\$2.56	\$2.47
Transportation	Cost per mile	\$4.19	\$2.26	\$3.50
	Cost per rider	\$1,520	\$935	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,685	\$6,691	\$7,007	\$7,475	\$10,652
Classroom dollars	3,599	3,498	3,682	4,053	6,526
Nonclassroom dollars:	3,086	3,193	3,325	3,422	4,126
Administration	845	828	748	736	1,139
Plant operations	811	822	933	928	1,012
Food service	394	430	354	382	405
Transportation	131	125	369	362	443
Student support	403	422	540	578	592
Instruction support	502	566	381	436	535

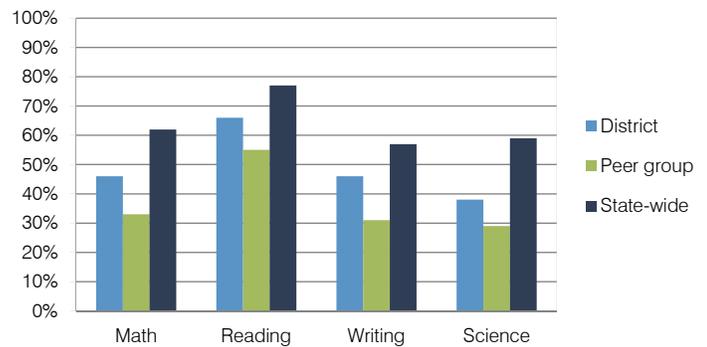
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

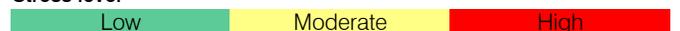
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012

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

Stress level



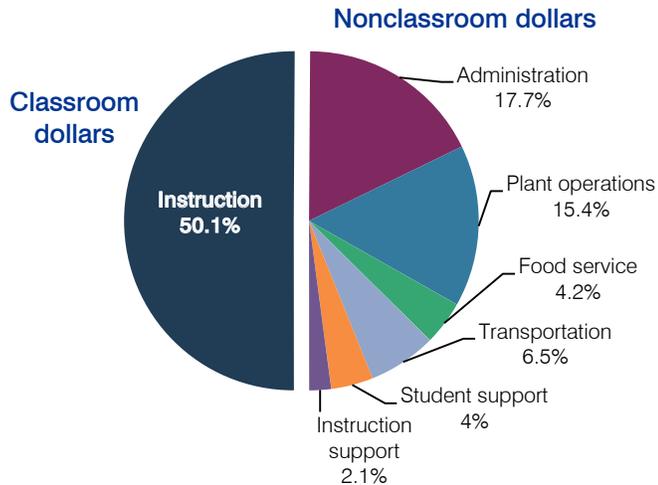
Duncan Unified School District

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

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

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,595	\$1,487	\$736
	Students per administrator	39	43	66
Plant operations	Cost per square foot	\$4.18	\$5.04	\$6.09
	Square footage per student	331	299	152
Food service	Cost per meal equivalent	\$2.97	\$3.19	\$2.47
Transportation	Cost per mile	\$1.45	\$2.21	\$3.50
	Cost per rider	\$718	\$978	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

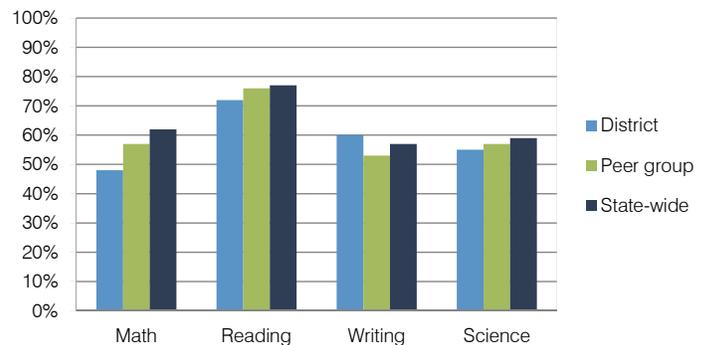
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	82%	82%	78%
Poverty rate (2011)	20%	24%	25%
Students per teacher	14.6	17.0	18.1
Average teacher salary	\$38,337	\$40,636	\$45,193
Amount from Proposition 301	\$2,661	\$3,192	\$3,195
Average years of teacher experience	12.8	11.8	11.0
Percentage of teachers in first 3 years	4%	15%	16%

Financial stress assessment

Overall financial stress level: **Low**

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

Stress level: **Low** Moderate High

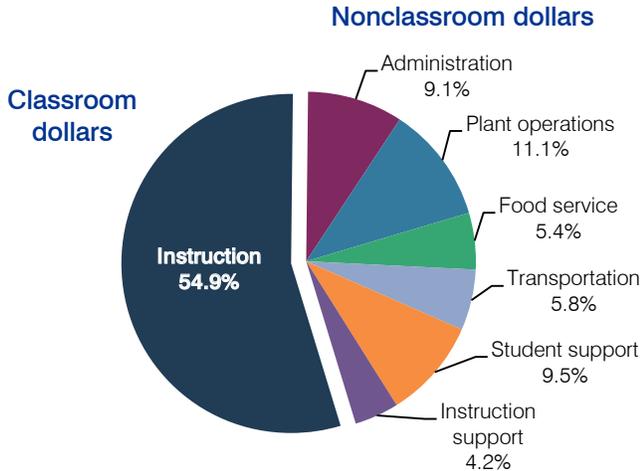
Dysart Unified School District

Maricopa County
 Efficiency peer groups 1 and T-2, Achievement peer group 2
 Legislative district(s): 13, 21, 22 and 29

District size / location: Very large, Suburb
 Students attending: 23,714
 Number of schools: 24

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$613	\$620	\$736
	Students per administrator	82	79	66
Plant operations	Cost per square foot	\$5.62	\$5.88	\$6.09
	Square footage per student	134	144	152
Food service	Cost per meal equivalent	\$2.47	\$2.46	\$2.47
Transportation	Cost per mile	\$4.92	\$4.84	\$3.50
	Cost per rider	\$979	\$844	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

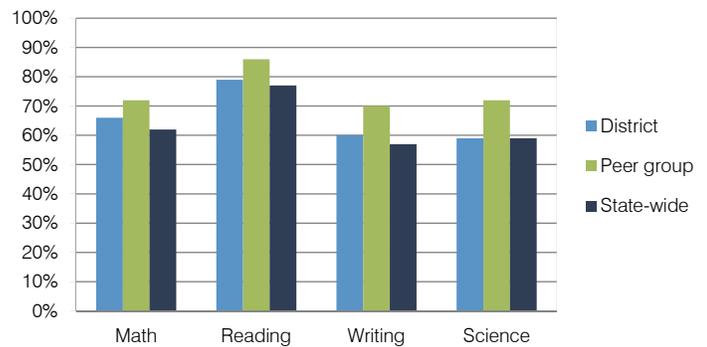
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	4	17%
B	14	58%
C	6	25%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.6%, Decreasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant

Stress level: **Low** **Moderate** **High**

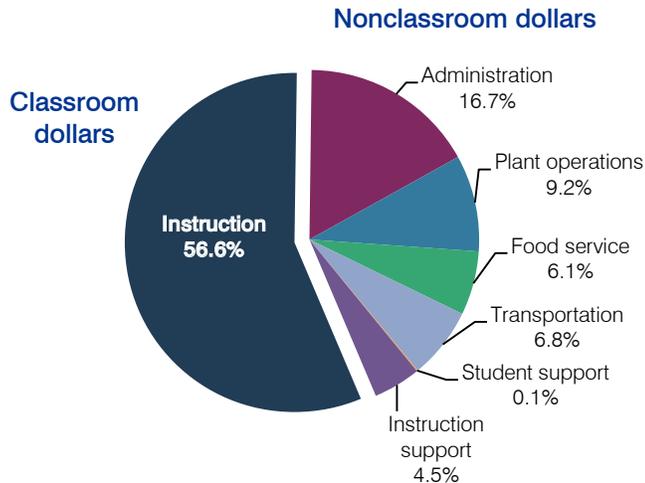
Elfrida Elementary School District

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

District size / location: Very small, Rural
 Students attending: 117
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

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

Per-pupil spending by operational area

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

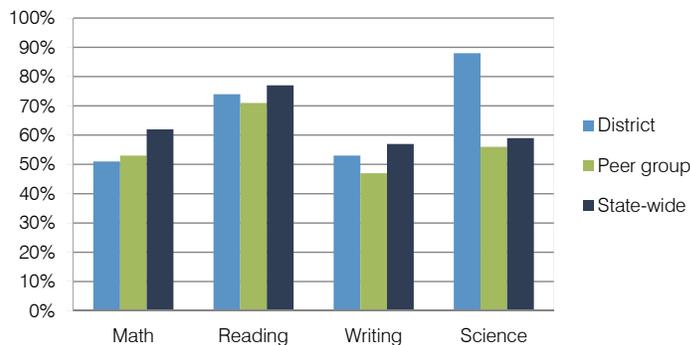
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

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



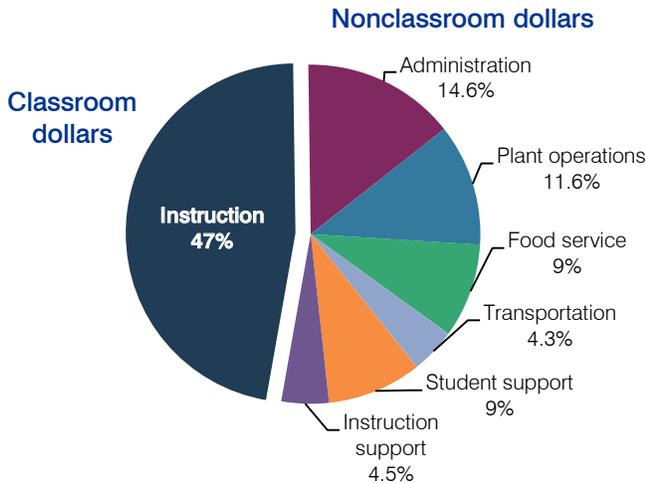
Eloy Elementary School District

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

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

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,236	\$951	\$736
	Students per administrator	46	61	66
Plant operations	Cost per square foot	\$6.15	\$6.40	\$6.09
	Square footage per student	161	142	152
Food service	Cost per meal equivalent	\$3.11	\$2.49	\$2.47
Transportation	Cost per mile	\$4.55	\$3.84	\$3.50
	Cost per rider	\$611	\$416	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

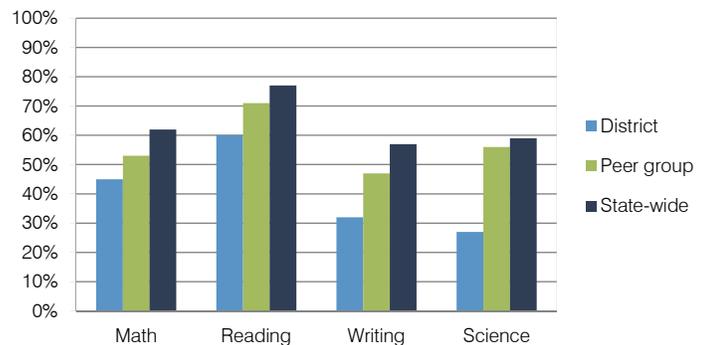
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.6%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

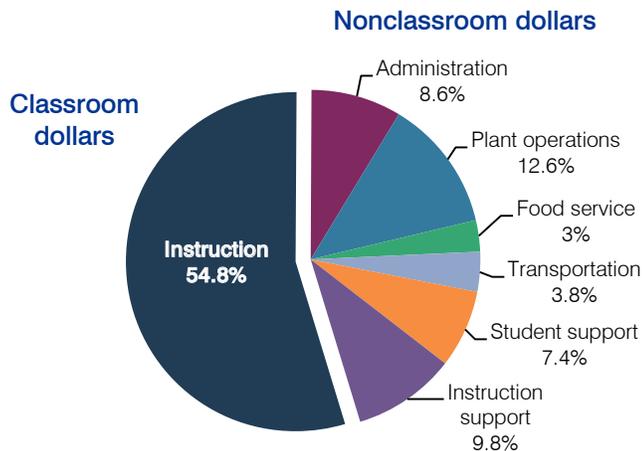
Flagstaff Unified School District

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

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

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$733	\$636	\$736
	Students per administrator	68	68	66
Plant operations	Cost per square foot	\$6.13	\$6.49	\$6.09
	Square footage per student	177	144	152
Food service	Cost per meal equivalent	\$2.42	\$2.34	\$2.47
Transportation	Cost per mile	\$2.05	\$3.54	\$3.50
	Cost per rider	\$900	\$1,372	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

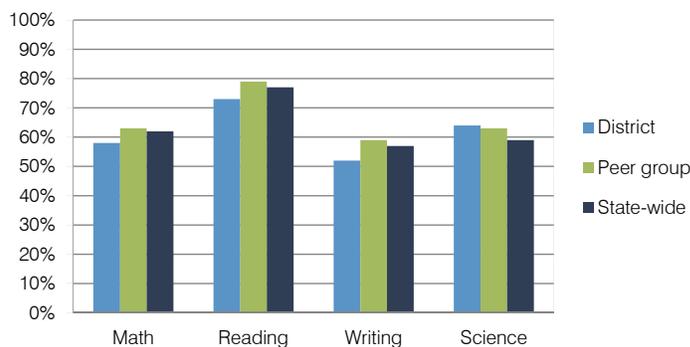
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	2	13%
B	5	33%
C	6	40%
D	1	7%
F	0	0%
Not rated	1	7%

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.7%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



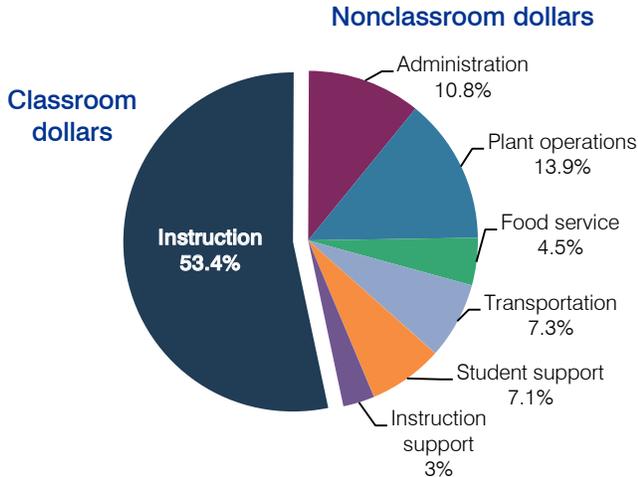
Florence Unified School District

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

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

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

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

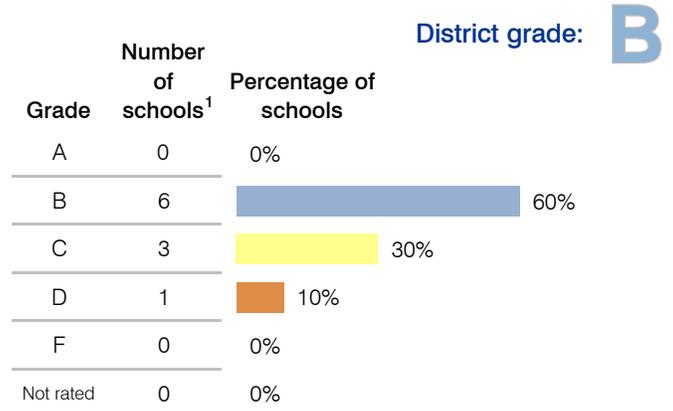
Very low Low Comparable High Very high

Per-pupil spending by operational area

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

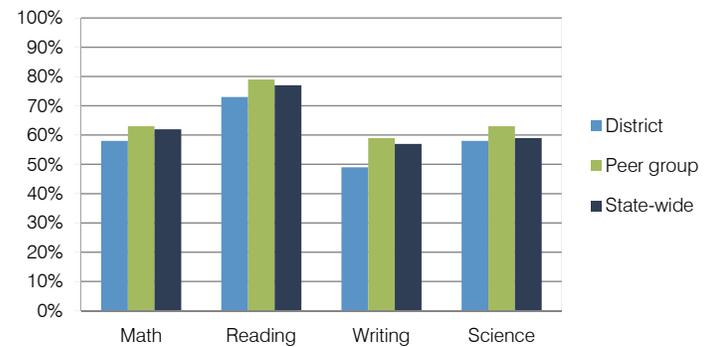
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades



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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.6%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

Flowing Wells Unified School District

Pima County

Efficiency peer groups 3 and T-2, Achievement peer group 7

Legislative district(s): 3, 9 and 11

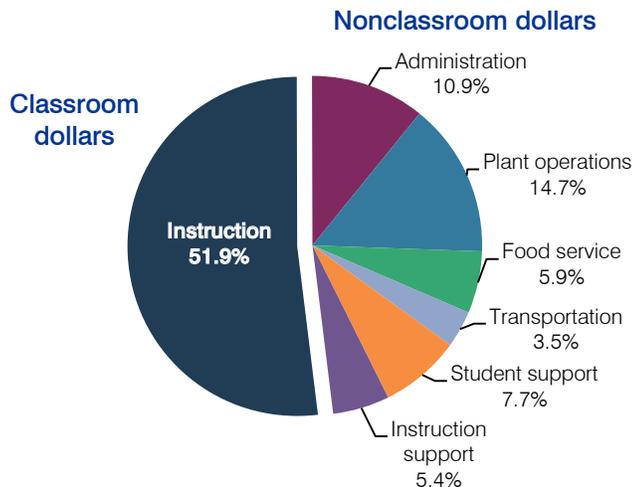
District size / location: Medium-Large, Suburb

Students attending: 5,304

Number of schools: 9

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$751	\$736	\$736
	Students per administrator	75	71	66
Plant operations	Cost per square foot	\$6.85	\$5.88	\$6.09
	Square footage per student	148	158	152
Food service	Cost per meal equivalent	\$2.55	\$2.74	\$2.47
Transportation	Cost per mile	\$5.39	\$4.84	\$3.50
	Cost per rider	\$799	\$844	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

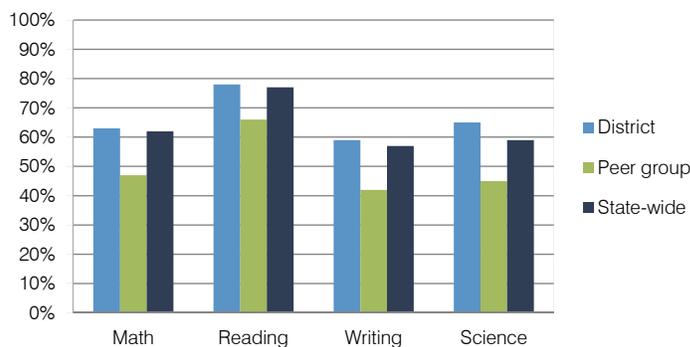
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	11%
B	4	44%
C	3	33%
D	0	0%
F	0	0%
Not rated	1	11%

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



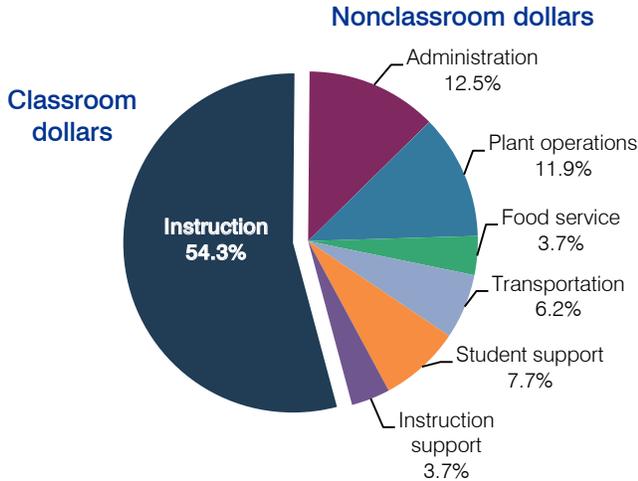
Fountain Hills Unified School District

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

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

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$941	\$736	\$736
	Students per administrator	61	71	66
Plant operations	Cost per square foot	\$4.19	\$5.88	\$6.09
	Square footage per student	214	158	152
Food service	Cost per meal equivalent	\$2.17	\$2.74	\$2.47
Transportation	Cost per mile	\$3.17	\$3.80	\$3.50
	Cost per rider	\$758	\$940	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,634	\$7,551	\$7,033	\$7,475	\$10,652
Classroom dollars	4,148	4,101	3,759	4,053	6,526
Nonclassroom dollars:	3,486	3,450	3,274	3,422	4,126
Administration	967	941	736	736	1,139
Plant operations	919	895	920	928	1,012
Food service	306	280	338	382	405
Transportation	447	469	426	362	443
Student support	589	583	546	578	592
Instruction support	258	282	308	436	535

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

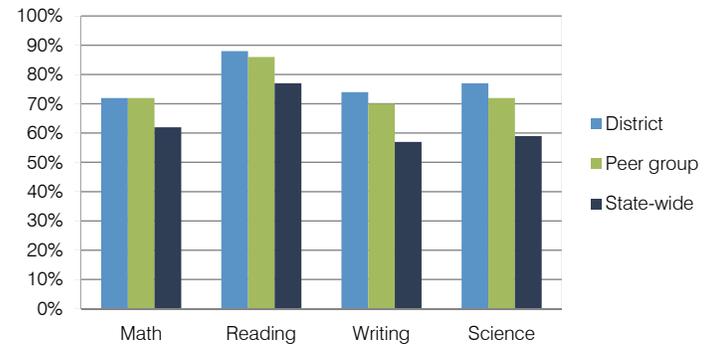
ADE-reported district and school letter grades

District grade: **A**

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

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

Percentage of students who met state standards (AIMS)



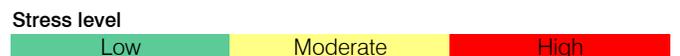
Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Concentrated decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.7%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Fowler Elementary School District

Maricopa County

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

Legislative district(s): 19

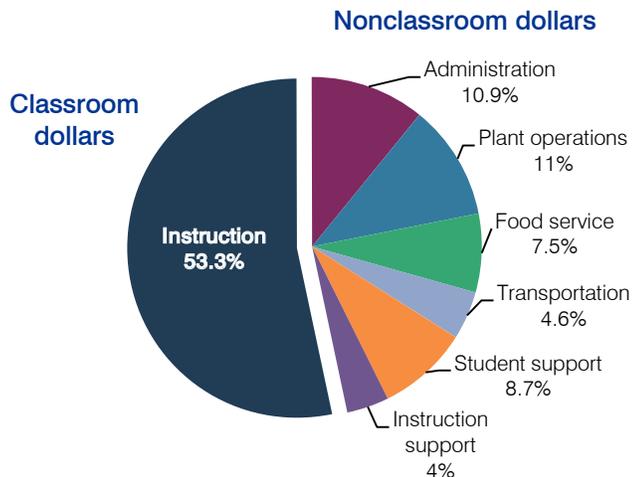
District size / location: Medium-Large, Suburb

Students attending: 4,322

Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$685	\$796	\$736
	Students per administrator	79	75	66
Plant operations	Cost per square foot	\$5.34	\$6.25	\$6.09
	Square footage per student	130	131	152
Food service	Cost per meal equivalent	\$2.20	\$2.45	\$2.47
Transportation	Cost per mile	\$4.37	\$5.69	\$3.50
	Cost per rider	\$351	\$569	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

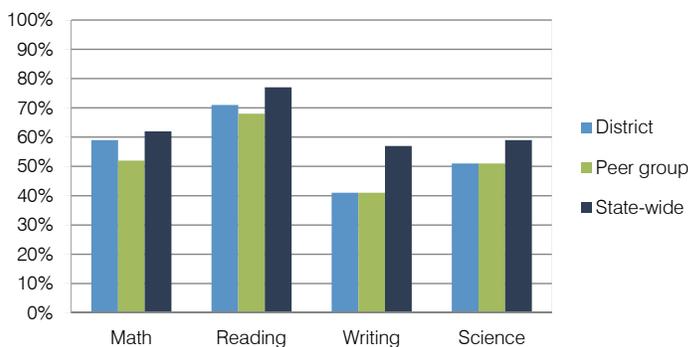
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.9%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



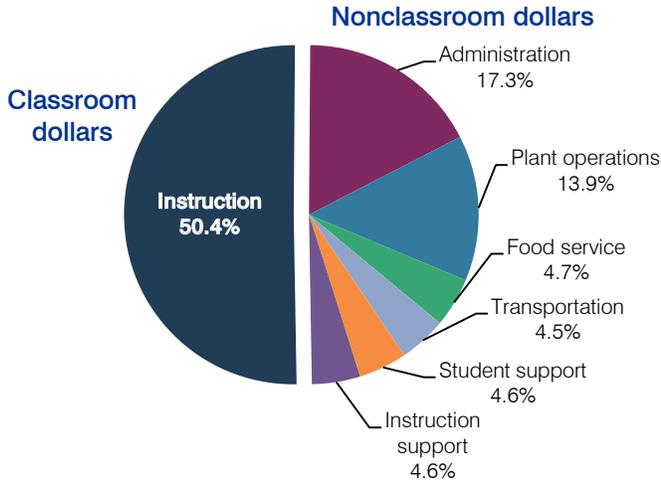
Fredonia-Moccasin Unified School District

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

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

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,866	\$1,487	\$736
	Students per administrator	37	43	66
Plant operations	Cost per square foot	\$3.84	\$5.04	\$6.09
	Square footage per student	391	299	152
Food service	Cost per meal equivalent	\$2.91	\$3.19	\$2.47
Transportation	Cost per mile	\$3.21	\$2.21	\$3.50
	Cost per rider	\$1,414	\$978	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

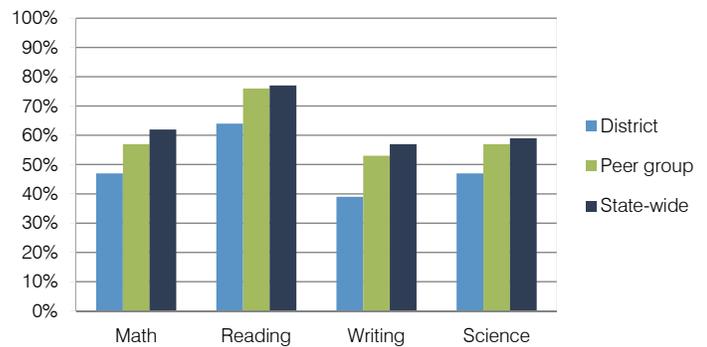
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

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

Stress level: **Low** **Moderate** **High**

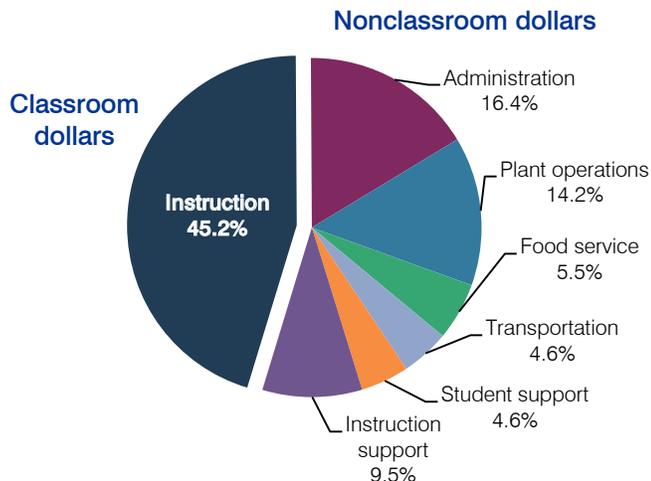
Ft. Thomas Unified School District

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

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

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,488	\$1,487	\$736
	Students per administrator	25	43	66
Plant operations	Cost per square foot	\$5.73	\$5.04	\$6.09
	Square footage per student	374	299	152
Food service	Cost per meal equivalent	\$3.56	\$3.19	\$2.47
Transportation	Cost per mile	\$2.75	\$2.47	\$3.50
	Cost per rider	\$780	\$704	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

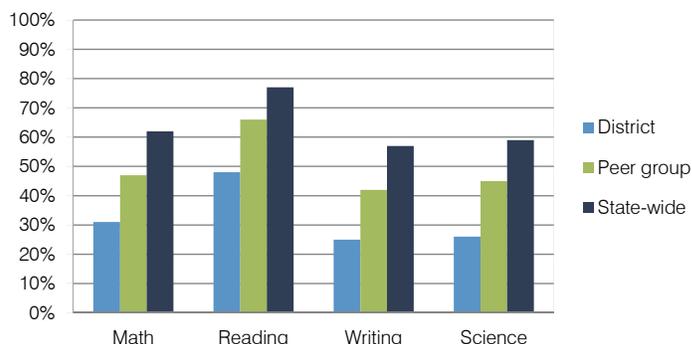
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Moderate**

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



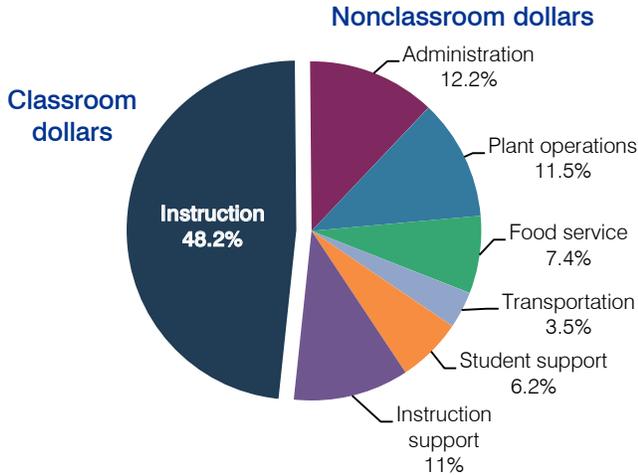
Gadsden Elementary School District

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

District size / location: Medium-Large, Town
 Students attending: 4,895
 Number of schools: 8

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$851	\$951	\$736
	Students per administrator	64	61	66
Plant operations	Cost per square foot	\$8.04	\$6.40	\$6.09
	Square footage per student	100	142	152
Food service	Cost per meal equivalent	\$2.45	\$2.49	\$2.47
Transportation	Cost per mile	\$3.65	\$3.84	\$3.50
	Cost per rider	\$247	\$416	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

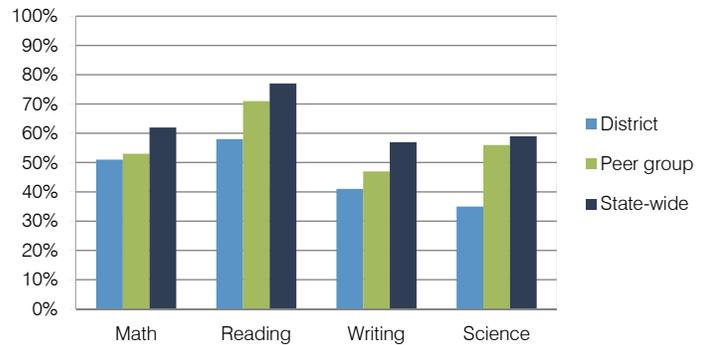
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	1	13%
B	2	25%
C	4	50%
D	1	13%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	40%	39%	25%
Students per teacher	22.4	14.4	18.1
Average teacher salary	\$42,049	\$40,820	\$45,193
Amount from Proposition 301	\$2,497	\$2,313	\$3,195
Average years of teacher experience	7.0	11.7	11.0
Percentage of teachers in first 3 years	39%	12%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



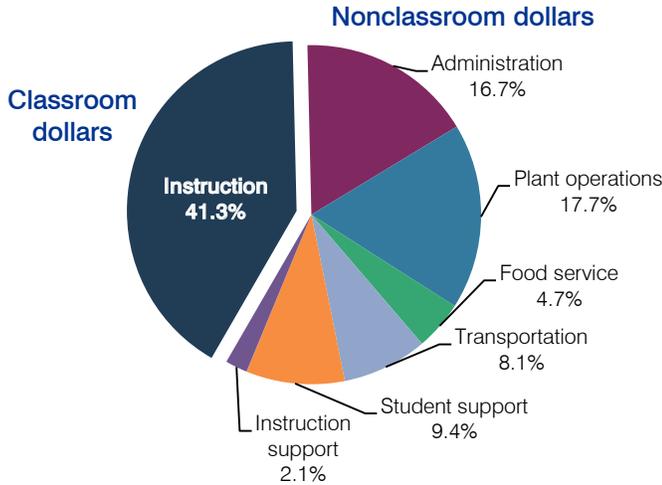
Ganado Unified School District

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

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

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,144	\$1,074	\$736
	Students per administrator	39	56	66
Plant operations	Cost per square foot	\$5.61	\$4.82	\$6.09
	Square footage per student	407	250	152
Food service	Cost per meal equivalent	\$2.58	\$2.97	\$2.47
Transportation	Cost per mile	\$2.85	\$2.26	\$3.50
	Cost per rider	\$1,048	\$935	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

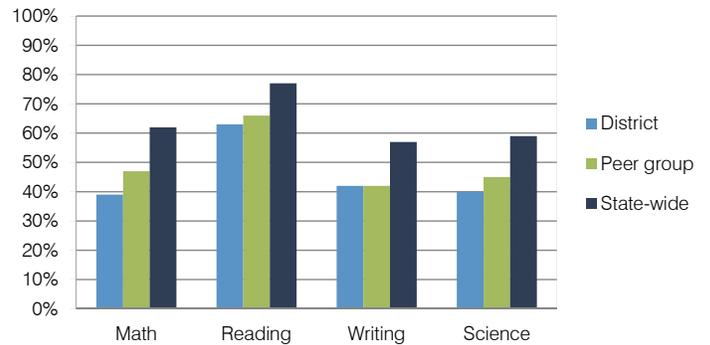
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



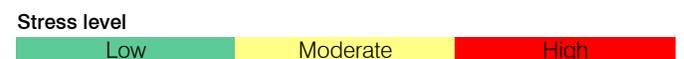
Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

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



Gila Bend Unified School District

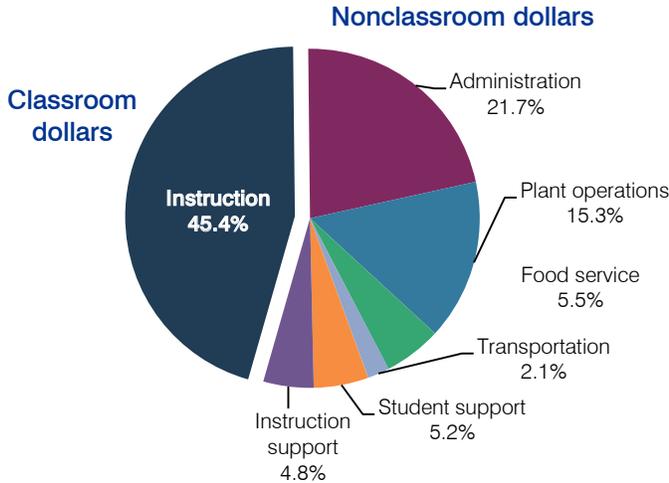
Maricopa County
 Efficiency peer groups 6 and T-7, Achievement peer group 6
 Legislative district(s): 4

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

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,058	\$1,487	\$736
	Students per administrator	36	43	66
Plant operations	Cost per square foot	\$6.81	\$5.04	\$6.09
	Square footage per student	213	299	152
Food service	Cost per meal equivalent	\$2.22	\$3.19	\$2.47
Transportation	Cost per mile	\$1.56	\$3.29	\$3.50
	Cost per rider	\$319	\$644	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

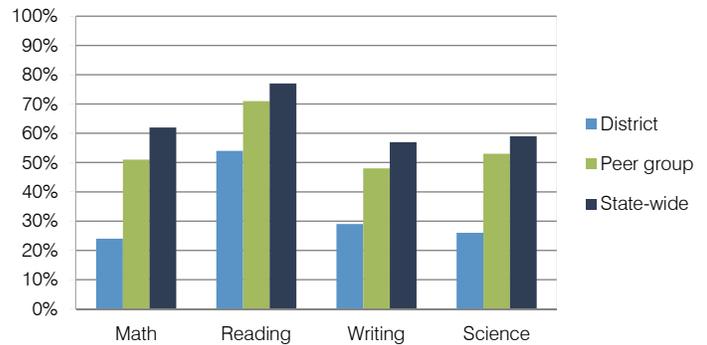
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$9,928	\$9,482	\$9,872	\$7,475	\$10,652
Classroom dollars	4,686	4,303	4,866	4,053	6,526
Nonclassroom dollars:	5,242	5,179	5,006	3,422	4,126
Administration	1,728	2,058	1,487	736	1,139
Plant operations	1,546	1,451	1,438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

ADE-reported district and school letter grades

District grade: **D**

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

Percentage of students who met state standards (AIMS)



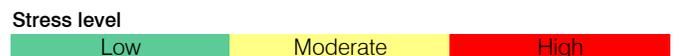
Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Compliant



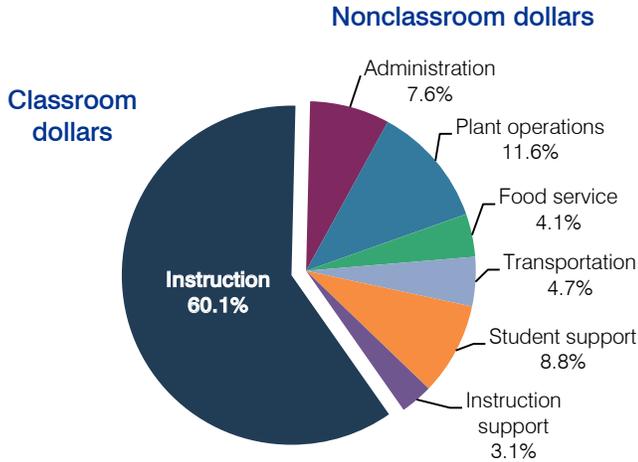
Gilbert Unified School District

Maricopa County
 Efficiency peer groups 1 and T-3, Achievement peer group 1
 Legislative district(s): 12, 16, 17, 25 and 26

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

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

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

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

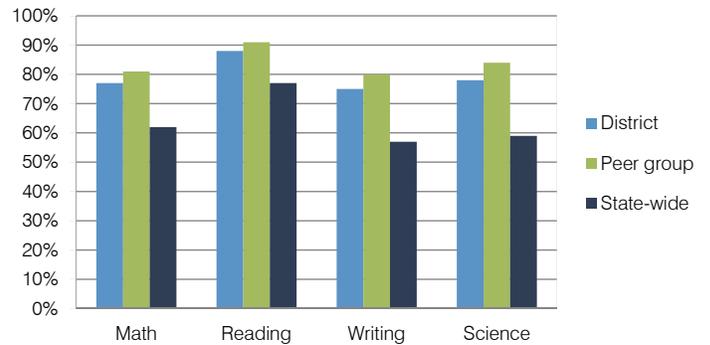
ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools ¹	Percentage of schools
A	18	44%
B	21	51%
C	1	2%
D	0	0%
F	0	0%
Not rated	1	2%

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

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

Stress level: **Low** Moderate High

Glendale Elementary School District

Maricopa County

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

Legislative district(s): 20, 29 and 30

District size / location:

Large, Suburb

Students attending:

12,345

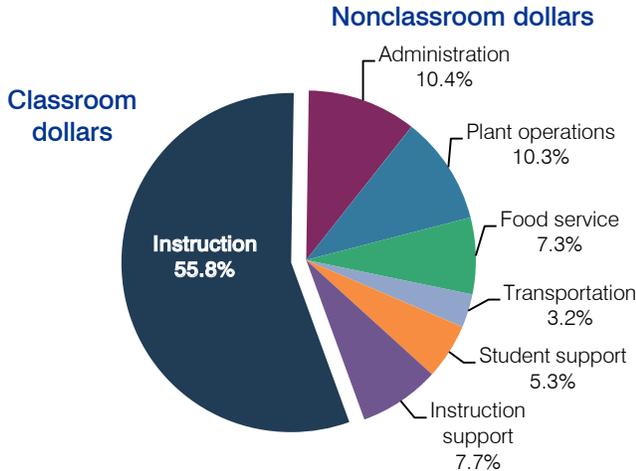
Number of schools:

17

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$734	\$695	\$736
	Students per administrator	71	67	66
Plant operations	Cost per square foot	\$6.45	\$6.05	\$6.09
	Square footage per student	113	131	152
Food service	Cost per meal equivalent	\$2.32	\$2.41	\$2.47
Transportation	Cost per mile	\$8.02	\$5.69	\$3.50
	Cost per rider	\$865	\$569	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

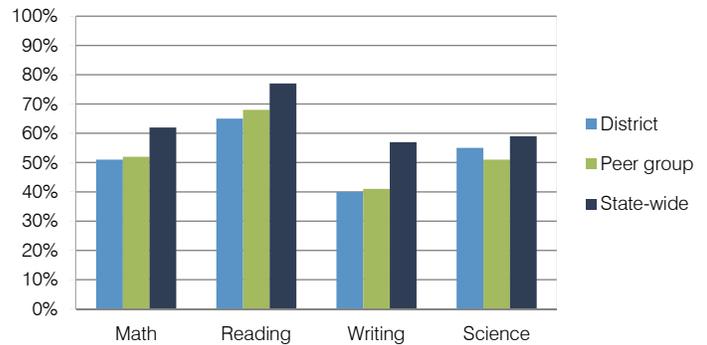
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,910	\$7,086	\$7,254	\$7,475	\$10,652
Classroom dollars	3,787	3,955	3,944	4,053	6,526
Nonclassroom dollars:	3,123	3,131	3,310	3,422	4,126
Administration	733	734	695	736	1,139
Plant operations	737	730	794	928	1,012
Food service	518	520	489	382	405
Transportation	188	226	299	362	443
Student support	361	377	526	578	592
Instruction support	586	544	507	436	535

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	7	41%
C	9	53%
D	1	6%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



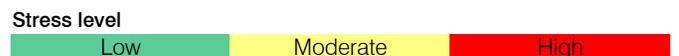
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	36%	33%	25%
Students per teacher	17.5	17.7	18.1
Average teacher salary	\$41,747	\$41,441	\$45,193
Amount from Proposition 301	\$3,292	\$2,520	\$3,195
Average years of teacher experience	7.3	9.6	11.0
Percentage of teachers in first 3 years	37%	21%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.7%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



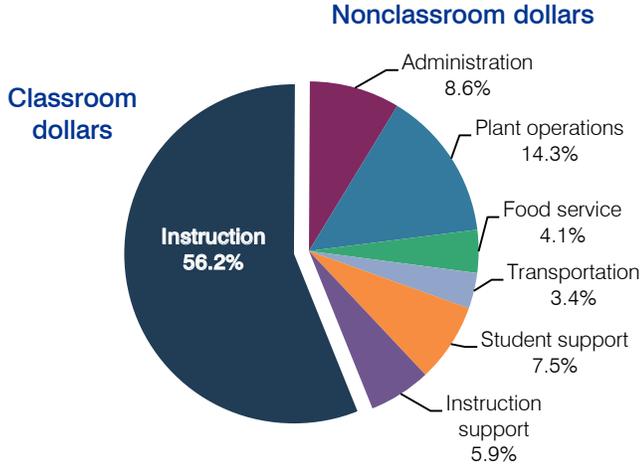
Glendale Union High School District

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

District size / location: Large, City
 Students attending: 14,783
 Number of schools: 10

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$658	\$636	\$736
	Students per administrator	70	68	66
Plant operations	Cost per square foot	\$7.09	\$6.49	\$6.09
	Square footage per student	155	144	152
Food service	Cost per meal equivalent	\$2.53	\$2.34	\$2.47
Transportation	Cost per mile	\$5.63	\$3.54	\$3.50
	Cost per rider	\$2,043	\$1,372	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

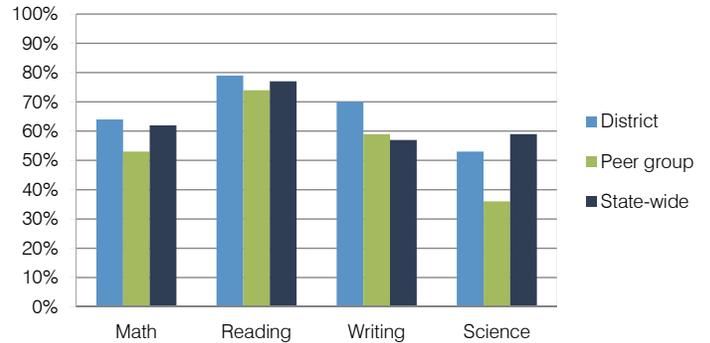
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	4	40%
B	4	40%
C	1	10%
D	0	0%
F	0	0%
Not rated	1	10%

Percentage of students who met state standards (AIMS)



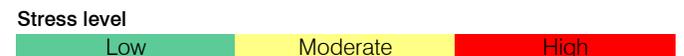
Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



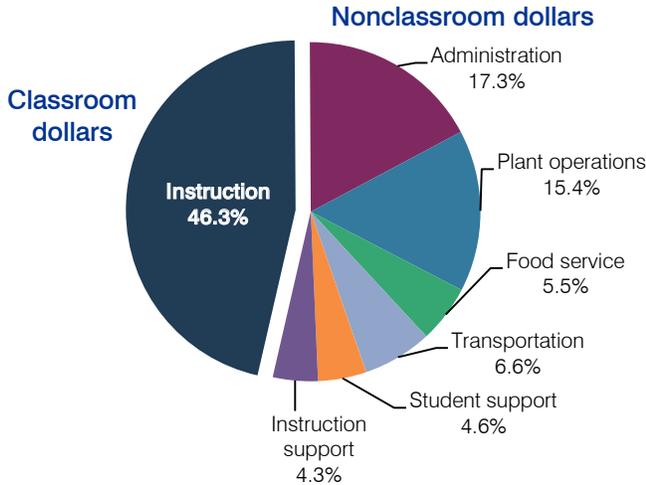
Globe Unified School District

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

District size / location: Medium, Town
 Students attending: 1,535
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,172	\$1,074	\$736
	Students per administrator	56	56	66
Plant operations	Cost per square foot	\$4.75	\$4.82	\$6.09
	Square footage per student	219	250	152
Food service	Cost per meal equivalent	\$3.15	\$2.97	\$2.47
Transportation	Cost per mile	\$4.59	\$3.84	\$3.50
	Cost per rider	\$409	\$416	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

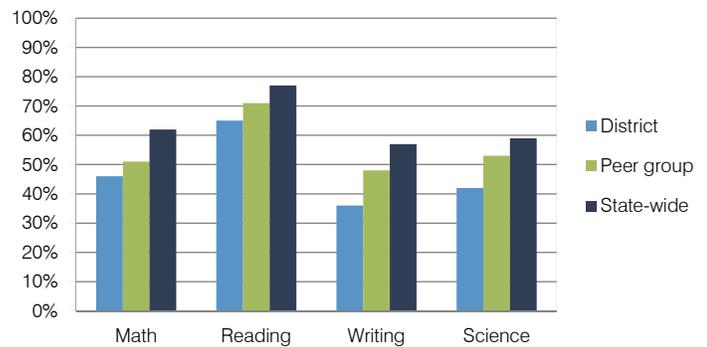
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

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

Stress level: **Low** Moderate High

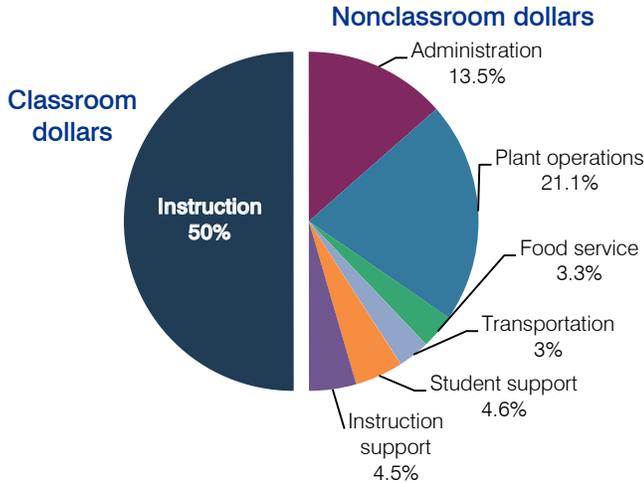
Grand Canyon Unified School District

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

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

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,693	\$1,487	\$736
	Students per administrator	39	43	66
Plant operations	Cost per square foot	\$9.37	\$5.04	\$6.09
	Square footage per student	281	299	152
Food service	Cost per meal equivalent	\$3.08	\$3.19	\$2.47
Transportation	Cost per mile	\$1.18	\$2.02	\$3.50
	Cost per rider	\$710	\$1,181	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

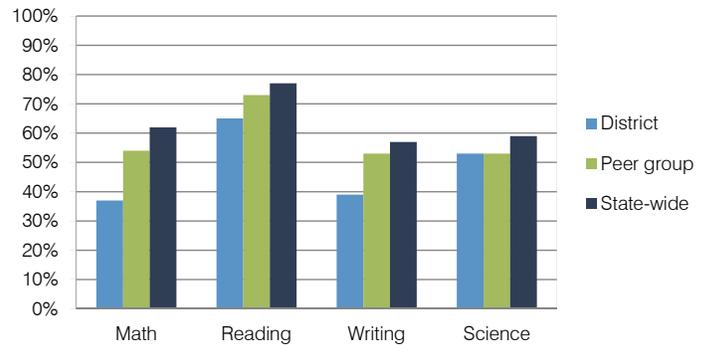
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	88%	86%	78%
Poverty rate (2011)	16%	15%	25%
Students per teacher	10.6	14.3	18.1
Average teacher salary	\$37,312	\$39,138	\$45,193
Amount from Proposition 301	\$2,072	\$3,133	\$3,195
Average years of teacher experience	12.7	10.9	11.0
Percentage of teachers in first 3 years	18%	17%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.3%, Increasing
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

Hackberry Elementary School District

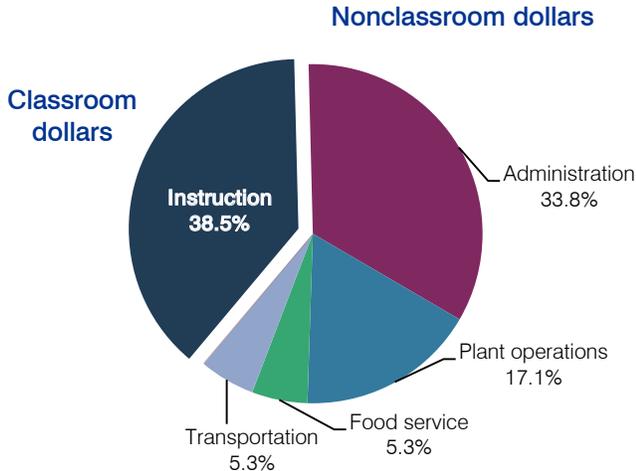
Mohave County
 Efficiency peer groups 11 and T-13, Achievement peer group 21
 Legislative district(s): 5

District size / location: Very small, Rural
 Students attending: 34
 Number of schools: 1

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



ADE-reported district and school letter grades

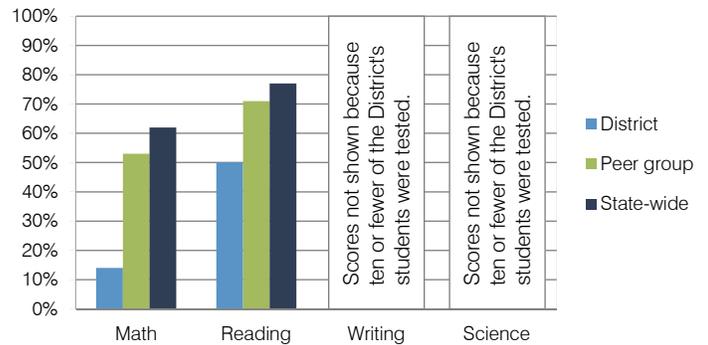
District grade: **D**

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

5-year spending trend

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

Percentage of students who met state standards (AIMS)



Cost measures relative to peer averages

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

Student and teacher measures

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

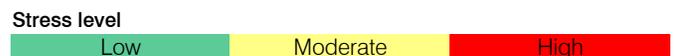
Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$38,387	\$20,714	\$15,082	\$7,475	\$10,652
Classroom dollars	13,113	7,972	7,880	4,053	6,526
Nonclassroom dollars:	25,274	12,742	7,202	3,422	4,126
Administration	13,917	6,990	2,472	736	1,139
Plant operations	7,017	3,551	2,126	928	1,012
Food service	1,477	1,107	756	382	405
Transportation	1,931	1,092	970	362	443
Student support	932	0	541	578	592
Instruction support	0	2	337	436	535

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	Operating only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.7%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Noncompliant



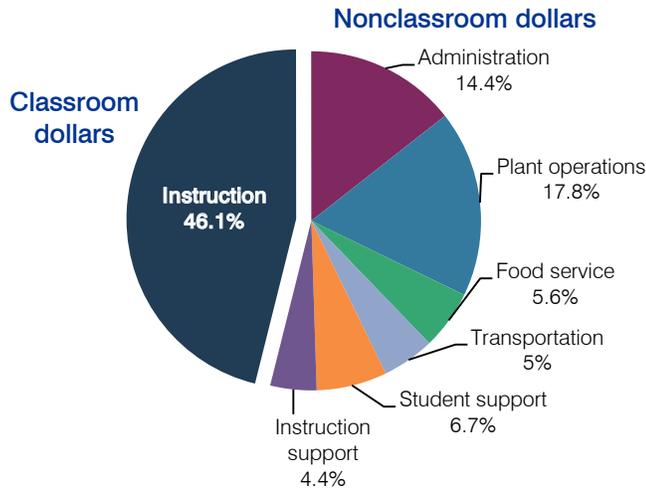
Hayden-Winkelman Unified School District

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

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

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,383	\$1,487	\$736
	Students per administrator	35	43	66
Plant operations	Cost per square foot	\$3.22	\$5.04	\$6.09
	Square footage per student	529	299	152
Food service	Cost per meal equivalent	\$2.95	\$3.19	\$2.47
Transportation	Cost per mile	\$1.93	\$2.26	\$3.50
	Cost per rider	\$774	\$935	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

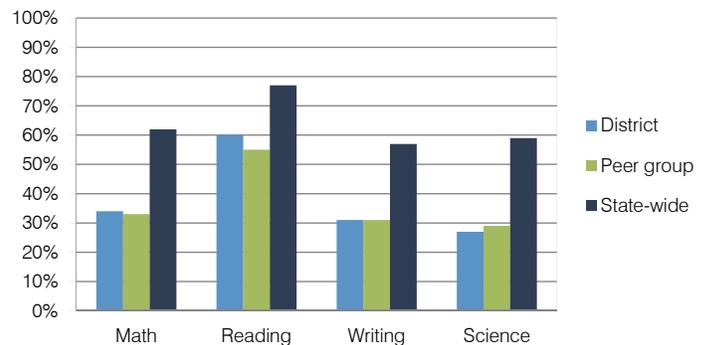
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Percentage of students who met state standards (AIMS)



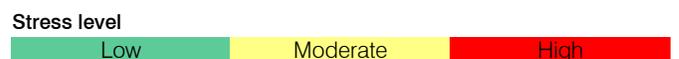
Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Moderate**

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



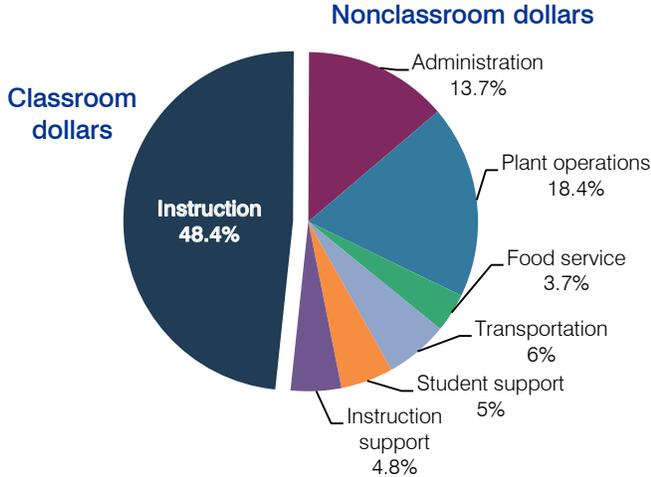
Heber-Overgaard Unified School District

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

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

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

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

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

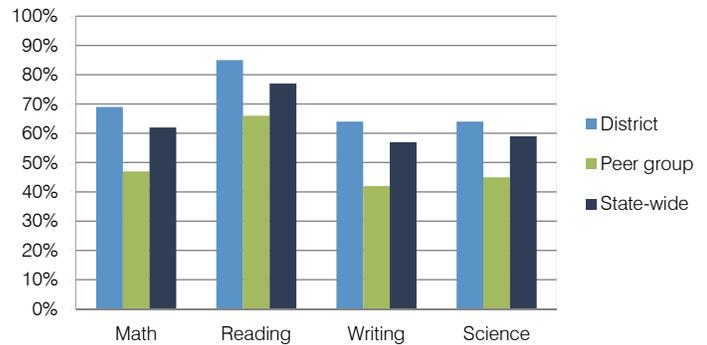
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)



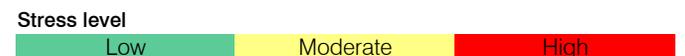
Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.8%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Higley Unified School District

Maricopa County

Efficiency peer groups 2 and T-4, Achievement peer group 1

Legislative district(s): 12

District size / location:

Large, Suburb

Students attending:

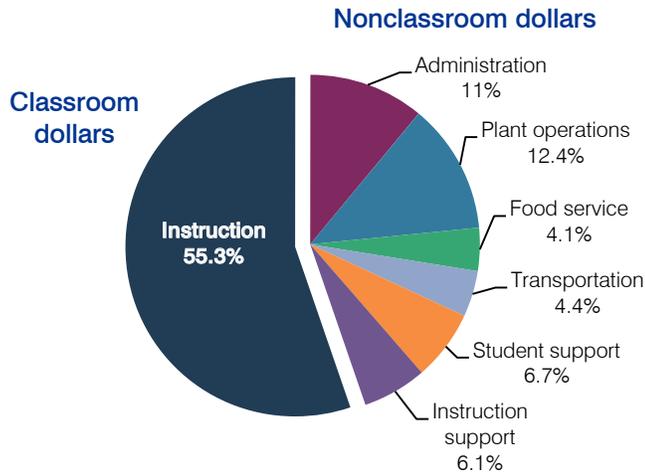
9,887

Number of schools:

10

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$657	\$636	\$736
	Students per administrator	84	68	66
Plant operations	Cost per square foot	\$5.25	\$6.49	\$6.09
	Square footage per student	142	144	152
Food service	Cost per meal equivalent	\$2.64	\$2.34	\$2.47
Transportation	Cost per mile	\$4.31	\$3.62	\$3.50
	Cost per rider	\$1,287	\$1,088	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

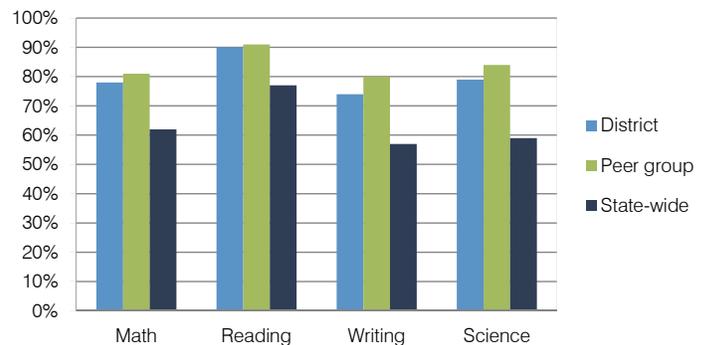
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

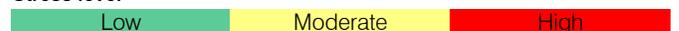
Overall financial stress level: **Low**

Measure: 2010 through 2012

Assessment

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

Stress level



Hillside Elementary School District

Yavapai County

Efficiency peer groups 11 and T-13, Achievement peer group 19

Legislative district(s): 1

District size / location:

Very small, Rural

Students attending:

32

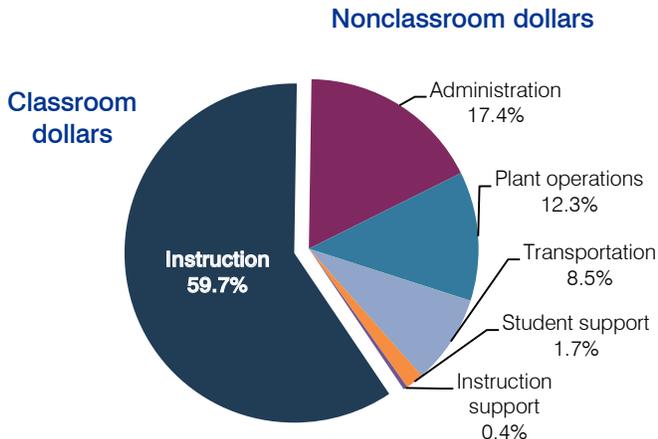
Number of schools:

1

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

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

Per-pupil spending by operational area

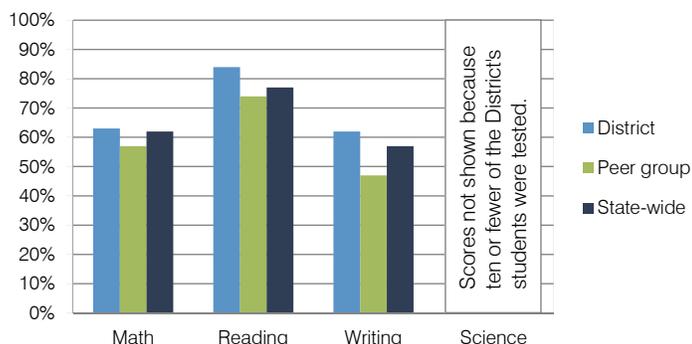
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$9,560	\$10,633	\$15,082	\$7,475	\$10,652
Classroom dollars	5,568	6,345	7,880	4,053	6,526
Nonclassroom dollars:	3,992	4,288	7,202	3,422	4,126
Administration	1,754	1,848	2,472	736	1,139
Plant operations	1,358	1,303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

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



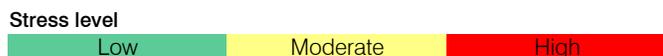
Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

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



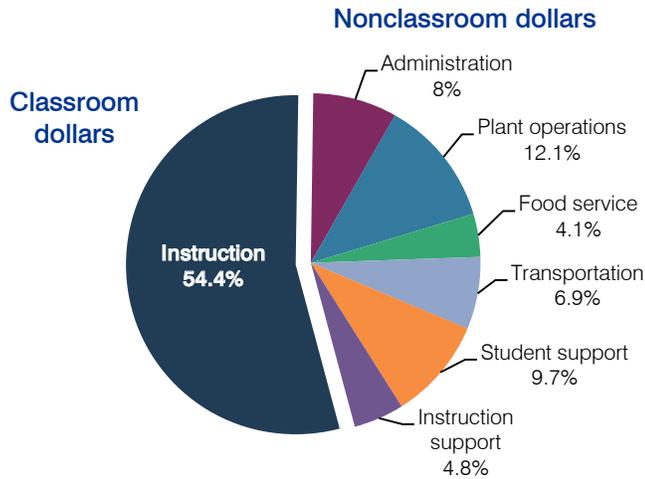
Holbrook Unified School District

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

District size / location: Medium, Town
 Students attending: 1,999
 Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$766	\$1,074	\$736
	Students per administrator	63	56	66
Plant operations	Cost per square foot	\$5.69	\$4.82	\$6.09
	Square footage per student	202	250	152
Food service	Cost per meal equivalent	\$2.57	\$2.97	\$2.47
Transportation	Cost per mile	\$1.40	\$2.02	\$3.50
	Cost per rider	\$775	\$1,181	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

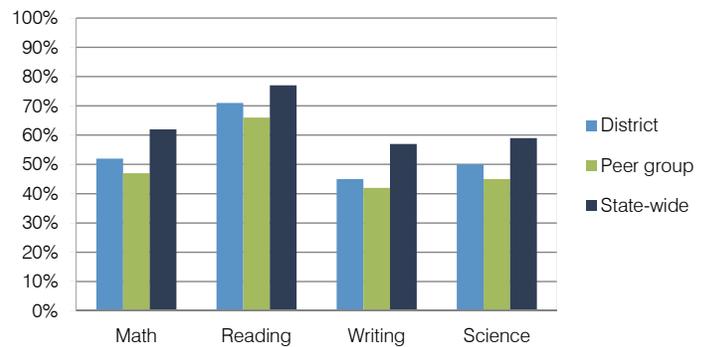
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	94%
Graduation rate (2011)	79%	76%	78%
Poverty rate (2011)	39%	40%	25%
Students per teacher	14.4	15.6	18.1
Average teacher salary	\$44,931	\$42,644	\$45,193
Amount from Proposition 301	\$1,740	\$3,127	\$3,195
Average years of teacher experience	11.7	13.0	11.0
Percentage of teachers in first 3 years	12%	13%	16%

Financial stress assessment

Overall financial stress level: **Low**

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



Humboldt Unified School District

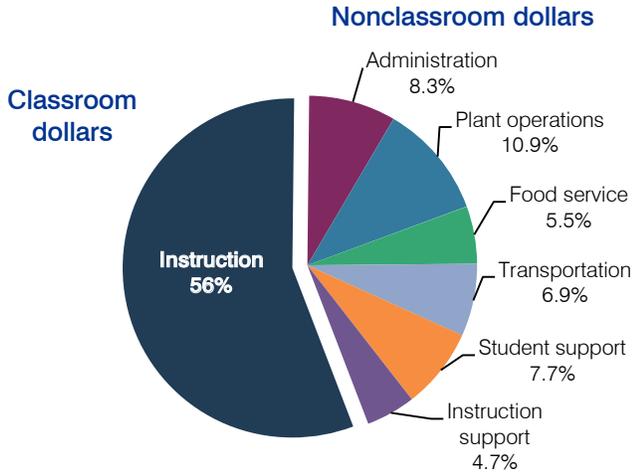
Yavapai County
 Efficiency peer groups 3 and T-4, Achievement peer group 3
 Legislative district(s): 1

District size / location: Medium-Large, Suburb
 Students attending: 5,636
 Number of schools: 9

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

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

Very low Low Comparable High Very high

Per-pupil spending by operational area

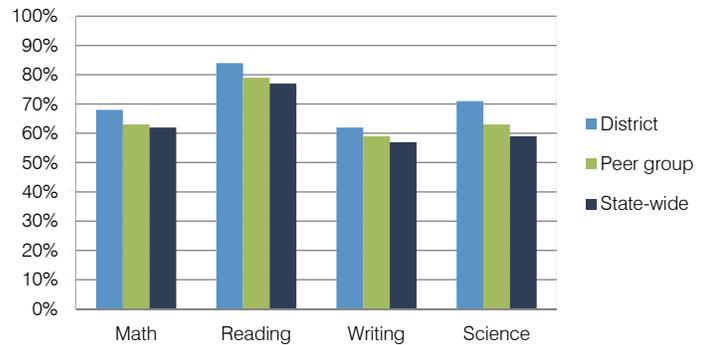
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,469	\$6,584	\$7,033	\$7,475	\$10,652
Classroom dollars	3,639	3,687	3,759	4,053	6,526
Nonclassroom dollars:	2,830	2,897	3,274	3,422	4,126
Administration	591	544	736	736	1,139
Plant operations	738	719	920	928	1,012
Food service	336	360	338	382	405
Transportation	432	452	426	362	443
Student support	500	510	546	578	592
Instruction support	233	312	308	436	535

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)



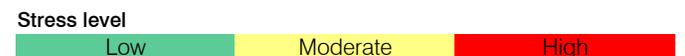
Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.1%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Hyder Elementary School District

Yuma County

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

Legislative district(s): 13

District size / location:

Very small, Rural

Students attending:

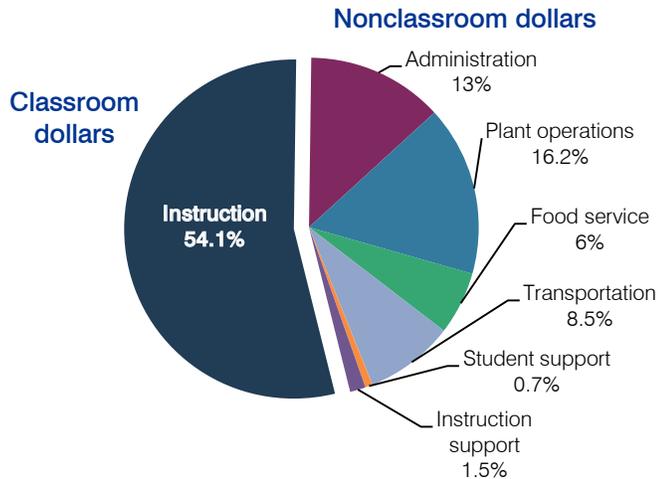
102

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

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

Per-pupil spending by operational area

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

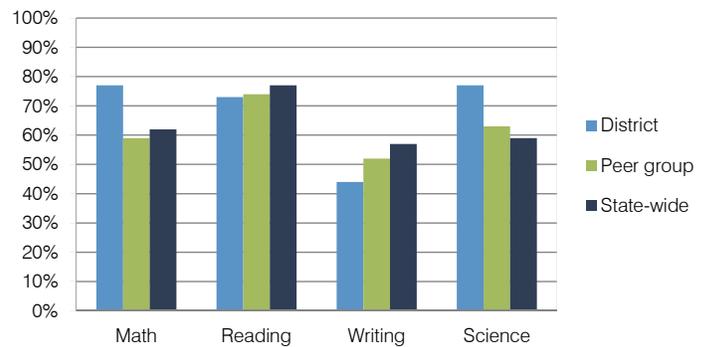
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

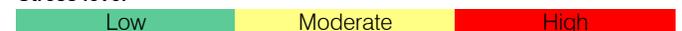
Overall financial stress level: **Low**

Measure: 2010 through 2012

Assessment

Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

Stress level



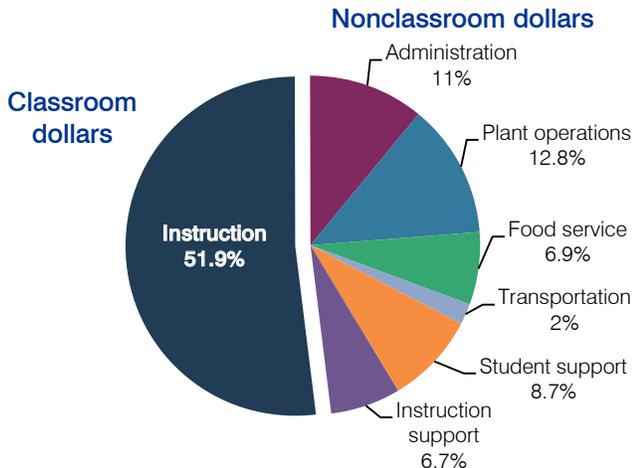
Isaac Elementary School District

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

District size / location: Medium-Large, City
 Students attending: 6,676
 Number of schools: 10

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

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

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

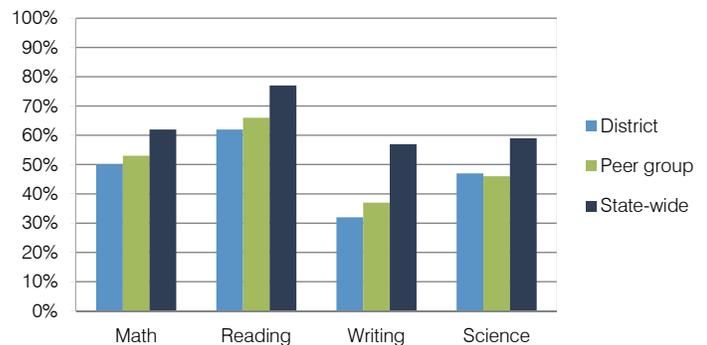
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	10%
C	9	90%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Concentrated decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.5%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

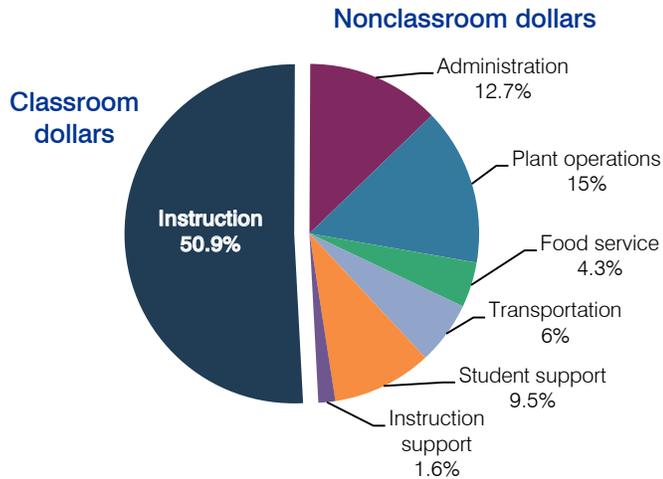
J.O. Combs Unified School District

Pinal County
 Efficiency peer groups 4 and T-8, Achievement peer group 4
 Legislative district(s): 8 and 16

District size / location: Medium-Large, Rural
 Students attending: 4,147
 Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$753	\$748	\$736
	Students per administrator	83	66	66
Plant operations	Cost per square foot	\$5.65	\$5.53	\$6.09
	Square footage per student	158	173	152
Food service	Cost per meal equivalent	\$2.00	\$2.56	\$2.47
Transportation	Cost per mile	\$3.18	\$2.87	\$3.50
	Cost per rider	\$780	\$726	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

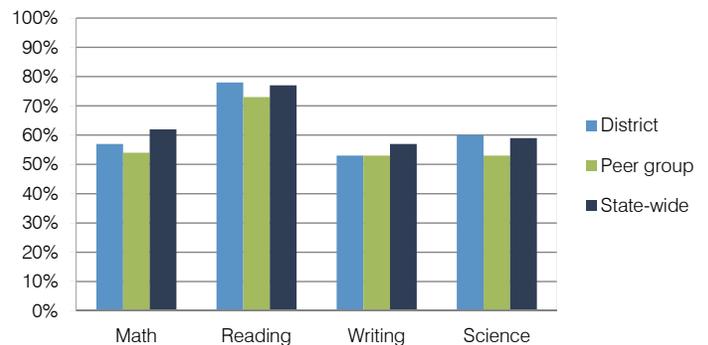
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	3	43%
C	4	57%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

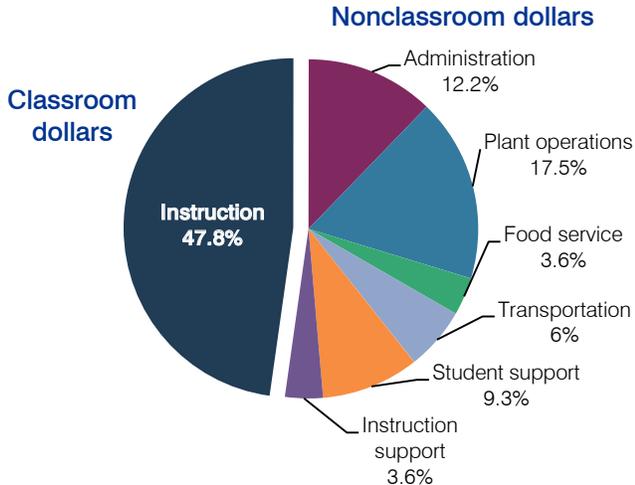
Joseph City Unified School District

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

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

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,385	\$1,487	\$736
	Students per administrator	38	43	66
Plant operations	Cost per square foot	\$4.30	\$5.04	\$6.09
	Square footage per student	463	299	152
Food service	Cost per meal equivalent	\$3.97	\$3.19	\$2.47
Transportation	Cost per mile	\$1.49	\$2.26	\$3.50
	Cost per rider	\$622	\$935	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

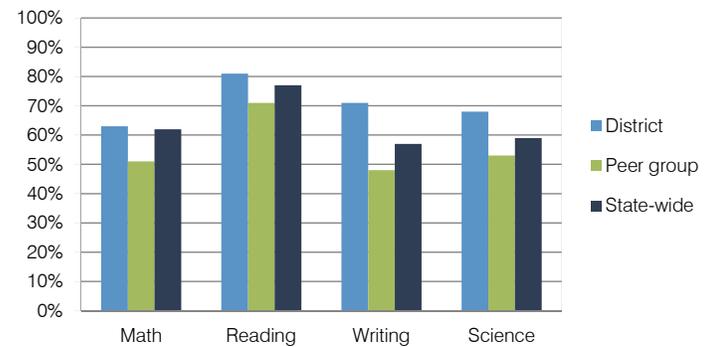
ADE-reported district and school letter grades

District grade: **B**

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

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

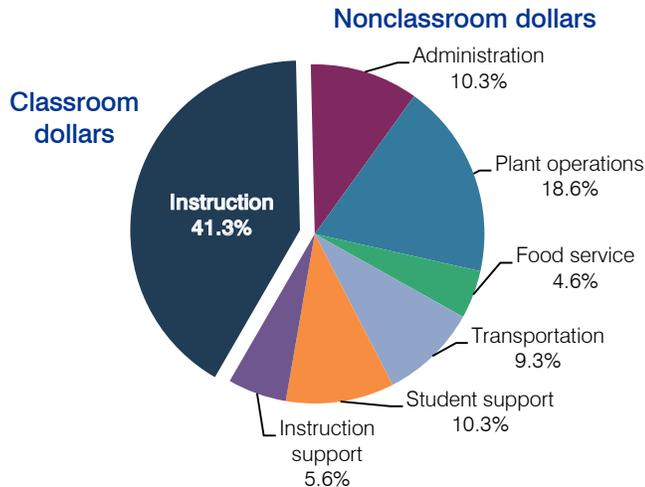
Kayenta Unified School District

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

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

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,117	\$1,074	\$736
	Students per administrator	51	56	66
Plant operations	Cost per square foot	\$7.01	\$4.82	\$6.09
	Square footage per student	288	250	152
Food service	Cost per meal equivalent	\$2.10	\$2.97	\$2.47
Transportation	Cost per mile	\$2.50	\$2.21	\$3.50
	Cost per rider	\$1,257	\$978	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

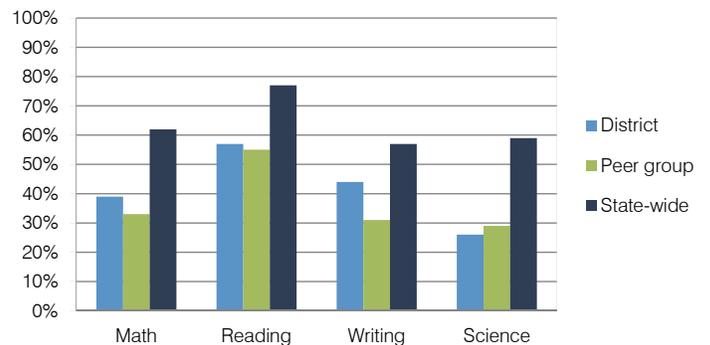
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

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



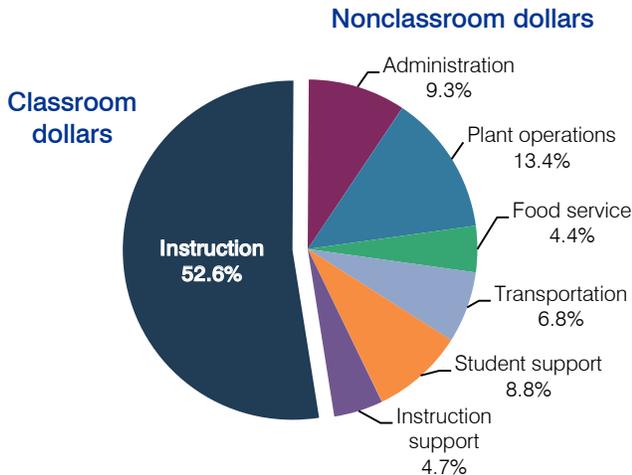
Kingman Unified School District

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

District size / location: Medium-Large, Town
 Students attending: 6,750
 Number of schools: 10

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

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

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,390	\$6,723	\$7,007	\$7,475	\$10,652
Classroom dollars	3,390	3,536	3,682	4,053	6,526
Nonclassroom dollars:	3,000	3,187	3,325	3,422	4,126
Administration	628	624	748	736	1,139
Plant operations	808	901	933	928	1,012
Food service	275	298	354	382	405
Transportation	471	455	369	362	443
Student support	570	593	540	578	592
Instruction support	248	316	381	436	535

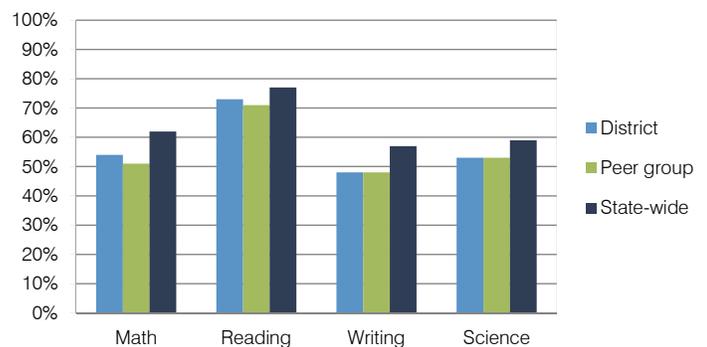
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	2	20%
B	3	30%
C	3	30%
D	2	20%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.8%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



Kirkland Elementary School District

Yavapai County

Efficiency peer groups 11 and T-13, Achievement peer group 21

Legislative district(s): 1

District size / location:

Very small, Rural

Students attending:

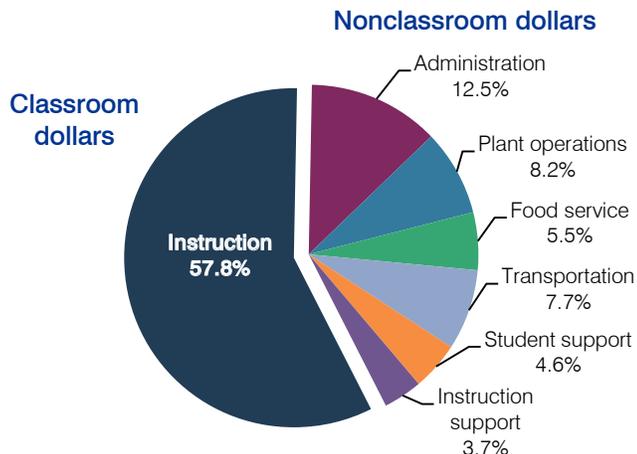
54

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

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

Per-pupil spending by operational area

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

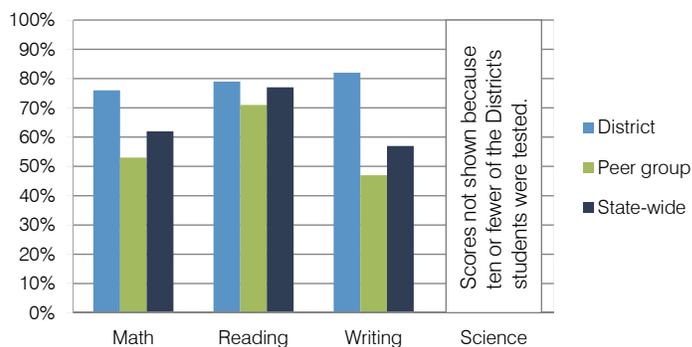
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

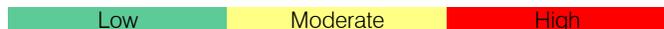
Overall financial stress level: **Low**

Measure: 2010 through 2012

Assessment

Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

Stress level



Kyrene Elementary School District

Maricopa County

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

Legislative district(s): 18 and 27

District size / location:

Large, City

Students attending:

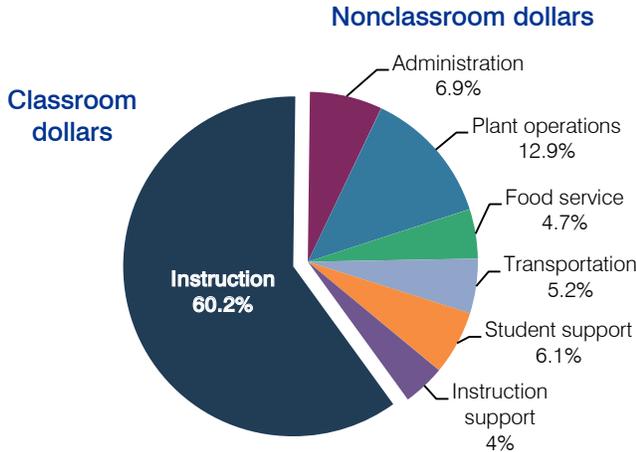
16,906

Number of schools:

25

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

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

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

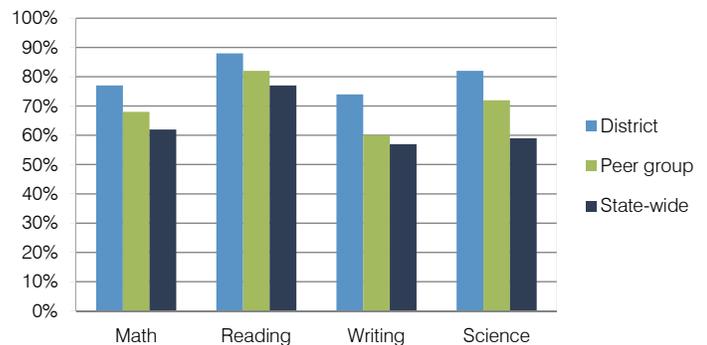
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	15	60%
B	9	36%
C	1	4%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



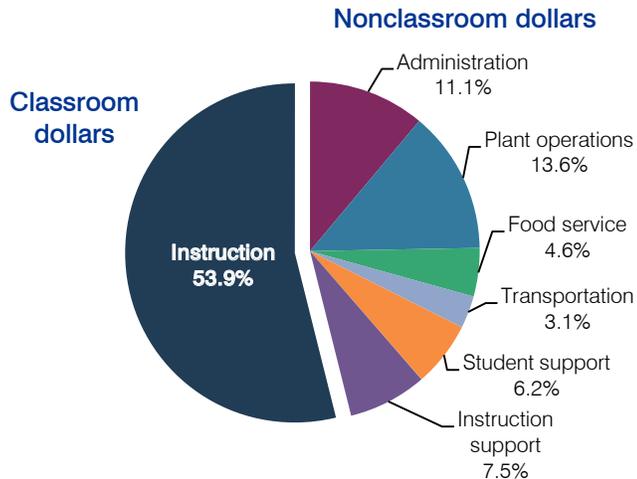
Lake Havasu Unified School District

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

District size / location: Medium-Large, Town
 Students attending: 5,474
 Number of schools: 8

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$718	\$748	\$736
	Students per administrator	66	66	66
Plant operations	Cost per square foot	\$6.13	\$5.53	\$6.09
	Square footage per student	143	173	152
Food service	Cost per meal equivalent	\$2.34	\$2.56	\$2.47
Transportation	Cost per mile	\$3.72	\$2.21	\$3.50
	Cost per rider	NR	\$978	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

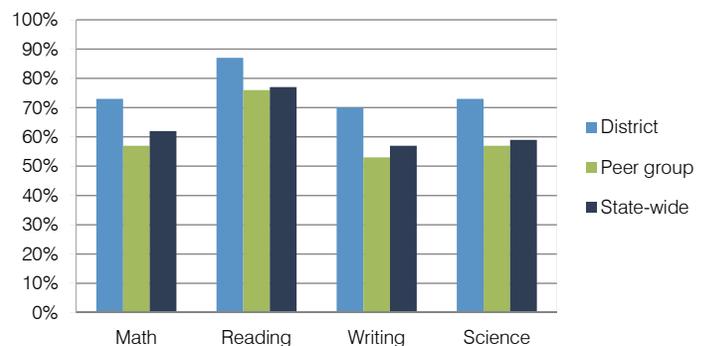
ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools ¹	Percentage of schools
A	0	0%
B	7	78%
C	1	11%
D	1	11%
F	0	0%
Not rated	0	0%

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

Percentage of students who met state standards (AIMS)



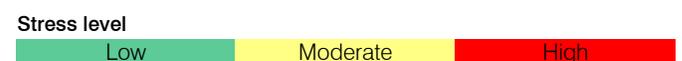
Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.7%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



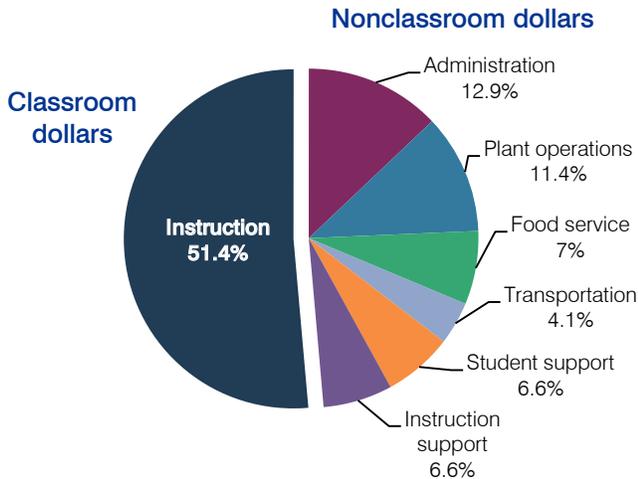
Laveen Elementary School District

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

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

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$724	\$796	\$736
	Students per administrator	88	75	66
Plant operations	Cost per square foot	\$8.01	\$6.25	\$6.09
	Square footage per student	80	131	152
Food service	Cost per meal equivalent	\$2.16	\$2.45	\$2.47
Transportation	Cost per mile	\$5.56	\$5.69	\$3.50
	Cost per rider	\$506	\$569	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$5,707	\$5,653	\$6,968	\$7,475	\$10,652
Classroom dollars	2,954	2,905	3,582	4,053	6,526
Nonclassroom dollars:	2,753	2,748	3,386	3,422	4,126
Administration	702	724	796	736	1,139
Plant operations	724	643	811	928	1,012
Food service	368	396	523	382	405
Transportation	214	234	271	362	443
Student support	394	375	522	578	592
Instruction support	351	376	463	436	535

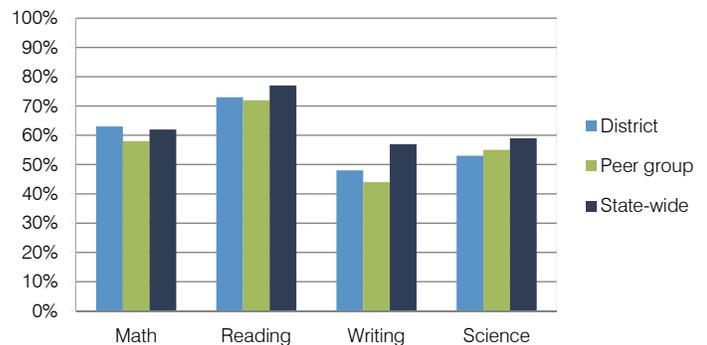
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	17%
B	5	83%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.2%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

Liberty Elementary School District

Maricopa County

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

Legislative district(s): 4 and 13

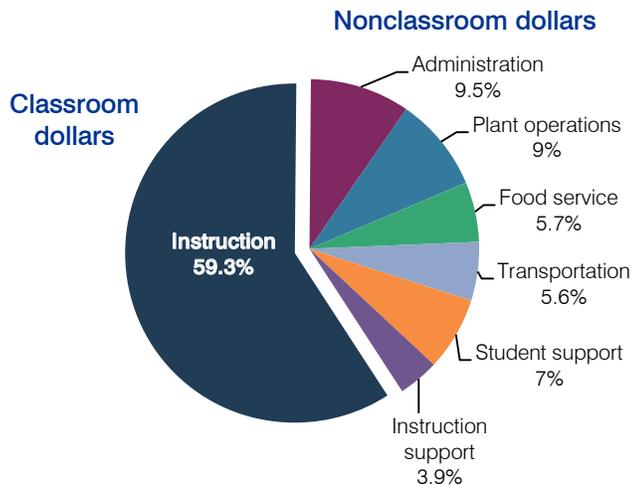
District size / location: Medium-Large, Suburb

Students attending: 3,105

Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$633	\$796	\$736
	Students per administrator	76	75	66
Plant operations	Cost per square foot	\$5.20	\$6.25	\$6.09
	Square footage per student	116	131	152
Food service	Cost per meal equivalent	\$2.66	\$2.45	\$2.47
Transportation	Cost per mile	\$3.00	\$3.62	\$3.50
	Cost per rider	\$956	\$1,088	\$982

Legend: Very low (Green), Low (Blue), Comparable (Yellow), High (Orange), Very high (Red)

Per-pupil spending by operational area

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

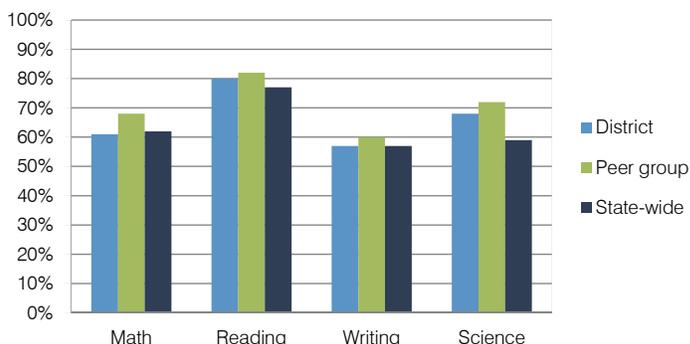
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	20%
B	2	40%
C	2	40%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.1%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level: **Low** (Green), **Moderate** (Yellow), **High** (Red)

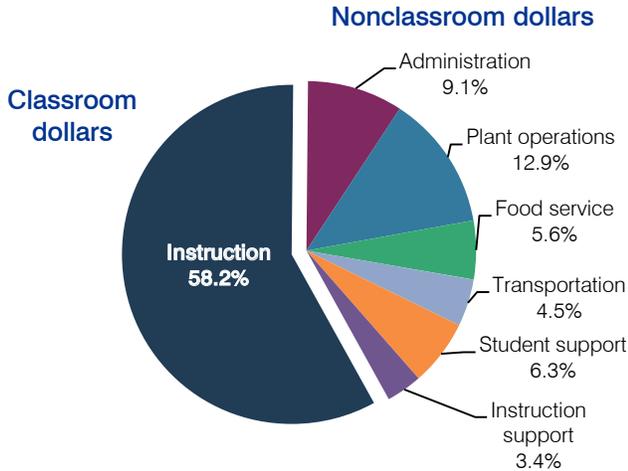
Litchfield Elementary School District

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

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

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$555	\$695	\$736
	Students per administrator	97	67	66
Plant operations	Cost per square foot	\$6.68	\$6.05	\$6.09
	Square footage per student	118	131	152
Food service	Cost per meal equivalent	\$2.04	\$2.41	\$2.47
Transportation	Cost per mile	\$3.41	\$3.80	\$3.50
	Cost per rider	\$795	\$940	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

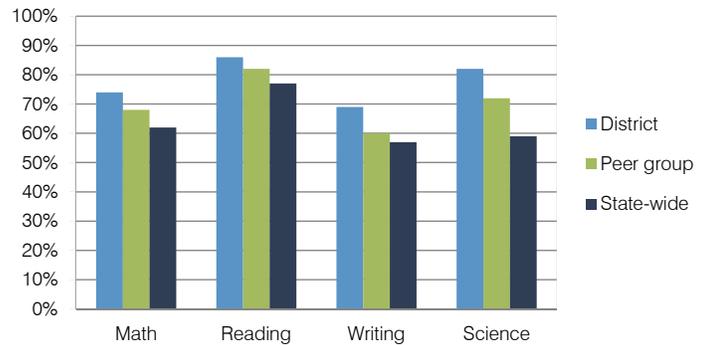
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	9	69%
B	4	31%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level: **Low** **Moderate** **High**

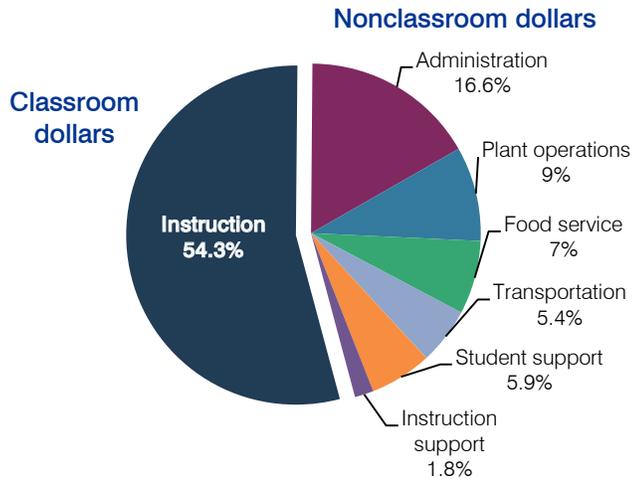
Littlefield Unified School District

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

District size / location: Small, Rural
 Students attending: 474
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,338	\$1,487	\$736
	Students per administrator	50	43	66
Plant operations	Cost per square foot	\$4.26	\$5.04	\$6.09
	Square footage per student	170	299	152
Food service	Cost per meal equivalent	\$3.27	\$3.19	\$2.47
Transportation	Cost per mile	\$2.44	\$2.87	\$3.50
	Cost per rider	\$621	\$726	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

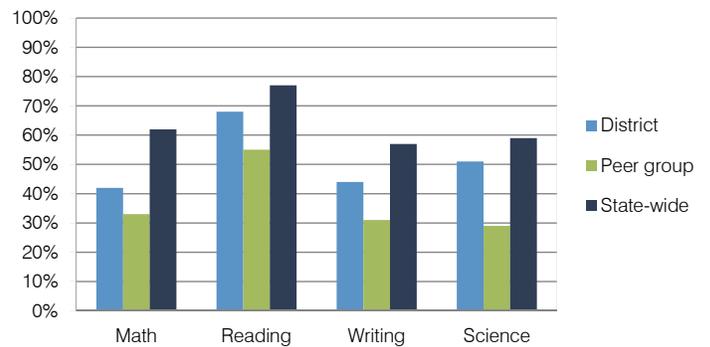
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **High**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	2011, isolated
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	0.4%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Noncompliant



Littleton Elementary School District

Maricopa County

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

Legislative district(s): 19

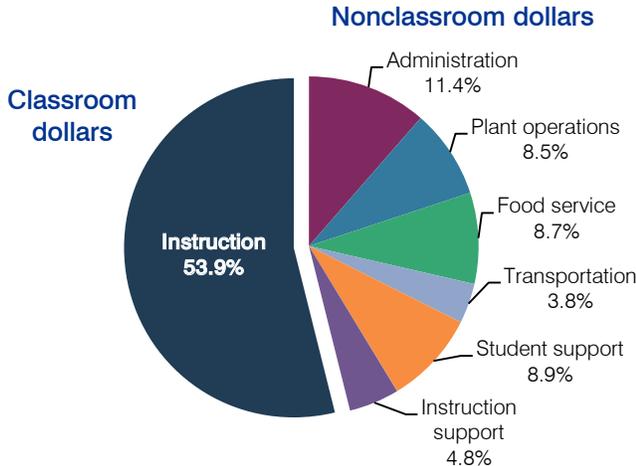
District size / location: Medium-Large, Suburb

Students attending: 4,812

Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

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

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

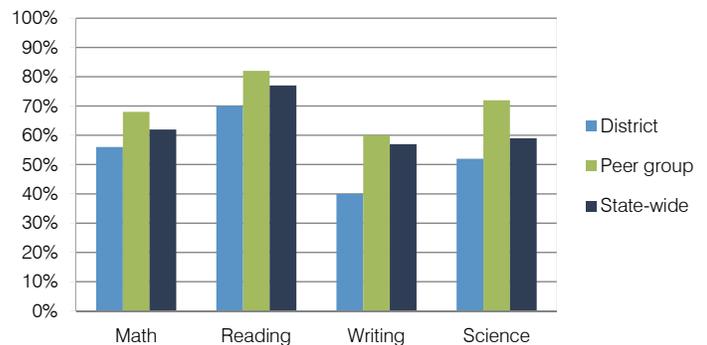
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	17%
B	3	50%
C	2	33%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.1%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

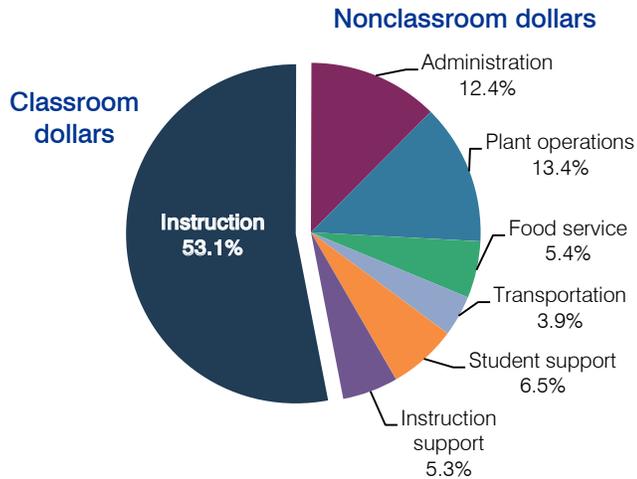
Madison Elementary School District

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

District size / location: Medium-Large, City
 Students attending: 5,666
 Number of schools: 8

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$813	\$796	\$736
	Students per administrator	60	75	66
Plant operations	Cost per square foot	\$6.31	\$6.25	\$6.09
	Square footage per student	139	131	152
Food service	Cost per meal equivalent	\$2.18	\$2.45	\$2.47
Transportation	Cost per mile	\$6.66	\$4.84	\$3.50
	Cost per rider	\$959	\$844	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

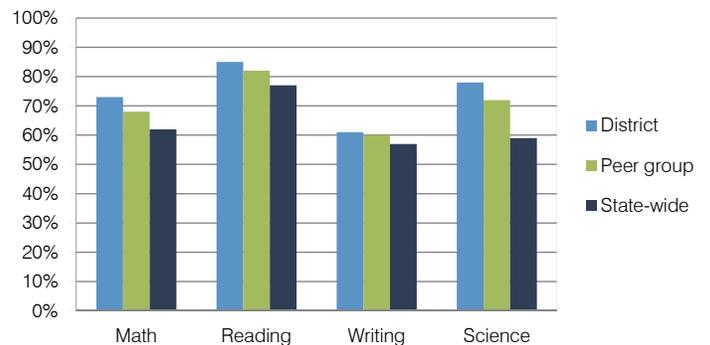
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	4	50%
B	3	38%
C	1	13%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

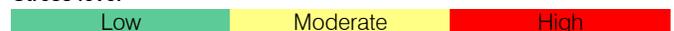
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012

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

Stress level



Maine Consolidated School District

Coconino County

Efficiency peer groups 11 and T-13, Achievement peer group 17

Legislative district(s): 6

District size / location:

Very small, Rural

Students attending:

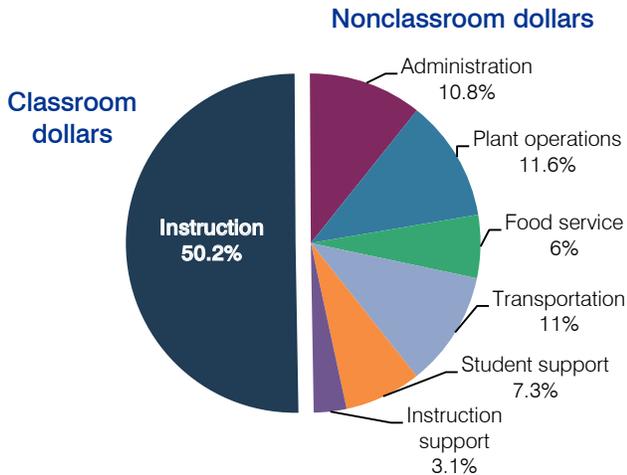
126

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

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

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$15,704	\$14,950	\$15,082	\$7,475	\$10,652
Classroom dollars	8,212	7,512	7,880	4,053	6,526
Nonclassroom dollars:	7,492	7,438	7,202	3,422	4,126
Administration	1,823	1,617	2,472	736	1,139
Plant operations	1,765	1,736	2,126	928	1,012
Food service	869	893	756	382	405
Transportation	1,643	1,640	970	362	443
Student support	1,003	1,084	541	578	592
Instruction support	389	468	337	436	535

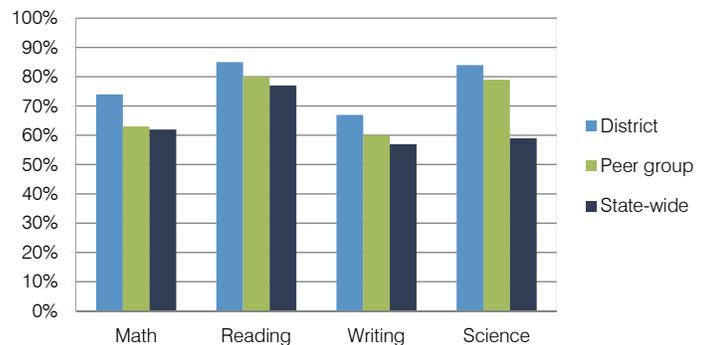
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)



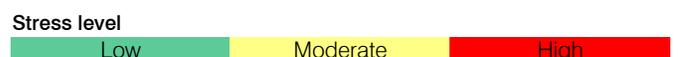
Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.8%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



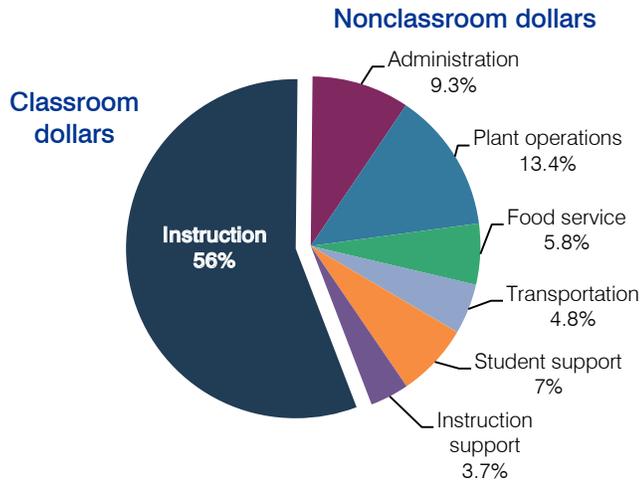
Mammoth-San Manuel Unified School District

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

District size / location: Medium, Town
 Students attending: 909
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$739	\$1,074	\$736
	Students per administrator	58	56	66
Plant operations	Cost per square foot	\$3.21	\$4.82	\$6.09
	Square footage per student	330	250	152
Food service	Cost per meal equivalent	\$2.72	\$2.97	\$2.47
Transportation	Cost per mile	\$1.82	\$2.87	\$3.50
	Cost per rider	\$444	\$726	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

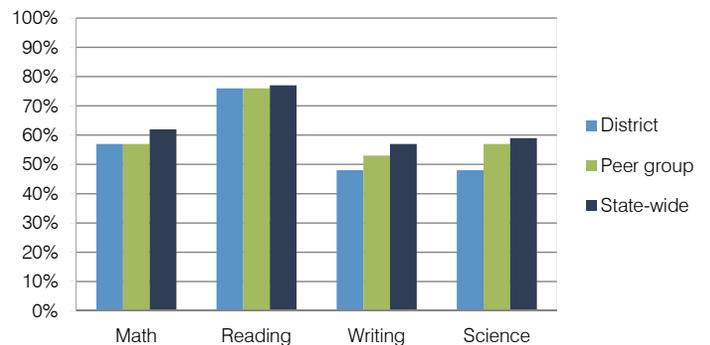
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



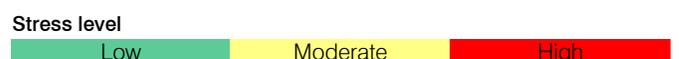
Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



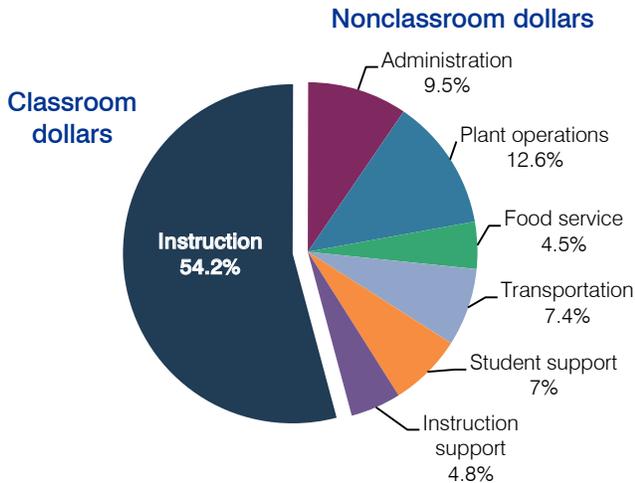
Marana Unified School District

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

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

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$677	\$636	\$736
	Students per administrator	64	68	66
Plant operations	Cost per square foot	\$6.28	\$6.49	\$6.09
	Square footage per student	143	144	152
Food service	Cost per meal equivalent	\$2.50	\$2.34	\$2.47
Transportation	Cost per mile	\$3.24	\$3.62	\$3.50
	Cost per rider	\$996	\$1,088	\$982

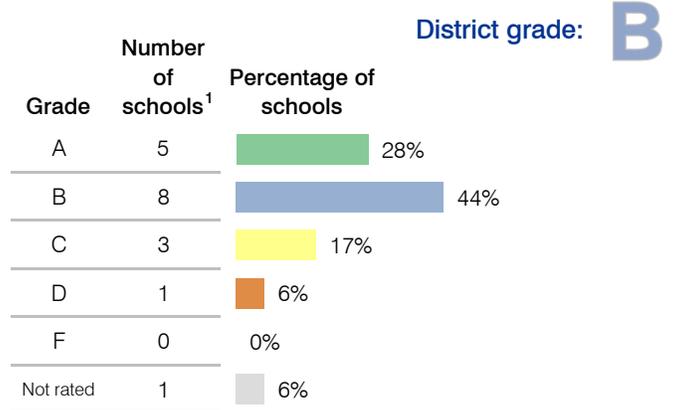
Very low Low Comparable High Very high

Per-pupil spending by operational area

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

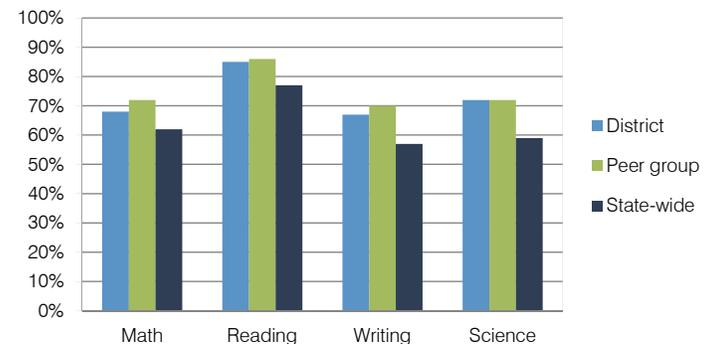
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades



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

Percentage of students who met state standards (AIMS)



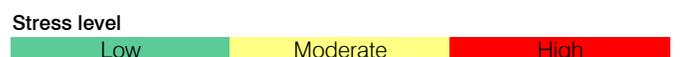
Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant



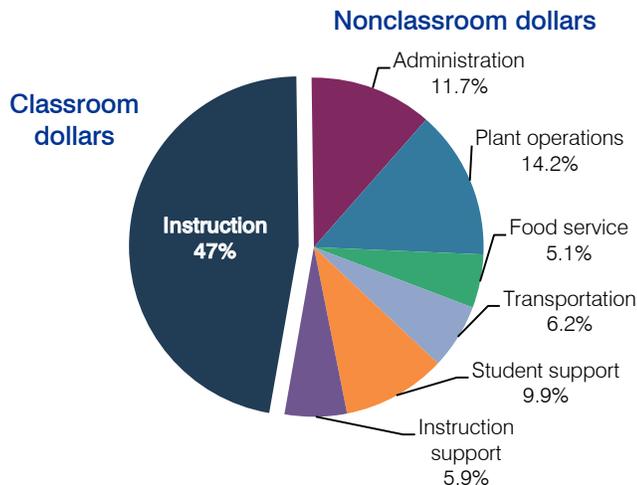
Maricopa Unified School District

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

District size / location: Medium-Large, Rural
 Students attending: 5,402
 Number of schools: 9

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$809	\$748	\$736
	Students per administrator	89	66	66
Plant operations	Cost per square foot	\$6.63	\$5.53	\$6.09
	Square footage per student	148	173	152
Food service	Cost per meal equivalent	\$2.14	\$2.56	\$2.47
Transportation	Cost per mile	\$3.52	\$3.29	\$3.50
	Cost per rider	\$672	\$644	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

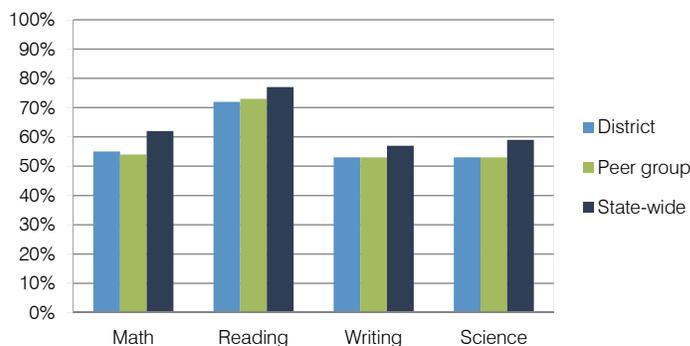
ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools ¹	Percentage of schools
A	1	10%
B	3	30%
C	3	30%
D	3	30%
F	0	0%
Not rated	0	0%

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Moderate**

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



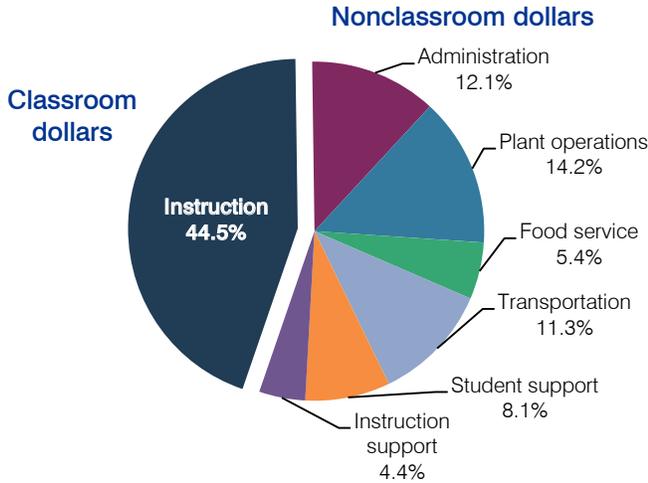
Mayer Unified School District

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

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

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,059	\$1,487	\$736
	Students per administrator	55	43	66
Plant operations	Cost per square foot	\$5.53	\$5.04	\$6.09
	Square footage per student	225	299	152
Food service	Cost per meal equivalent	\$2.60	\$3.19	\$2.47
Transportation	Cost per mile	\$2.26	\$2.21	\$3.50
	Cost per rider	\$1,079	\$978	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

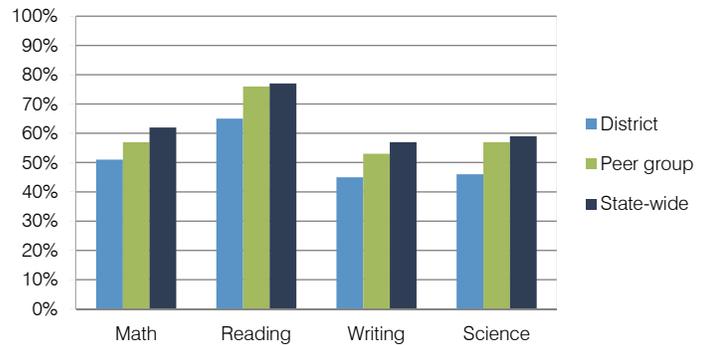
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.5%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



McNary Elementary School District

Apache County

Efficiency peer groups 11 and T-13, Achievement peer group 21

Legislative district(s): 7

District size / location:

Very small, Rural

Students attending:

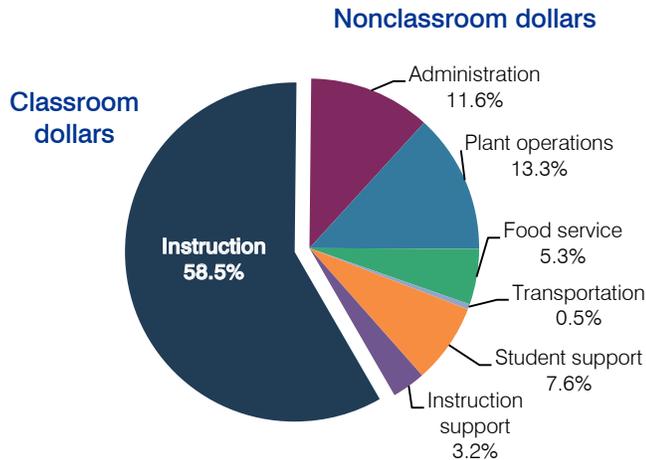
104

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

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

Per-pupil spending by operational area

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

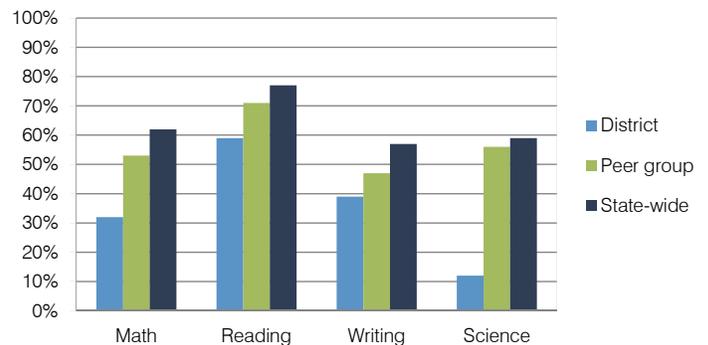
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

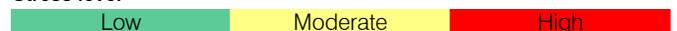
Overall financial stress level: **Low**

Measure: 2010 through 2012

Assessment

Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	2011, isolated
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	Impact Aid Fund reserve
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



McNeal Elementary School District

Cochise County

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

Legislative district(s): 14

District size / location:

Very small, Rural

Students attending:

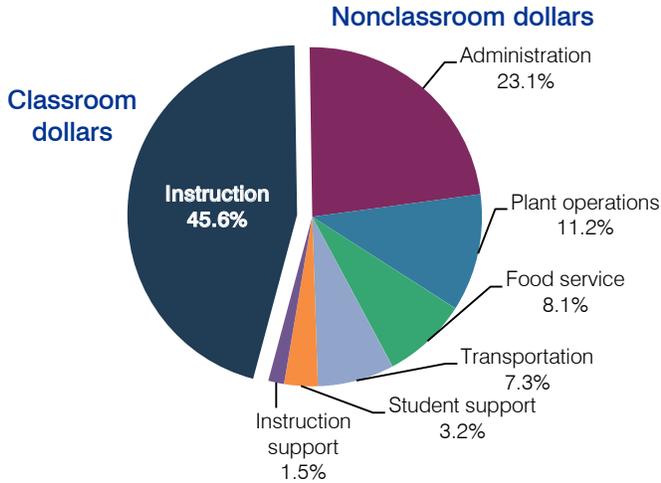
54

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

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

Per-pupil spending by operational area

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

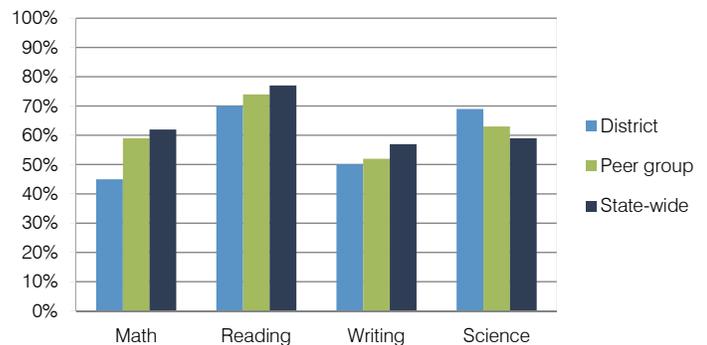
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

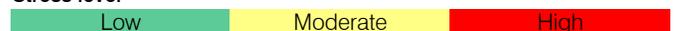
Overall financial stress level: **Moderate**

Measure: 2010 through 2012

Assessment

Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	1.1%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



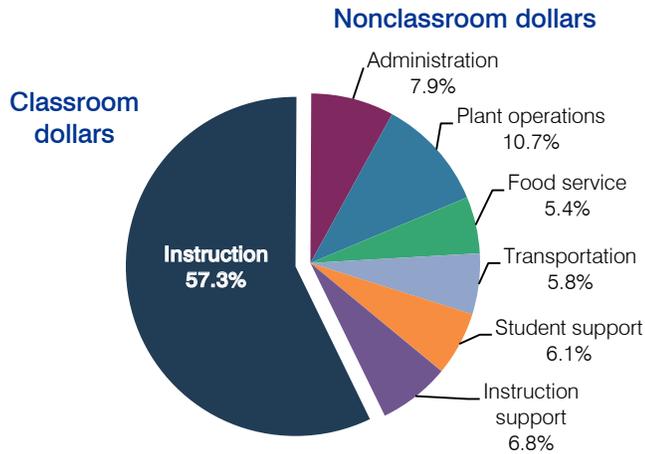
Mesa Unified School District

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

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

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$606	\$620	\$736
	Students per administrator	74	79	66
Plant operations	Cost per square foot	\$6.05	\$5.88	\$6.09
	Square footage per student	136	144	152
Food service	Cost per meal equivalent	\$2.44	\$2.46	\$2.47
Transportation	Cost per mile	\$4.66	\$3.62	\$3.50
	Cost per rider	\$1,428	\$1,088	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

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

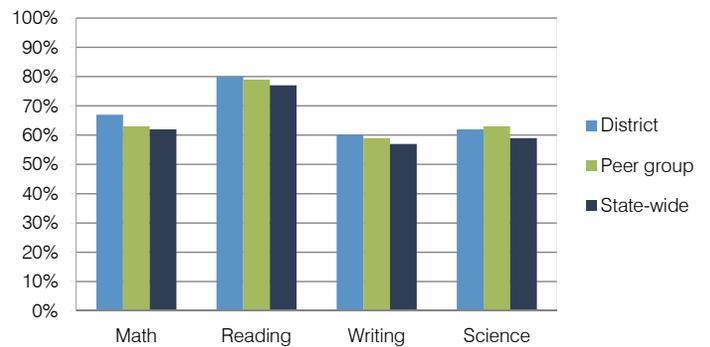
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	22	27%
B	33	40%
C	20	24%
D	3	4%
F	0	0%
Not rated	4	5%

Percentage of students who met state standards (AIMS)



Student and teacher measures

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

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Concentrated decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

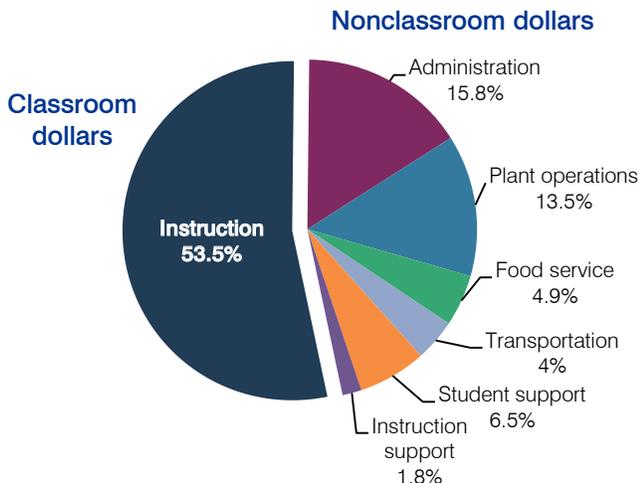
Miami Unified School District

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

District size / location: Medium, Town
 Students attending: 1,151
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

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

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,129	\$1,074	\$736
	Students per administrator	58	56	66
Plant operations	Cost per square foot	\$4.10	\$4.82	\$6.09
	Square footage per student	236	250	152
Food service	Cost per meal equivalent	\$2.66	\$2.97	\$2.47
Transportation	Cost per mile	\$3.71	\$3.29	\$3.50
	Cost per rider	\$819	\$644	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,211	\$7,155	\$8,416	\$7,475	\$10,652
Classroom dollars	3,993	3,826	4,202	4,053	6,526
Nonclassroom dollars:	3,218	3,329	4,214	3,422	4,126
Administration	1,086	1,129	1,074	736	1,139
Plant operations	972	968	1,179	928	1,012
Food service	343	350	412	382	405
Transportation	281	286	536	362	443
Student support	474	469	619	578	592
Instruction support	62	127	394	436	535

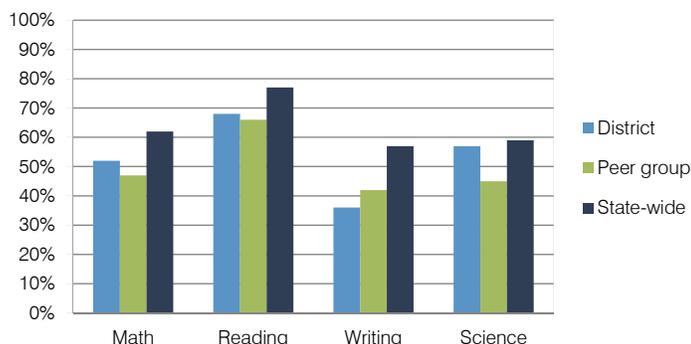
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	94%
Graduation rate (2011)	75%	76%	78%
Poverty rate (2011)	38%	40%	25%
Students per teacher	17.5	15.6	18.1
Average teacher salary	\$41,097	\$42,644	\$45,193
Amount from Proposition 301	\$3,423	\$3,127	\$3,195
Average years of teacher experience	15.9	13.0	11.0
Percentage of teachers in first 3 years	8%	13%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.7%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Mingus Union High School District

Yavapai County

Efficiency peer groups 5 and T-7, Achievement peer group 11

Legislative district(s): 1 and 6

District size / location:

Medium, Town

Students attending:

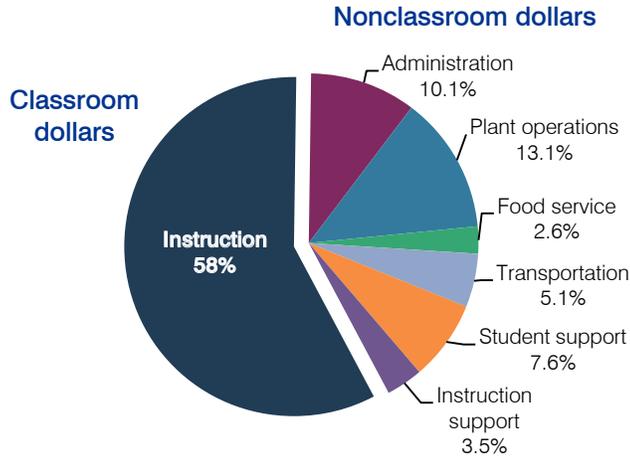
1,186

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 6 percent. Spending in the classroom varied year to year, decreasing overall from 62.4 to 58 percent. Spending on plant operations, food service, and instruction support increased, and spending on student support decreased substantially. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$737	\$1,074	\$736
	Students per administrator	61	56	66
Plant operations	Cost per square foot	\$5.71	\$4.82	\$6.09
	Square footage per student	167	250	152
Food service	Cost per meal equivalent	\$3.06	\$2.97	\$2.47
Transportation	Cost per mile	\$3.63	\$3.29	\$3.50
	Cost per rider	\$642	\$644	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,785	\$7,335	\$8,416	\$7,475	\$10,652
Classroom dollars	3,732	4,257	4,202	4,053	6,526
Nonclassroom dollars:	3,053	3,078	4,214	3,422	4,126
Administration	778	737	1,074	736	1,139
Plant operations	920	957	1,179	928	1,012
Food service	249	192	412	382	405
Transportation	307	372	536	362	443
Student support	552	560	619	578	592
Instruction support	247	260	394	436	535

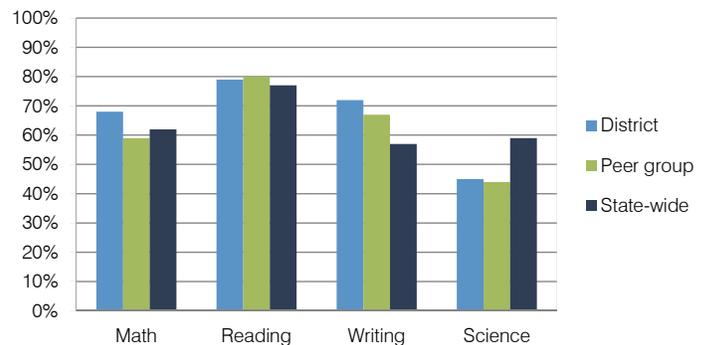
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2011)	80%	86%	78%
Poverty rate (2011)	19%	22%	25%
Students per teacher	20.1	14.0	18.1
Average teacher salary	\$42,996	\$39,650	\$45,193
Amount from Proposition 301	\$5,849	\$3,669	\$3,195
Average years of teacher experience	8.6	10.6	11.0
Percentage of teachers in first 3 years	31%	31%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	1.8%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Mobile Elementary School District

Maricopa County

Efficiency peer groups 11 and T-13, Achievement peer group 17

Legislative district(s): 4

District size / location:

Very small, Rural

Students attending:

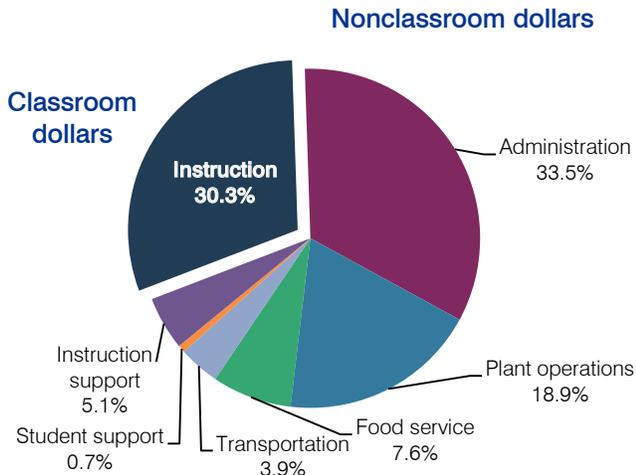
28

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 6 percent. Spending in the classroom varied year to year, increasing overall from 26.9 to 30.3 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration and plant operations decreased, and spending instruction support increased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$9,790	\$2,472	\$736
	Students per administrator	14	30	66
Plant operations	Cost per square foot	\$6.65	\$6.93	\$6.09
	Square footage per student	830	320	152
Food service	Cost per meal equivalent	\$7.86	\$4.88	\$2.47
Transportation	Cost per mile	\$1.61	\$1.53	\$3.50
	Cost per rider	\$656	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$37,081	\$29,206	\$15,082	\$7,475	\$10,652
Classroom dollars	13,338	8,857	7,880	4,053	6,526
Nonclassroom dollars:	23,743	20,349	7,202	3,422	4,126
Administration	10,730	9,790	2,472	736	1,139
Plant operations	7,804	5,520	2,126	928	1,012
Food service	2,864	2,214	756	382	405
Transportation	1,318	1,142	970	362	443
Student support	564	206	541	578	592
Instruction support	463	1,477	337	436	535

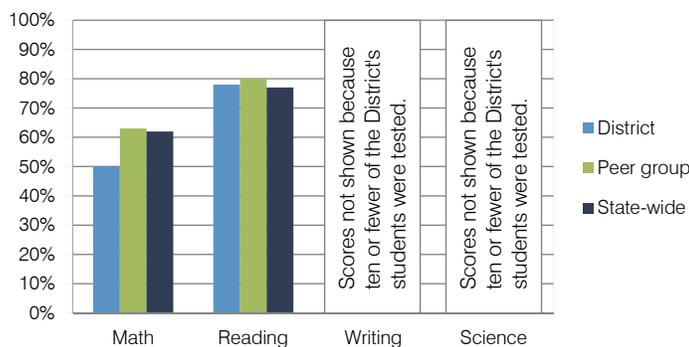
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	8%	9%	25%
Students per teacher	6.9	9.6	18.1
Average teacher salary	\$35,551	\$42,030	\$45,193
Amount from Proposition 301	\$1,281	\$2,164	\$3,195
Average years of teacher experience	5.6	10.4	11.0
Percentage of teachers in first 3 years	20%	7%	16%

Financial stress assessment

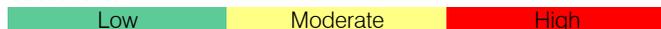
Overall financial stress level: **Low**

Measure: 2010 through 2012

Assessment

Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.0%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Not assessed

Stress level



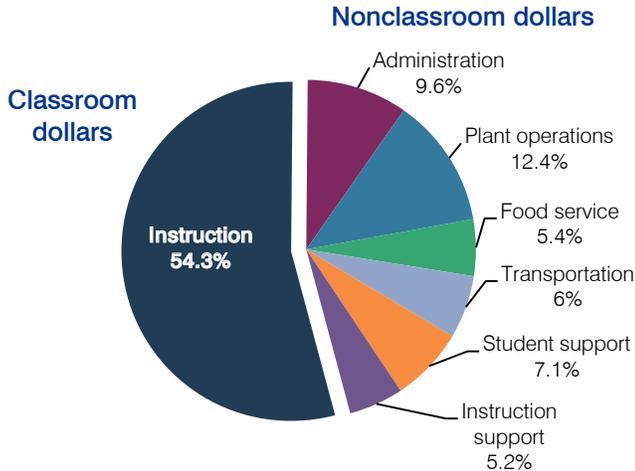
Mohave Valley Elementary School District

Mohave County
 Efficiency peer groups 9 and T-6, Achievement peer group 20
 Legislative district(s): 5

District size / location: Medium, Rural
 Students attending: 1,606
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

After initially increasing, total spending per pupil returned to 2007 levels, but spending in the classroom was lower, decreasing from 59.3 to 54.3 percent. Overall, spending on transportation increased and spending on student support increased substantially. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$615	\$951	\$736
	Students per administrator	96	61	66
Plant operations	Cost per square foot	\$5.83	\$6.40	\$6.09
	Square footage per student	137	142	152
Food service	Cost per meal equivalent	\$1.93	\$2.49	\$2.47
Transportation	Cost per mile	\$3.42	\$3.84	\$3.50
	Cost per rider	\$417	\$416	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,465	\$6,429	\$7,482	\$7,475	\$10,652
Classroom dollars	3,418	3,491	3,712	4,053	6,526
Nonclassroom dollars:	3,047	2,938	3,770	3,422	4,126
Administration	983	615	951	736	1,139
Plant operations	775	798	881	928	1,012
Food service	345	350	512	382	405
Transportation	334	383	498	362	443
Student support	333	456	429	578	592
Instruction support	277	336	499	436	535

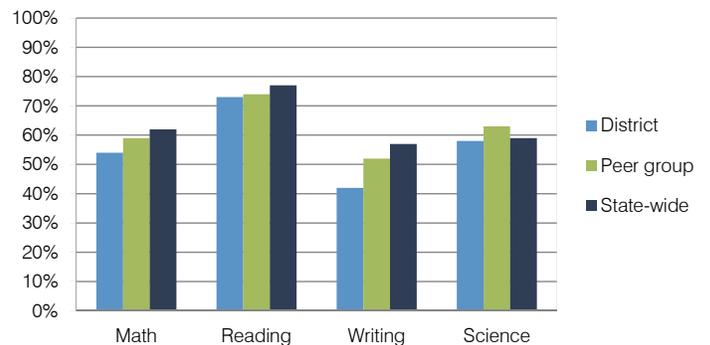
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	28%	29%	25%
Students per teacher	20.6	12.6	18.1
Average teacher salary	\$44,864	\$45,750	\$45,193
Amount from Proposition 301	\$4,721	\$2,292	\$3,195
Average years of teacher experience	8.8	13.0	11.0
Percentage of teachers in first 3 years	20%	13%	16%

Financial stress assessment

Overall financial stress level: **Low**

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



Mohawk Valley Elementary School District

Yuma County

Efficiency peer groups 11 and T-13, Achievement peer group 21

Legislative district(s): 4 and 13

District size / location:

Very small, Rural

Students attending:

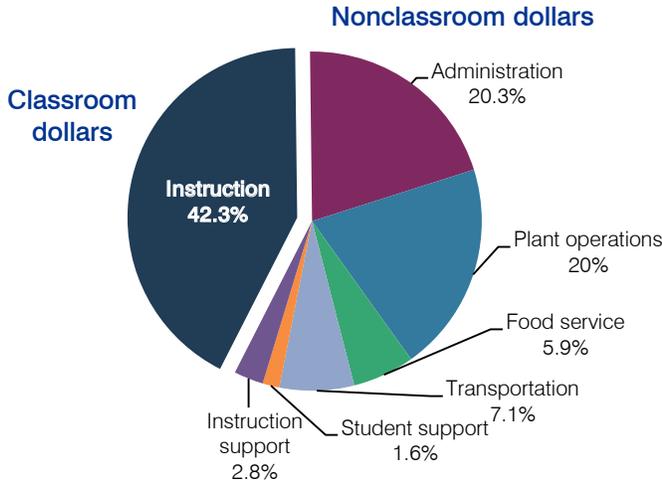
139

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 9 percent. Spending in the classroom varied year to year, decreasing overall from 45.6 to 42.3 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration decreased and spending on plant operations and transportation increased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,082	\$2,472	\$736
	Students per administrator	69	30	66
Plant operations	Cost per square foot	\$5.93	\$6.93	\$6.09
	Square footage per student	345	320	152
Food service	Cost per meal equivalent	\$3.01	\$4.88	\$2.47
Transportation	Cost per mile	\$2.54	\$1.53	\$3.50
	Cost per rider	\$994	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$9,745	\$10,261	\$15,082	\$7,475	\$10,652
Classroom dollars	4,397	4,345	7,880	4,053	6,526
Nonclassroom dollars:	5,348	5,916	7,202	3,422	4,126
Administration	2,082	2,082	2,472	736	1,139
Plant operations	1,726	2,048	2,126	928	1,012
Food service	581	600	756	382	405
Transportation	589	733	970	362	443
Student support	60	164	541	578	592
Instruction support	310	289	337	436	535

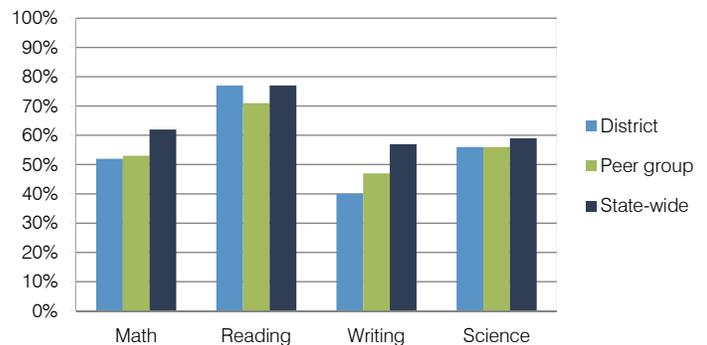
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



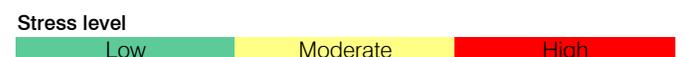
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	38%	39%	25%
Students per teacher	15.4	14.4	18.1
Average teacher salary	\$40,746	\$40,820	\$45,193
Amount from Proposition 301	\$1,970	\$2,313	\$3,195
Average years of teacher experience	23.5	11.7	11.0
Percentage of teachers in first 3 years	7%	12%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	1.7%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



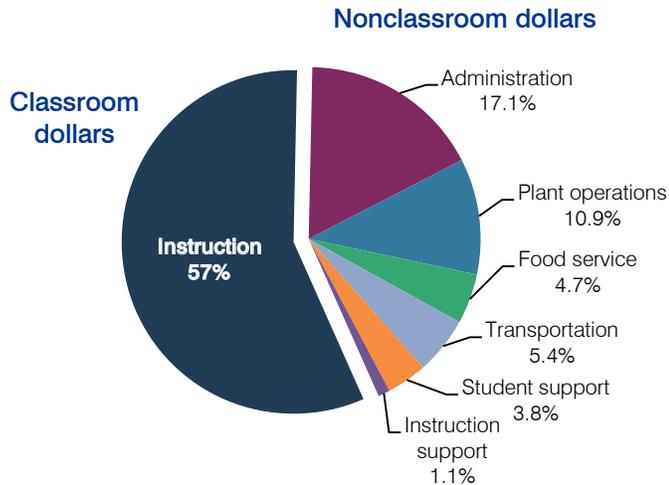
Morenci Unified School District

Greenlee County
 Efficiency peer groups 5 and T-8, Achievement peer group 4
 Legislative district(s): 14

District size / location: Medium, Town
 Students attending: 1,204
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 4 percent. Spending in the classroom varied year to year, increasing slightly overall from 56.9 to 57 percent. Spending on administration and transportation increased substantially, and spending on plant operations decreased substantially. Spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,138	\$1,074	\$736
	Students per administrator	65	56	66
Plant operations	Cost per square foot	\$3.21	\$4.82	\$6.09
	Square footage per student	227	250	152
Food service	Cost per meal equivalent	\$3.62	\$2.97	\$2.47
Transportation	Cost per mile	\$3.52	\$2.87	\$3.50
	Cost per rider	\$898	\$726	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,485	\$6,674	\$8,416	\$7,475	\$10,652
Classroom dollars	3,744	3,806	4,202	4,053	6,526
Nonclassroom dollars:	2,741	2,868	4,214	3,422	4,126
Administration	991	1,138	1,074	736	1,139
Plant operations	841	730	1,179	928	1,012
Food service	298	317	412	382	405
Transportation	293	359	536	362	443
Student support	243	254	619	578	592
Instruction support	75	70	394	436	535

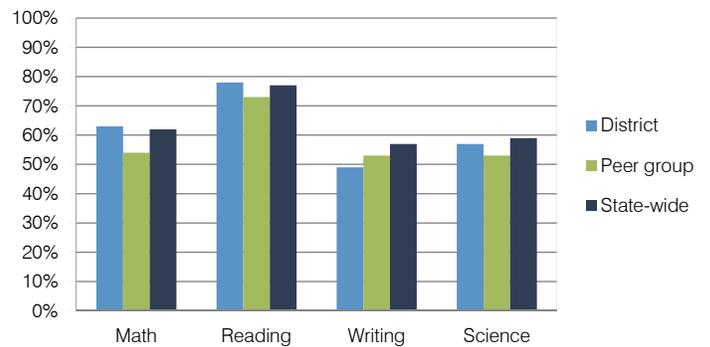
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	86%	86%	78%
Poverty rate (2011)	16%	15%	25%
Students per teacher	17.7	14.3	18.1
Average teacher salary	\$43,220	\$39,138	\$45,193
Amount from Proposition 301	\$3,309	\$3,133	\$3,195
Average years of teacher experience	12.2	10.9	11.0
Percentage of teachers in first 3 years	5%	17%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

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



Morristown Elementary School District

Maricopa County

Efficiency peer groups 11 and T-13, Achievement peer group 18

Legislative district(s): 13

District size / location:

Very small, Rural

Students attending:

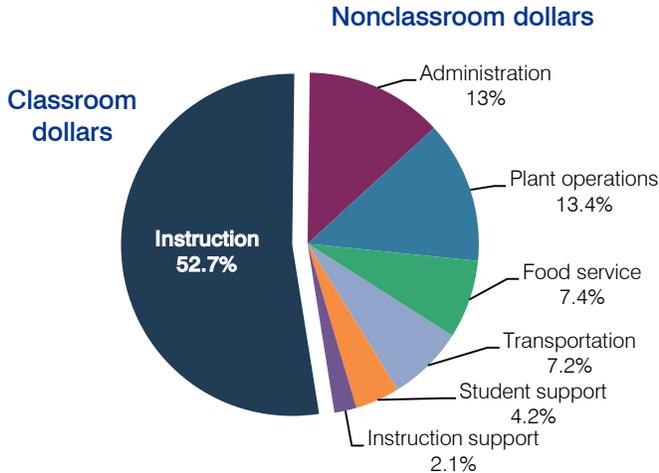
138

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 5 percent. Spending in the classroom varied year to year, increasing overall from 47.8 to 52.7 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration, transportation, and instruction support decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,377	\$2,472	\$736
	Students per administrator	115	30	66
Plant operations	Cost per square foot	\$5.84	\$6.93	\$6.09
	Square footage per student	244	320	152
Food service	Cost per meal equivalent	\$3.84	\$4.88	\$2.47
Transportation	Cost per mile	\$1.53	\$1.53	\$3.50
	Cost per rider	\$780	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$10,406	\$10,631	\$15,082	\$7,475	\$10,652
Classroom dollars	5,376	5,602	7,880	4,053	6,526
Nonclassroom dollars:	5,030	5,029	7,202	3,422	4,126
Administration	1,204	1,377	2,472	736	1,139
Plant operations	1,467	1,423	2,126	928	1,012
Food service	762	789	756	382	405
Transportation	763	763	970	362	443
Student support	597	449	541	578	592
Instruction support	237	228	337	436	535

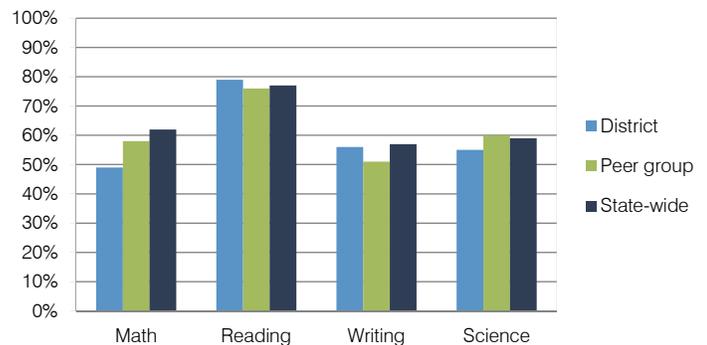
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



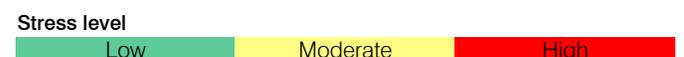
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	21%	20%	25%
Students per teacher	13.8	12.5	18.1
Average teacher salary	\$46,406	\$42,582	\$45,193
Amount from Proposition 301	\$1,337	\$2,451	\$3,195
Average years of teacher experience	10.6	13.9	11.0
Percentage of teachers in first 3 years	10%	11%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.3%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Murphy Elementary School District

Maricopa County

Efficiency peer groups 8 and T-1, Achievement peer group 16

Legislative district(s): 19 and 27

District size / location:

Medium-Large, City

Students attending:

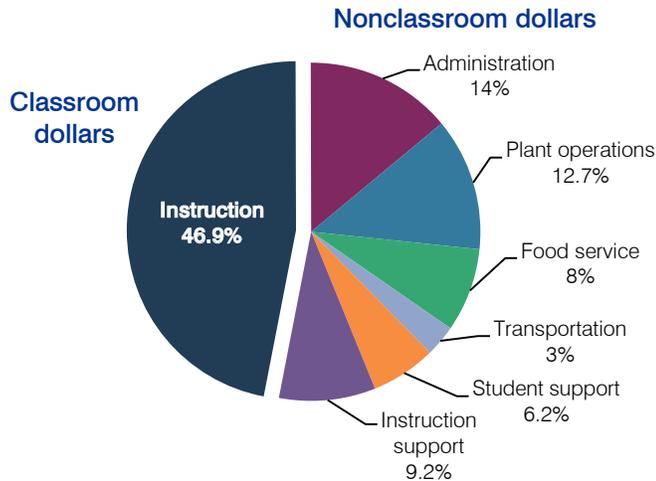
2,008

Number of schools:

4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 9 percent. Spending in the classroom decreased from 51.8 to 46.9 percent. Overall, spending on food service, transportation, and instruction support increased, and spending on student support decreased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,173	\$796	\$736
	Students per administrator	52	75	66
Plant operations	Cost per square foot	\$7.04	\$6.25	\$6.09
	Square footage per student	152	131	152
Food service	Cost per meal equivalent	\$3.23	\$2.45	\$2.47
Transportation	Cost per mile	\$5.96	\$5.69	\$3.50
	Cost per rider	\$542	\$569	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$9,022	\$8,386	\$6,968	\$7,475	\$10,652
Classroom dollars	4,303	3,930	3,582	4,053	6,526
Nonclassroom dollars:	4,719	4,456	3,386	3,422	4,126
Administration	1,303	1,173	796	736	1,139
Plant operations	1,193	1,070	811	928	1,012
Food service	682	671	523	382	405
Transportation	250	252	271	362	443
Student support	642	517	522	578	592
Instruction support	649	773	463	436	535

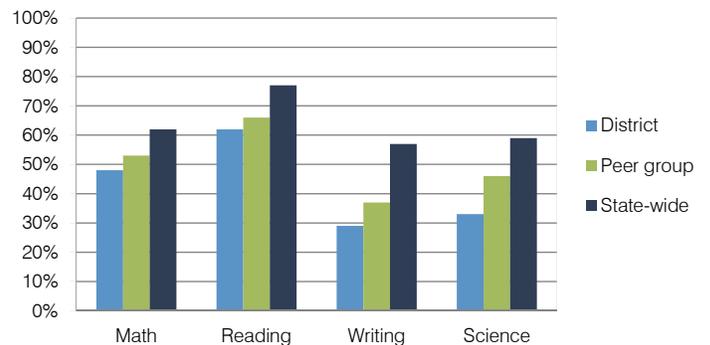
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	56%	49%	25%
Students per teacher	23.4	18.3	18.1
Average teacher salary	\$37,977	\$45,716	\$45,193
Amount from Proposition 301	\$2,129	\$2,541	\$3,195
Average years of teacher experience	8.5	9.3	11.0
Percentage of teachers in first 3 years	30%	23%	16%

Financial stress assessment

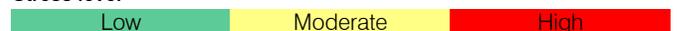
Overall financial stress level: **Low**

Measure: 2010 through 2012

Assessment

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

Stress level



Naco Elementary School District

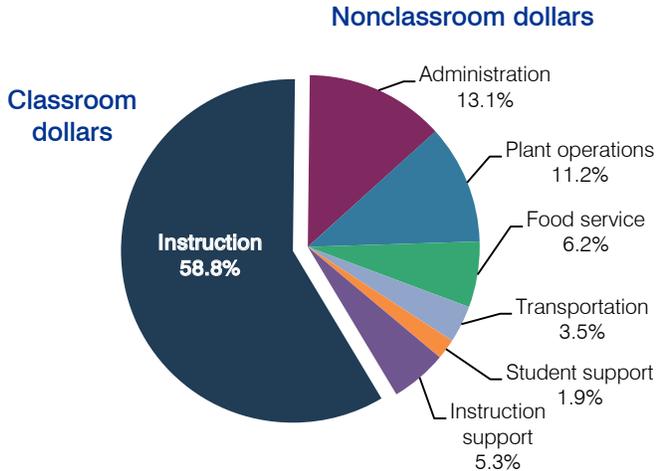
Cochise County
 Efficiency peer groups 10 and T-8, Achievement peer group 20
 Legislative district(s): 14

District size / location: Small, Rural
 Students attending: 287
 Number of schools: 1

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil increased by 7 percent. Spending in the classroom varied year to year, decreasing overall from 63 to 58.8 percent. Spending on administration and transportation increased substantially and spending on plant operations decreased substantially. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,142	\$1,168	\$736
	Students per administrator	57	54	66
Plant operations	Cost per square foot	\$7.83	\$7.54	\$6.09
	Square footage per student	125	139	152
Food service	Cost per meal equivalent	\$2.80	\$2.69	\$2.47
Transportation	Cost per mile	\$7.52	\$2.87	\$3.50
	Cost per rider	\$1,806	\$726	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

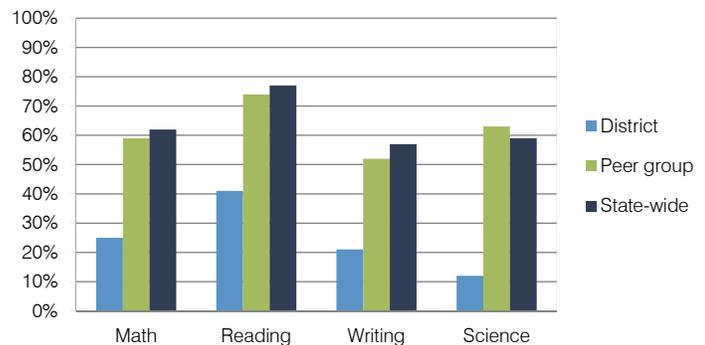
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,903	\$8,754	\$8,331	\$7,475	\$10,652
Classroom dollars	3,951	5,147	4,374	4,053	6,526
Nonclassroom dollars:	2,952	3,607	3,957	3,422	4,126
Administration	978	1,142	1,168	736	1,139
Plant operations	905	982	1,068	928	1,012
Food service	545	544	486	382	405
Transportation	70	308	515	362	443
Student support	230	167	455	578	592
Instruction support	224	464	265	436	535

ADE-reported district and school letter grades

District grade: **D**

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

Percentage of students who met state standards (AIMS)



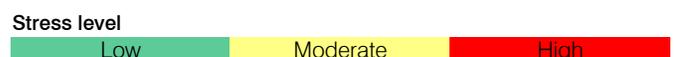
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	32%	29%	25%
Students per teacher	16.9	12.6	18.1
Average teacher salary	\$47,275	\$45,750	\$45,193
Amount from Proposition 301	\$5,104	\$2,292	\$3,195
Average years of teacher experience	10.0	13.0	11.0
Percentage of teachers in first 3 years	6%	13%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.1%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant



Nadaburg Unified School District

Maricopa County

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

Legislative district(s): 13 and 22

District size / location:

Medium, Rural

Students attending:

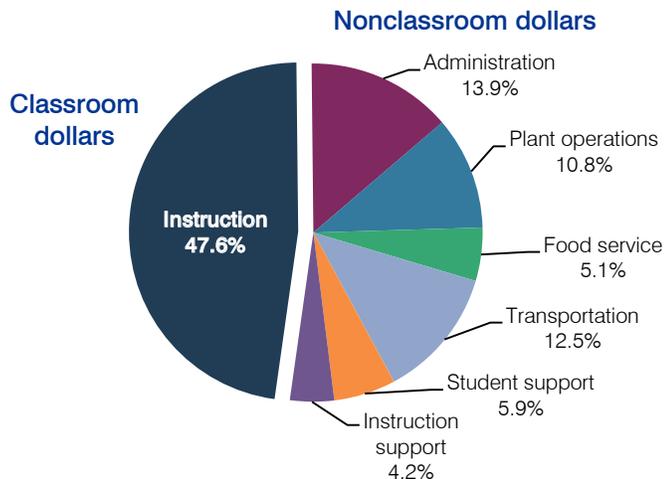
776

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 4 percent. Spending in the classroom varied year to year, decreasing overall from 53.4 to 47.6 percent. Spending on administration and instruction support increased substantially, while spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,171	\$1,074	\$736
	Students per administrator	60	56	66
Plant operations	Cost per square foot	\$5.81	\$4.82	\$6.09
	Square footage per student	157	250	152
Food service	Cost per meal equivalent	\$2.40	\$2.97	\$2.47
Transportation	Cost per mile	\$2.19	\$2.21	\$3.50
	Cost per rider	\$988	\$978	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$8,633	\$8,440	\$8,416	\$7,475	\$10,652
Classroom dollars	3,938	4,017	4,202	4,053	6,526
Nonclassroom dollars:	4,695	4,423	4,214	3,422	4,126
Administration	1,197	1,171	1,074	736	1,139
Plant operations	983	913	1,179	928	1,012
Food service	486	430	412	382	405
Transportation	1,116	1,052	536	362	443
Student support	541	497	619	578	592
Instruction support	372	360	394	436	535

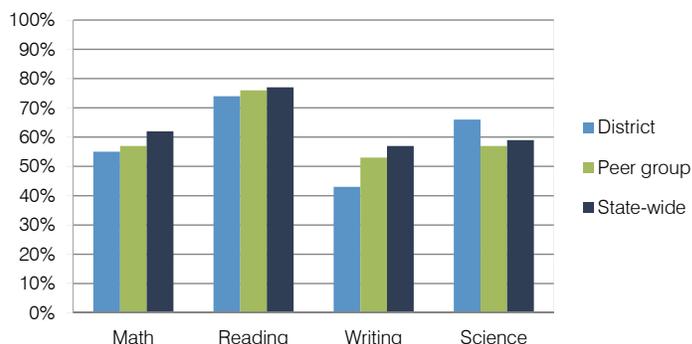
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	19%	24%	25%
Students per teacher	18.9	17.0	18.1
Average teacher salary	\$44,485	\$40,636	\$45,193
Amount from Proposition 301	\$2,310	\$3,192	\$3,195
Average years of teacher experience	7.8	11.8	11.0
Percentage of teachers in first 3 years	27%	15%	16%

Financial stress assessment

Overall financial stress level: **High**

Measure: 2010 through 2012	Assessment
Number of students attending	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	1.7%. Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



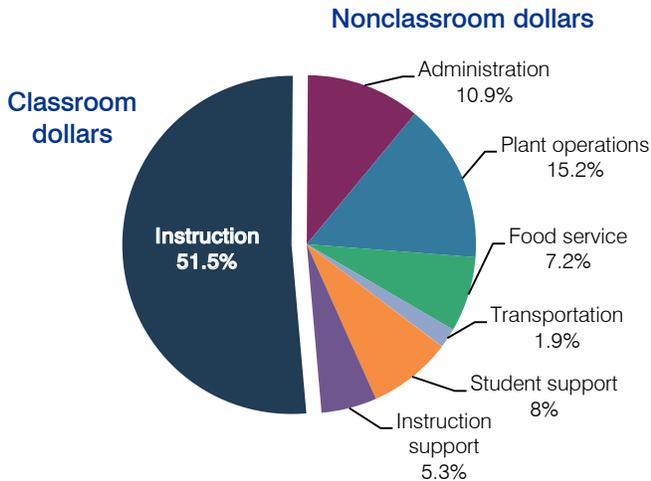
Nogales Unified School District

Santa Cruz County
 Efficiency peer groups 4 and T-6, Achievement peer group 7
 Legislative district(s): 2

District size / location: Medium-Large, Rural
 Students attending: 5,583
 Number of schools: 10

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

After initially increasing, total spending per pupil returned to 2007 levels, but spending in the classroom was lower, decreasing from 55 to 51.5 percent. Overall, spending on administration, plant operations, food service, and instruction support increased, and spending on student support decreased substantially. Spending on transportation remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$756	\$748	\$736
	Students per administrator	60	66	66
Plant operations	Cost per square foot	\$7.99	\$5.53	\$6.09
	Square footage per student	133	173	152
Food service	Cost per meal equivalent	\$3.18	\$2.56	\$2.47
Transportation	Cost per mile	\$2.69	\$3.84	\$3.50
	Cost per rider	\$171	\$416	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,178	\$6,952	\$7,007	\$7,475	\$10,652
Classroom dollars	3,715	3,579	3,682	4,053	6,526
Nonclassroom dollars:	3,463	3,373	3,325	3,422	4,126
Administration	776	756	748	736	1,139
Plant operations	1,068	1,060	933	928	1,012
Food service	496	498	354	382	405
Transportation	135	134	369	362	443
Student support	625	555	540	578	592
Instruction support	363	370	381	436	535

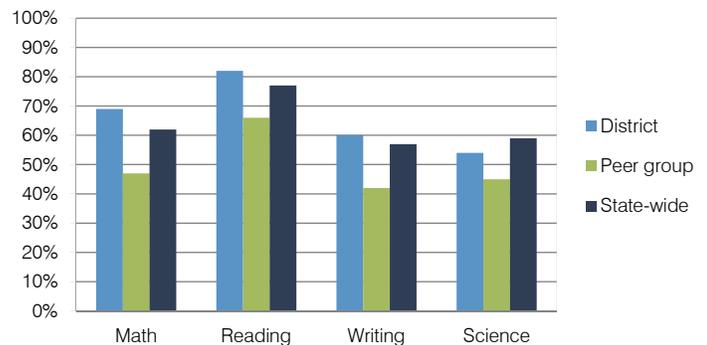
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	6	60%
B	3	30%
C	0	0%
D	0	0%
F	0	0%
Not rated	1	10%

Percentage of students who met state standards (AIMS)



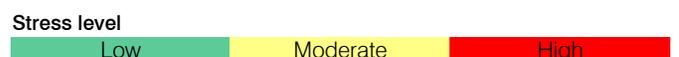
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	94%
Graduation rate (2011)	84%	76%	78%
Poverty rate (2011)	37%	40%	25%
Students per teacher	19.4	15.6	18.1
Average teacher salary	\$43,783	\$42,644	\$45,193
Amount from Proposition 301	\$2,516	\$3,127	\$3,195
Average years of teacher experience	13.7	13.0	11.0
Percentage of teachers in first 3 years	16%	13%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.6%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



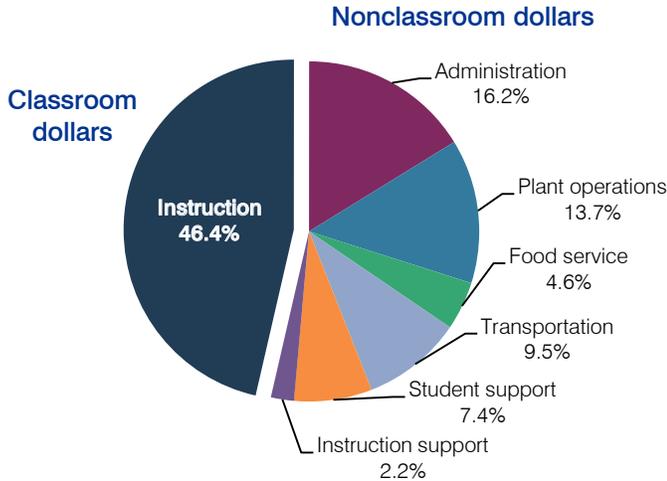
Oracle Elementary School District

Pinal County
 Efficiency peer groups 10 and T-12, Achievement peer group 17
 Legislative district(s): 8 and 11

District size / location: Small, Rural
 Students attending: 439
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 4 percent. Spending in the classroom decreased from 50.2 to 46.4 percent. Overall, spending on student support increased substantially, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,624	\$1,168	\$736
	Students per administrator	33	54	66
Plant operations	Cost per square foot	\$7.77	\$7.54	\$6.09
	Square footage per student	177	139	152
Food service	Cost per meal equivalent	\$2.83	\$2.69	\$2.47
Transportation	Cost per mile	\$1.95	\$2.02	\$3.50
	Cost per rider	\$1,191	\$1,181	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$8,417	\$10,039	\$8,331	\$7,475	\$10,652
Classroom dollars	4,053	4,661	4,374	4,053	6,526
Nonclassroom dollars:	4,364	5,378	3,957	3,422	4,126
Administration	1,316	1,624	1,168	736	1,139
Plant operations	1,078	1,378	1,068	928	1,012
Food service	412	460	486	382	405
Transportation	785	951	515	362	443
Student support	627	739	455	578	592
Instruction support	146	226	265	436	535

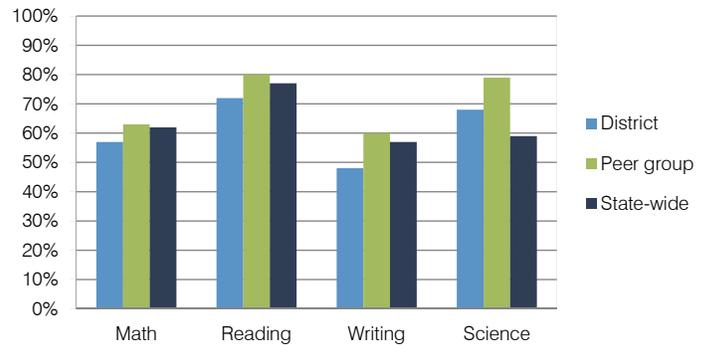
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	14%	9%	25%
Students per teacher	15.7	9.6	18.1
Average teacher salary	\$41,894	\$42,030	\$45,193
Amount from Proposition 301	\$4,106	\$2,164	\$3,195
Average years of teacher experience	11.1	10.4	11.0
Percentage of teachers in first 3 years	17%	7%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	2.5%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



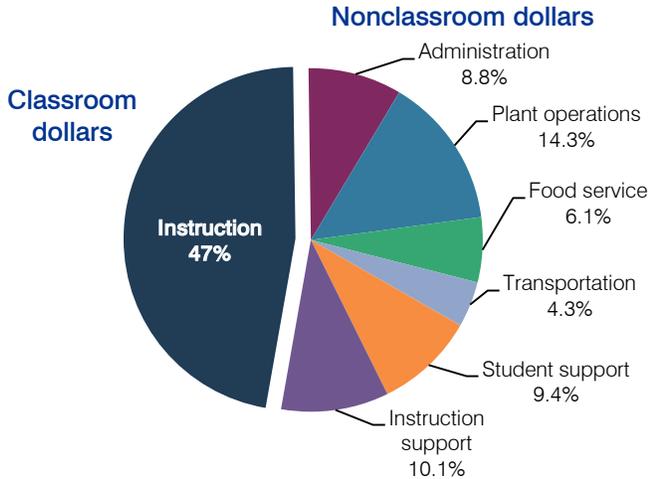
Osborn Elementary School District

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

District size / location: Medium-Large, City
 Students attending: 2,788
 Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 2 percent. Spending in the classroom varied year to year, decreasing overall from 49 to 47 percent. Spending on transportation and instruction support increased and spending on student support decreased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$717	\$796	\$736
	Students per administrator	69	75	66
Plant operations	Cost per square foot	\$7.24	\$6.25	\$6.09
	Square footage per student	162	131	152
Food service	Cost per meal equivalent	\$2.25	\$2.45	\$2.47
Transportation	Cost per mile	\$4.72	\$4.84	\$3.50
	Cost per rider	\$922	\$844	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,947	\$8,174	\$6,968	\$7,475	\$10,652
Classroom dollars	3,522	3,841	3,582	4,053	6,526
Nonclassroom dollars:	4,425	4,333	3,386	3,422	4,126
Administration	798	717	796	736	1,139
Plant operations	1,170	1,172	811	928	1,012
Food service	487	498	523	382	405
Transportation	313	352	271	362	443
Student support	824	771	522	578	592
Instruction support	833	823	463	436	535

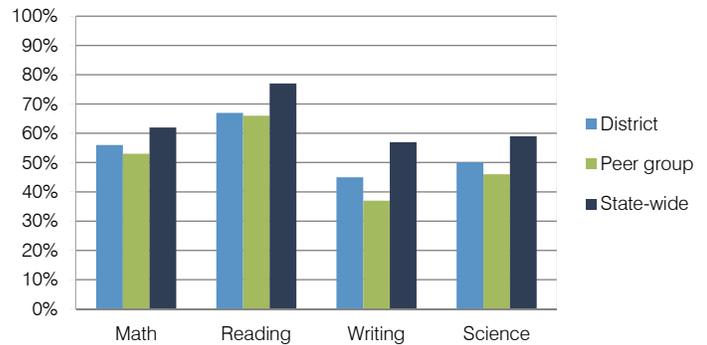
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	20%
B	2	40%
C	2	40%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



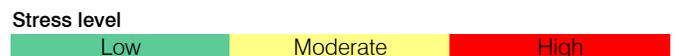
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	52%	49%	25%
Students per teacher	17.5	18.3	18.1
Average teacher salary	\$43,841	\$45,716	\$45,193
Amount from Proposition 301	\$3,725	\$2,541	\$3,195
Average years of teacher experience	7.7	9.3	11.0
Percentage of teachers in first 3 years	35%	23%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.6%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Owens-Whitney Elementary School District

Mohave County

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

Legislative district(s): 5

District size / location:

Very small, Rural

Students attending:

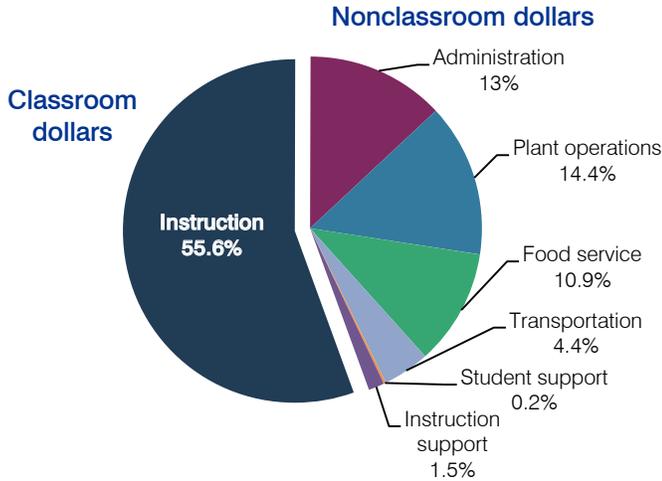
28

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 15 percent. Spending in the classroom varied year to year, decreasing overall from 61.4 to 55.6 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on food service and transportation increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,173	\$2,472	\$736
	Students per administrator	24	30	66
Plant operations	Cost per square foot	\$9.24	\$6.93	\$6.09
	Square footage per student	262	320	152
Food service	Cost per meal equivalent	\$10.48	\$4.88	\$2.47
Transportation	Cost per mile	\$0.27	\$1.53	\$3.50
	Cost per rider	\$1,226	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$25,991	\$16,778	\$15,082	\$7,475	\$10,652
Classroom dollars	10,263	9,333	7,880	4,053	6,526
Nonclassroom dollars:	15,728	7,445	7,202	3,422	4,126
Administration	2,430	2,173	2,472	736	1,139
Plant operations	10,569	2,420	2,126	928	1,012
Food service	1,941	1,834	756	382	405
Transportation	447	732	970	362	443
Student support	22	35	541	578	592
Instruction support	319	251	337	436	535

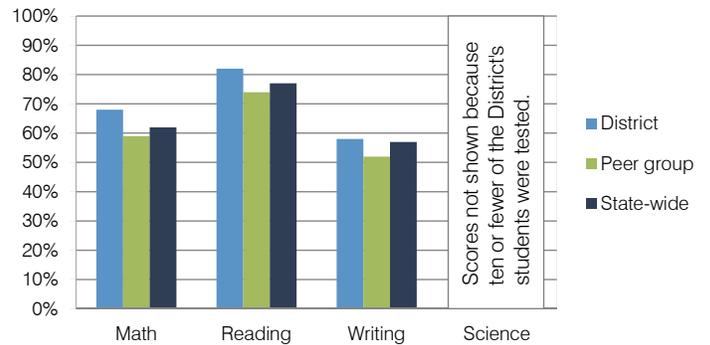
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	27%	29%	25%
Students per teacher	9.5	12.6	18.1
Average teacher salary	\$52,686	\$45,750	\$45,193
Amount from Proposition 301	\$3,473	\$2,292	\$3,195
Average years of teacher experience	20.7	13.0	11.0
Percentage of teachers in first 3 years	31%	13%	16%

Financial stress assessment

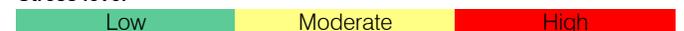
Overall financial stress level: **Low**

Measure: 2010 through 2012

Assessment

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

Stress level



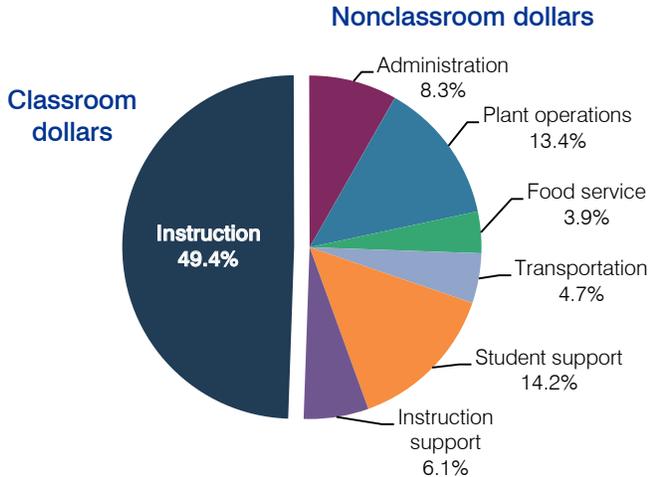
Page Unified School District

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

District size / location: Medium-Large, Town
 Students attending: 2,734
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 5 percent. Spending in the classroom decreased from 53.1 to 49.4 percent. Spending on administration decreased and spending on plant operations, transportation, and student support increased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$815	\$748	\$736
	Students per administrator	45	66	66
Plant operations	Cost per square foot	\$5.61	\$5.53	\$6.09
	Square footage per student	233	173	152
Food service	Cost per meal equivalent	\$2.49	\$2.56	\$2.47
Transportation	Cost per mile	\$1.98	\$2.26	\$3.50
	Cost per rider	\$812	\$935	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$10,140	\$9,763	\$7,007	\$7,475	\$10,652
Classroom dollars	4,976	4,818	3,682	4,053	6,526
Nonclassroom dollars:	5,164	4,945	3,325	3,422	4,126
Administration	732	815	748	736	1,139
Plant operations	1,304	1,310	933	928	1,012
Food service	450	385	354	382	405
Transportation	465	456	369	362	443
Student support	1,509	1,383	540	578	592
Instruction support	704	596	381	436	535

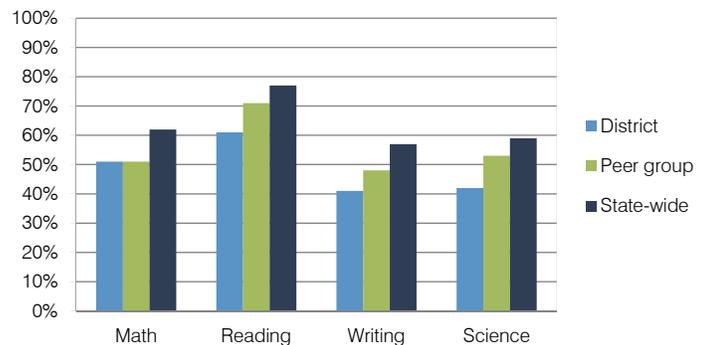
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2011)	73%	80%	78%
Poverty rate (2011)	32%	31%	25%
Students per teacher	16.1	15.2	18.1
Average teacher salary	\$47,618	\$40,242	\$45,193
Amount from Proposition 301	\$3,324	\$3,191	\$3,195
Average years of teacher experience	10.3	12.0	11.0
Percentage of teachers in first 3 years	18%	16%	16%

Financial stress assessment

Overall financial stress level: **Low**

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

Stress level: **Low** **Moderate** **High**

Palo Verde Elementary School District

Maricopa County

Efficiency peer groups 10 and T-8, Achievement peer group 20

Legislative district(s): 4 and 13

District size / location:

Small, Rural

Students attending:

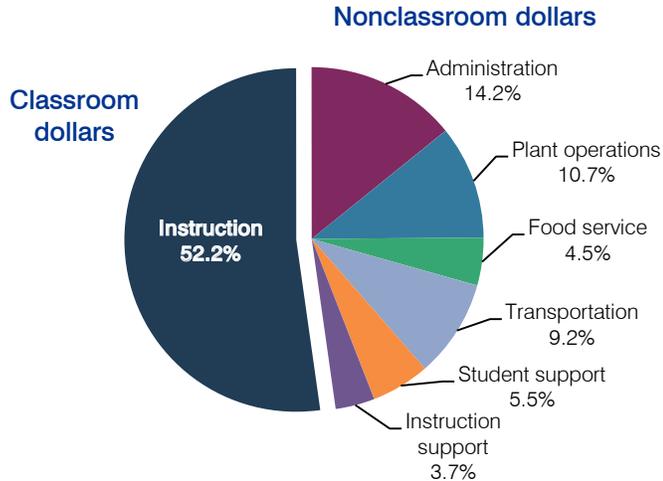
416

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 10 percent. Spending in the classroom varied year to year, increasing slightly overall from 51.4 to 52.2 percent. Spending on administration and food service decreased substantially, and spending on transportation, student support, and instruction support increased. Spending on plant operations remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,218	\$1,168	\$736
	Students per administrator	48	54	66
Plant operations	Cost per square foot	\$5.71	\$7.54	\$6.09
	Square footage per student	161	139	152
Food service	Cost per meal equivalent	\$2.10	\$2.69	\$2.47
Transportation	Cost per mile	\$3.30	\$2.87	\$3.50
	Cost per rider	\$871	\$726	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,952	\$8,569	\$8,331	\$7,475	\$10,652
Classroom dollars	4,271	4,471	4,374	4,053	6,526
Nonclassroom dollars:	3,681	4,098	3,957	3,422	4,126
Administration	1,152	1,218	1,168	736	1,139
Plant operations	750	917	1,068	928	1,012
Food service	424	391	486	382	405
Transportation	583	788	515	362	443
Student support	412	470	455	578	592
Instruction support	360	314	265	436	535

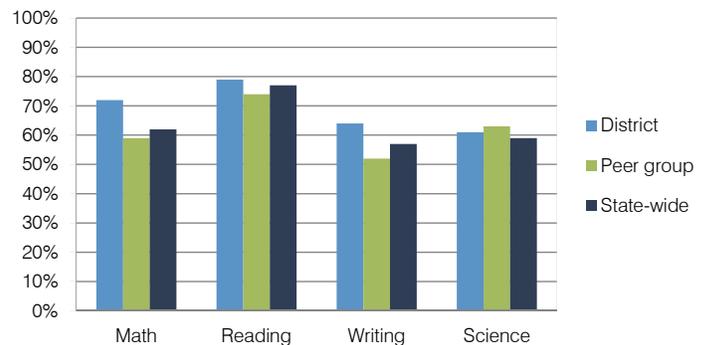
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	31%	29%	25%
Students per teacher	17.0	12.6	18.1
Average teacher salary	\$43,473	\$45,750	\$45,193
Amount from Proposition 301	\$2,852	\$2,292	\$3,195
Average years of teacher experience	9.1	13.0	11.0
Percentage of teachers in first 3 years	16%	13%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



Paloma Elementary School District

Maricopa County

Efficiency peer groups 11 and T-13, Achievement peer group 19

Legislative district(s): 4

District size / location:

Very small, Rural

Students attending:

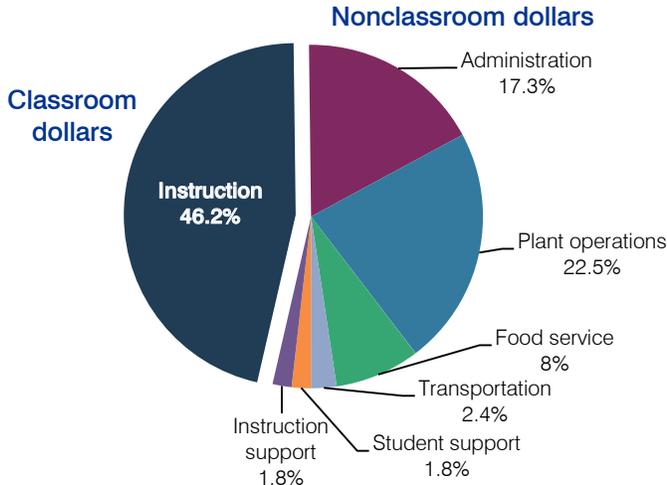
78

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 17 percent. Spending in the classroom varied year to year, decreasing overall from 48.4 to 46.2 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,406	\$2,472	\$736
	Students per administrator	52	30	66
Plant operations	Cost per square foot	\$16.09	\$6.93	\$6.09
	Square footage per student	195	320	152
Food service	Cost per meal equivalent	\$4.41	\$4.88	\$2.47
Transportation	Cost per mile	\$1.61	\$1.53	\$3.50
	Cost per rider	\$504	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$12,768	\$13,946	\$15,082	\$7,475	\$10,652
Classroom dollars	6,185	6,444	7,880	4,053	6,526
Nonclassroom dollars:	6,583	7,502	7,202	3,422	4,126
Administration	2,299	2,406	2,472	736	1,139
Plant operations	2,615	3,138	2,126	928	1,012
Food service	983	1,108	756	382	405
Transportation	315	341	970	362	443
Student support	230	256	541	578	592
Instruction support	141	253	337	436	535

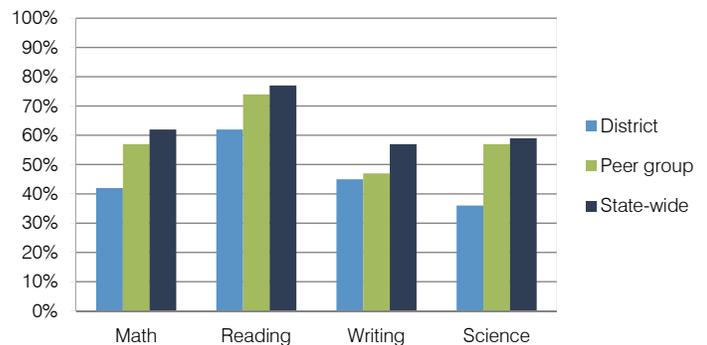
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Percentage of students who met state standards (AIMS)



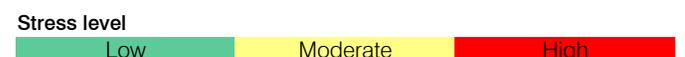
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	23%	23%	25%
Students per teacher	14.2	15.3	18.1
Average teacher salary	\$41,870	\$43,358	\$45,193
Amount from Proposition 301	\$4,000	\$2,716	\$3,195
Average years of teacher experience	9.1	12.2	11.0
Percentage of teachers in first 3 years	29%	11%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.6%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



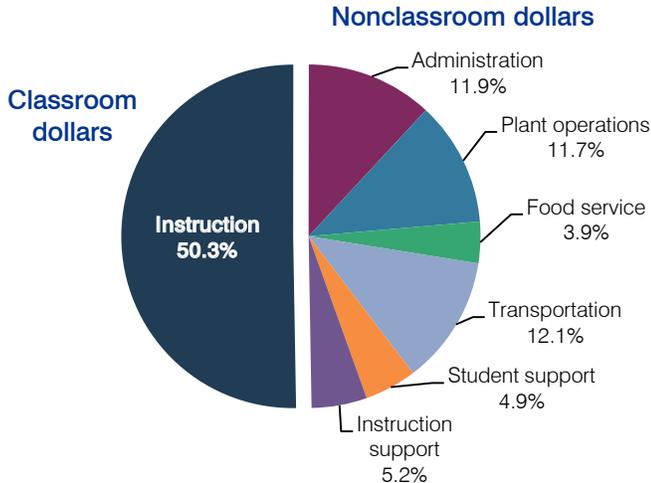
Palominas Elementary School District

Cochise County
 Efficiency peer groups 9 and T-8, Achievement peer group 21
 Legislative district(s): 14

District size / location: Medium, Rural
 Students attending: 1,013
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 1 percent. Spending in the classroom decreased from 55.5 to 50.3 percent. Overall, spending on administration increased and spending on instruction support increased substantially. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$923	\$951	\$736
	Students per administrator	67	61	66
Plant operations	Cost per square foot	\$7.10	\$6.40	\$6.09
	Square footage per student	128	142	152
Food service	Cost per meal equivalent	\$2.30	\$2.49	\$2.47
Transportation	Cost per mile	NR	\$2.87	\$3.50
	Cost per rider	\$620	\$726	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,849	\$7,779	\$7,482	\$7,475	\$10,652
Classroom dollars	4,041	3,911	3,712	4,053	6,526
Nonclassroom dollars:	3,808	3,868	3,770	3,422	4,126
Administration	924	923	951	736	1,139
Plant operations	1,001	909	881	928	1,012
Food service	314	308	512	382	405
Transportation	787	941	498	362	443
Student support	355	382	429	578	592
Instruction support	427	405	499	436	535

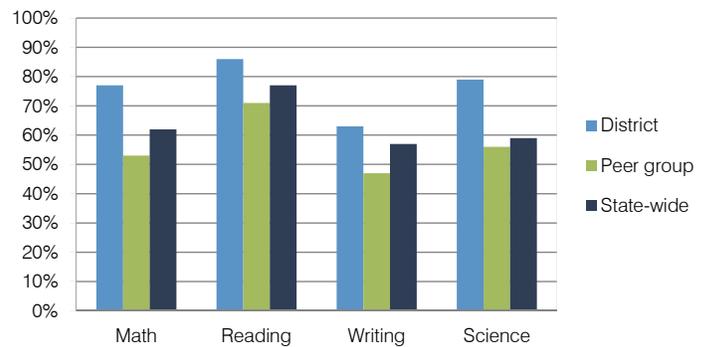
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	37%	39%	25%
Students per teacher	15.4	14.4	18.1
Average teacher salary	\$35,968	\$40,820	\$45,193
Amount from Proposition 301	\$1,465	\$2,313	\$3,195
Average years of teacher experience	11.9	11.7	11.0
Percentage of teachers in first 3 years	12%	12%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.2%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



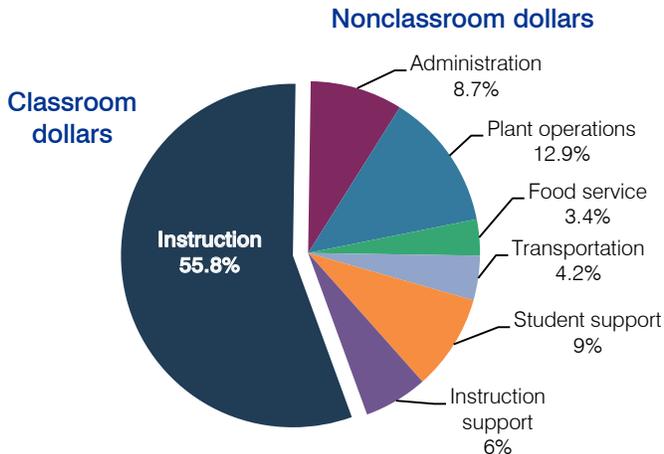
Paradise Valley Unified School District

Maricopa County
 Efficiency peer groups 1 and T-3, Achievement peer group 2
 Legislative district(s): 15, 20, 23 and 28

District size / location: Very large, City
 Students attending: 31,656
 Number of schools: 46

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 1 percent. Spending in the classroom decreased from 62.4 to 55.8 percent. Overall, spending on administration and student support increased and spending on plant operations increased substantially. Spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$600	\$620	\$736
	Students per administrator	76	79	66
Plant operations	Cost per square foot	\$5.69	\$5.88	\$6.09
	Square footage per student	156	144	152
Food service	Cost per meal equivalent	\$2.24	\$2.46	\$2.47
Transportation	Cost per mile	\$3.81	\$3.80	\$3.50
	Cost per rider	\$974	\$940	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,114	\$6,907	\$7,111	\$7,475	\$10,652
Classroom dollars	4,180	3,851	4,052	4,053	6,526
Nonclassroom dollars:	2,934	3,056	3,059	3,422	4,126
Administration	554	600	620	736	1,139
Plant operations	831	890	843	928	1,012
Food service	241	234	321	382	405
Transportation	269	288	340	362	443
Student support	578	624	567	578	592
Instruction support	461	420	368	436	535

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

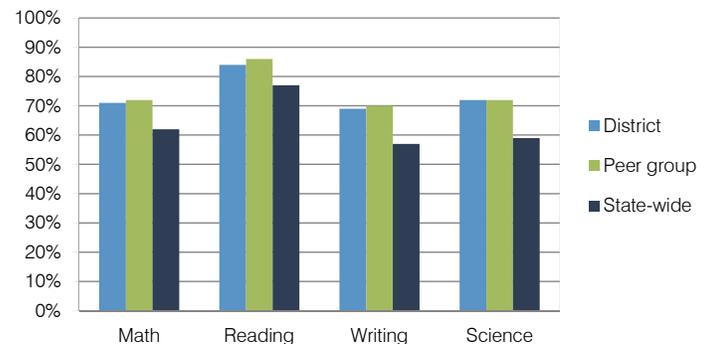
ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools ¹	Percentage of schools
A	15	32%
B	16	34%
C	10	22%
D	3	6%
F	0	0%
Not rated	3	6%

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	89%	90%	78%
Poverty rate (2011)	17%	14%	25%
Students per teacher	21.3	18.0	18.1
Average teacher salary	\$54,361	\$45,087	\$45,193
Amount from Proposition 301	\$3,147	\$3,095	\$3,195
Average years of teacher experience	13.3	10.9	11.0
Percentage of teachers in first 3 years	12%	14%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.6%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



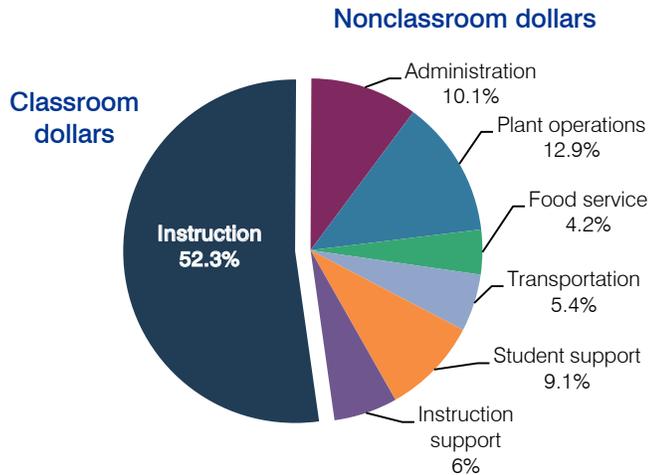
Parker Unified School District

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

District size / location: Medium, Town
 Students attending: 1,893
 Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 3 percent. Spending in the classroom varied year to year, decreasing overall from 54.9 to 52.3 percent. Spending on instruction support increased, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$827	\$1,074	\$736
	Students per administrator	72	56	66
Plant operations	Cost per square foot	\$5.49	\$4.82	\$6.09
	Square footage per student	193	250	152
Food service	Cost per meal equivalent	\$2.25	\$2.97	\$2.47
Transportation	Cost per mile	\$2.80	\$2.47	\$3.50
	Cost per rider	\$800	\$704	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$8,322	\$8,204	\$8,416	\$7,475	\$10,652
Classroom dollars	4,205	4,288	4,202	4,053	6,526
Nonclassroom dollars:	4,117	3,916	4,214	3,422	4,126
Administration	856	827	1,074	736	1,139
Plant operations	1,209	1,061	1,179	928	1,012
Food service	328	343	412	382	405
Transportation	404	447	536	362	443
Student support	815	744	619	578	592
Instruction support	505	494	394	436	535

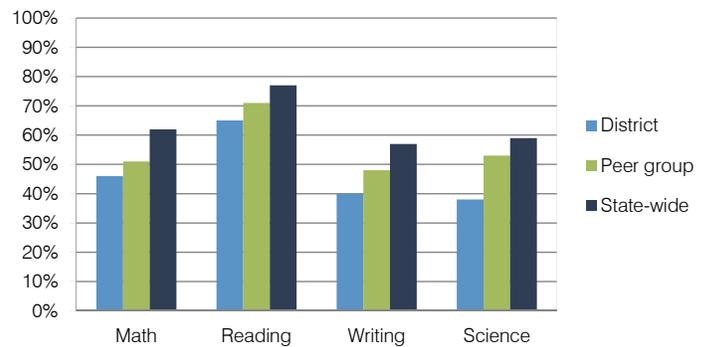
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	4	67%
D	1	17%
F	0	0%
Not rated	1	17%

Percentage of students who met state standards (AIMS)



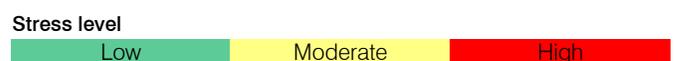
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	94%
Graduation rate (2011)	74%	80%	78%
Poverty rate (2011)	33%	31%	25%
Students per teacher	16.3	15.2	18.1
Average teacher salary	\$41,655	\$40,242	\$45,193
Amount from Proposition 301	\$3,946	\$3,191	\$3,195
Average years of teacher experience	10.9	12.0	11.0
Percentage of teachers in first 3 years	23%	16%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.3%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



Patagonia Elementary School District

Santa Cruz County

Efficiency peer groups 11 and T-13, Achievement peer group 22

Legislative district(s): 2

District size / location:

Very small, Rural

Students attending:

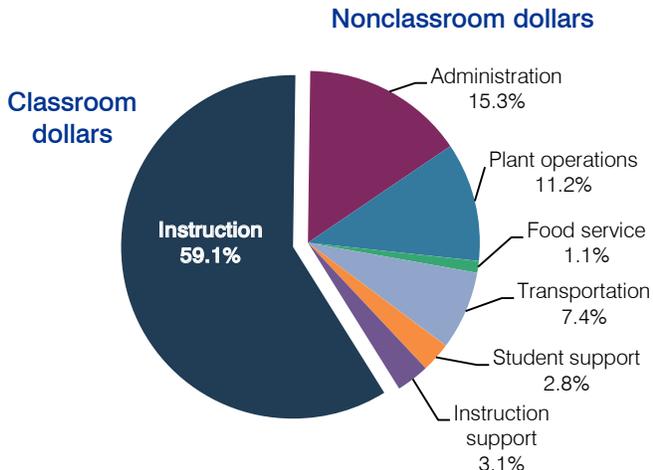
75

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 20 percent. Spending in the classroom varied year to year, increasing overall from 55 to 59.1 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on transportation and instruction support decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,311	\$2,472	\$736
	Students per administrator	71	30	66
Plant operations	Cost per square foot	\$10.19	\$6.93	\$6.09
	Square footage per student	167	320	152
Food service	Cost per meal equivalent	N/A	\$4.88	\$2.47
Transportation	Cost per mile	\$0.80	\$1.53	\$3.50
	Cost per rider	\$3,203	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$14,503	\$15,108	\$15,082	\$7,475	\$10,652
Classroom dollars	7,949	8,933	7,880	4,053	6,526
Nonclassroom dollars:	6,554	6,175	7,202	3,422	4,126
Administration	2,559	2,311	2,472	736	1,139
Plant operations	1,709	1,697	2,126	928	1,012
Food service	105	160	756	382	405
Transportation	1,495	1,111	970	362	443
Student support	437	420	541	578	592
Instruction support	249	476	337	436	535

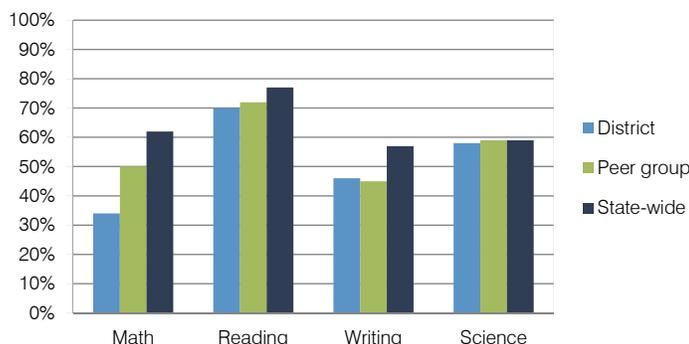
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	57%	54%	25%
Students per teacher	15.0	13.5	18.1
Average teacher salary	\$53,301	\$48,358	\$45,193
Amount from Proposition 301	\$2,503	\$2,404	\$3,195
Average years of teacher experience	18.3	11.8	11.0
Percentage of teachers in first 3 years	22%	9%	16%

Financial stress assessment

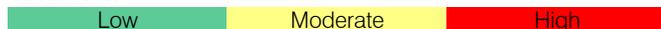
Overall financial stress level: **Low**

Measure: 2010 through 2012

Assessment

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

Stress level



Patagonia Union High School District

Santa Cruz County

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

Legislative district(s): 2

District size / location:

Very Small, Rural

Students attending:

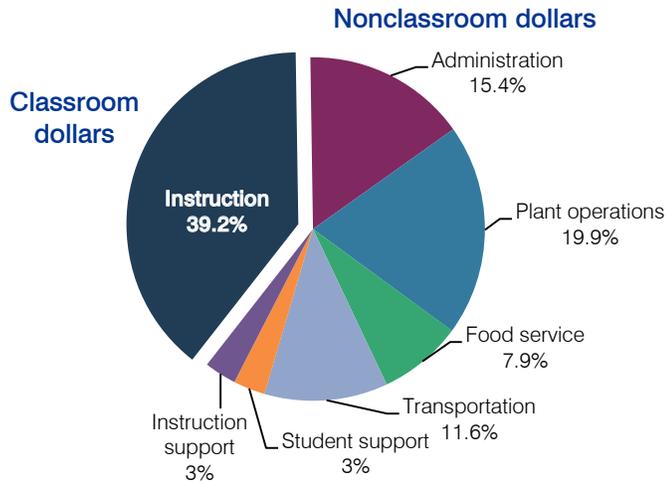
64

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 42 percent. Spending in the classroom varied year to year, decreasing overall from 42.2 to 39.2 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,491	\$2,472	\$736
	Students per administrator	20	30	66
Plant operations	Cost per square foot	\$4.09	\$6.93	\$6.09
	Square footage per student	1,106	320	152
Food service	Cost per meal equivalent	\$4.55	\$4.88	\$2.47
Transportation	Cost per mile	\$1.02	\$1.53	\$3.50
	Cost per rider	\$4,679	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$20,514	\$22,705	\$15,082	\$7,475	\$10,652
Classroom dollars	8,231	8,890	7,880	4,053	6,526
Nonclassroom dollars:	12,283	13,815	7,202	3,422	4,126
Administration	3,659	3,491	2,472	736	1,139
Plant operations	3,669	4,524	2,126	928	1,012
Food service	1,448	1,788	756	382	405
Transportation	2,100	2,632	970	362	443
Student support	844	685	541	578	592
Instruction support	563	695	337	436	535

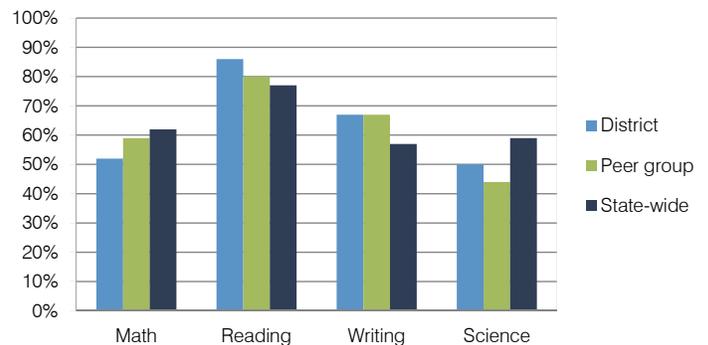
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)



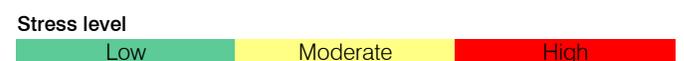
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	100%	86%	78%
Poverty rate (2011)	26%	22%	25%
Students per teacher	6.8	14.0	18.1
Average teacher salary	\$30,185	\$39,650	\$45,193
Amount from Proposition 301	\$2,155	\$3,669	\$3,195
Average years of teacher experience	7.8	10.6	11.0
Percentage of teachers in first 3 years	52%	31%	16%

Financial stress assessment

Overall financial stress level: **Low**

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



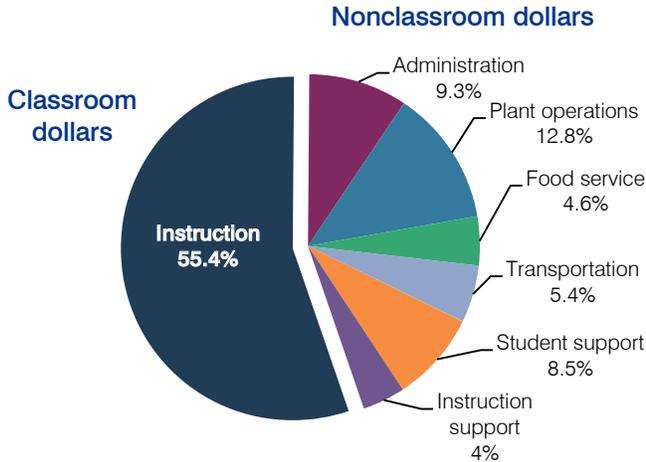
Payson Unified School District

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

District size / location: Medium-Large, Town
 Students attending: 2,374
 Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased 4 percent. Spending in the classroom decreased overall from 57 to 55.4 percent. Spending on plant operations and transportation increased, and spending on administration decreased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$729	\$748	\$736
	Students per administrator	53	66	66
Plant operations	Cost per square foot	\$5.90	\$5.53	\$6.09
	Square footage per student	171	173	152
Food service	Cost per meal equivalent	\$3.05	\$2.56	\$2.47
Transportation	Cost per mile	\$3.15	\$2.26	\$3.50
	Cost per rider	\$1,186	\$935	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$8,044	\$7,886	\$7,007	\$7,475	\$10,652
Classroom dollars	4,460	4,365	3,682	4,053	6,526
Nonclassroom dollars:	3,584	3,521	3,325	3,422	4,126
Administration	765	729	748	736	1,139
Plant operations	992	1,009	933	928	1,012
Food service	386	366	354	382	405
Transportation	417	429	369	362	443
Student support	656	669	540	578	592
Instruction support	368	319	381	436	535

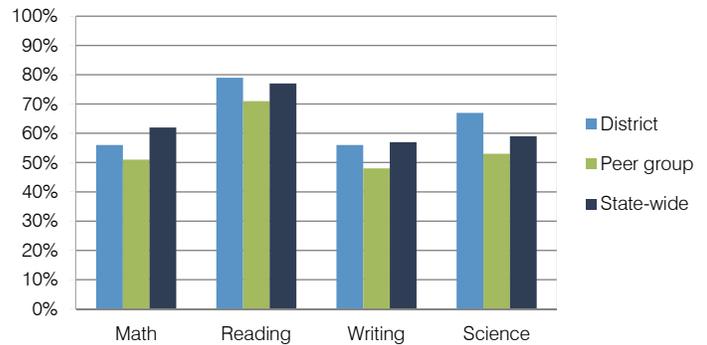
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



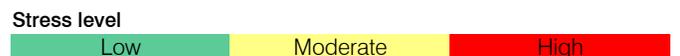
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2011)	78%	80%	78%
Poverty rate (2011)	32%	31%	25%
Students per teacher	17.5	15.2	18.1
Average teacher salary	\$44,492	\$40,242	\$45,193
Amount from Proposition 301	\$2,595	\$3,191	\$3,195
Average years of teacher experience	12.5	12.0	11.0
Percentage of teachers in first 3 years	6%	16%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.3%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Peach Springs Unified School District

Mohave County

Efficiency peer groups 11 and T-13, Achievement peer group 7

Legislative district(s): 7

District size / location:

Very small, Rural

Students attending:

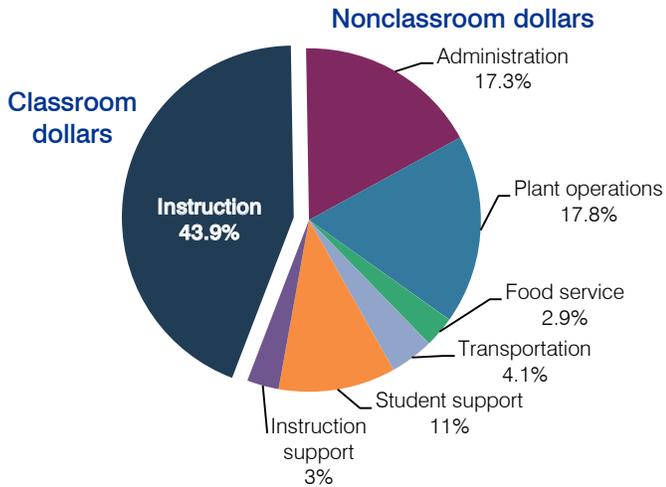
187

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 19 percent. Spending in the classroom varied year to year, increasing overall from 22.8 to 43.9 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration, food service, and instruction support decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,308	\$2,472	\$736
	Students per administrator	31	30	66
Plant operations	Cost per square foot	\$6.05	\$6.93	\$6.09
	Square footage per student	560	320	152
Food service	Cost per meal equivalent	\$3.17	\$4.88	\$2.47
Transportation	Cost per mile	\$3.41	\$1.53	\$3.50
	Cost per rider	\$692	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$17,961	\$19,056	\$15,082	\$7,475	\$10,652
Classroom dollars	7,399	8,357	7,880	4,053	6,526
Nonclassroom dollars:	10,562	10,699	7,202	3,422	4,126
Administration	3,193	3,308	2,472	736	1,139
Plant operations	2,633	3,385	2,126	928	1,012
Food service	567	552	756	382	405
Transportation	819	778	970	362	443
Student support	2,249	2,105	541	578	592
Instruction support	1,101	571	337	436	535

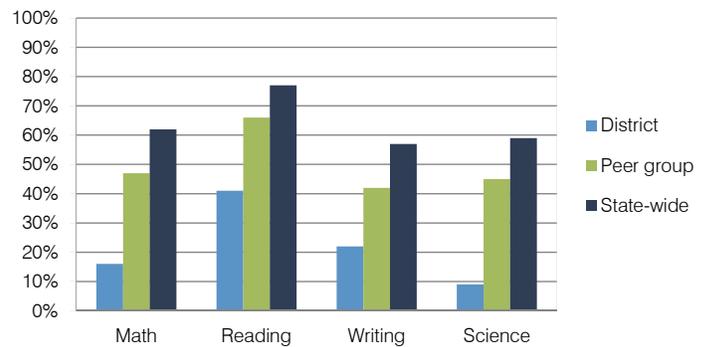
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	89%	93%	94%
Graduation rate (2011)	N/A	76%	78%
Poverty rate (2011)	45%	40%	25%
Students per teacher	10.4	15.6	18.1
Average teacher salary	\$50,679	\$42,644	\$45,193
Amount from Proposition 301	\$2,322	\$3,127	\$3,195
Average years of teacher experience	15.7	13.0	11.0
Percentage of teachers in first 3 years	16%	13%	16%

Financial stress assessment

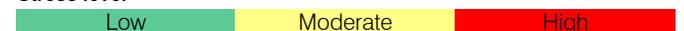
Overall financial stress level: **Low**

Measure: 2010 through 2012

Assessment

Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.2%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Stress level



Pearce Elementary School District

Cochise County

Efficiency peer groups 11 and T-13, Achievement peer group 21

Legislative district(s): 14

District size / location:

Very small, Rural

Students attending:

86

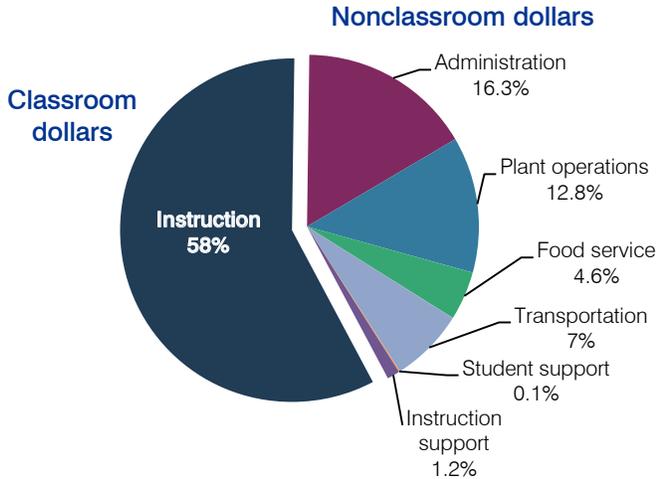
Number of schools:

1

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Student enrollment decreased 23 percent, which contributed to the 54 percent increase in total spending per pupil. Spending in the classroom varied year to year, increasing overall from 54.4 to 58 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,414	\$2,472	\$736
	Students per administrator	26	30	66
Plant operations	Cost per square foot	\$5.58	\$6.93	\$6.09
	Square footage per student	341	320	152
Food service	Cost per meal equivalent	\$3.81	\$4.88	\$2.47
Transportation	Cost per mile	\$2.09	\$1.53	\$3.50
	Cost per rider	\$968	\$1,171	\$982

Per-pupil spending by operational area

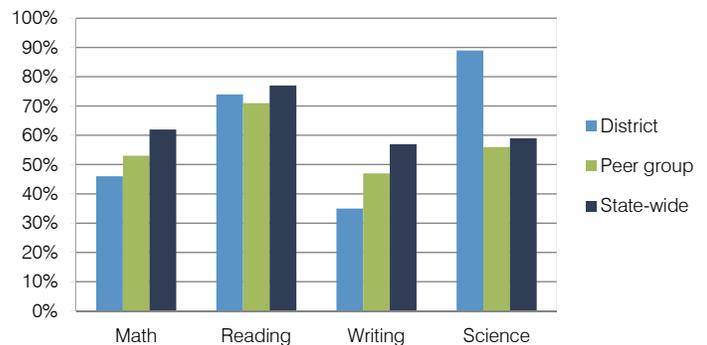
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$15,697	\$14,879	\$15,082	\$7,475	\$10,652
Classroom dollars	8,492	8,635	7,880	4,053	6,526
Nonclassroom dollars:	7,205	6,244	7,202	3,422	4,126
Administration	2,660	2,414	2,472	736	1,139
Plant operations	1,949	1,905	2,126	928	1,012
Food service	740	682	756	382	405
Transportation	1,120	1,048	970	362	443
Student support	377	21	541	578	592
Instruction support	359	174	337	436	535

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



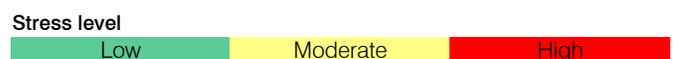
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	37%	39%	25%
Students per teacher	8.6	14.4	18.1
Average teacher salary	\$45,556	\$40,820	\$45,193
Amount from Proposition 301	\$1,264	\$2,313	\$3,195
Average years of teacher experience	14.4	11.7	11.0
Percentage of teachers in first 3 years	0%	12%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant



Pendergast Elementary School District

Maricopa County

Efficiency peer groups 7 and T-3, Achievement peer group 14

Legislative district(s): 19 and 29

District size / location:

Large, City

Students attending:

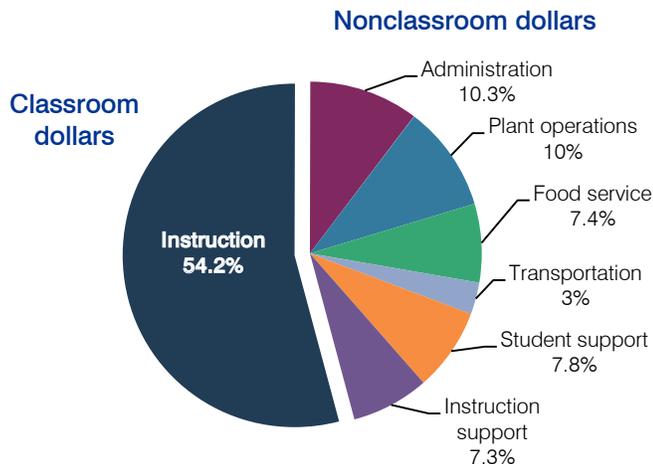
9,325

Number of schools:

14

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 2 percent. Spending in the classroom decreased from 56.2 to 54.2 percent. Overall, spending on plant operations decreased and spending on food service and instruction support increased. Spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$684	\$695	\$736
	Students per administrator	69	67	66
Plant operations	Cost per square foot	\$5.35	\$6.05	\$6.09
	Square footage per student	124	131	152
Food service	Cost per meal equivalent	\$2.46	\$2.41	\$2.47
Transportation	Cost per mile	\$3.97	\$3.80	\$3.50
	Cost per rider	\$955	\$940	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,186	\$6,631	\$7,254	\$7,475	\$10,652
Classroom dollars	3,991	3,592	3,944	4,053	6,526
Nonclassroom dollars:	3,195	3,039	3,310	3,422	4,126
Administration	707	684	695	736	1,139
Plant operations	719	664	794	928	1,012
Food service	499	492	489	382	405
Transportation	184	198	299	362	443
Student support	545	519	526	578	592
Instruction support	541	482	507	436	535

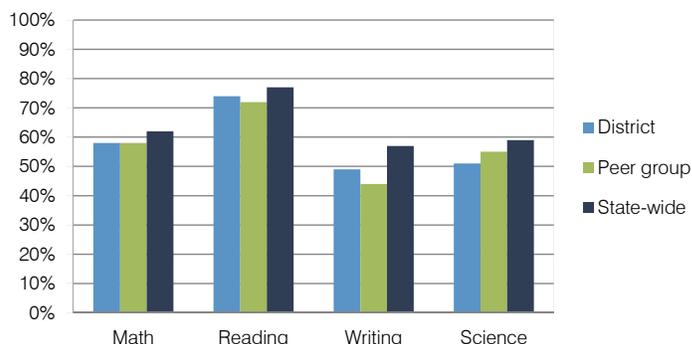
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	3	21%
B	3	21%
C	6	43%
D	2	14%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	26%	25%	25%
Students per teacher	20.1	19.8	18.1
Average teacher salary	\$44,865	\$40,307	\$45,193
Amount from Proposition 301	\$1,871	\$2,532	\$3,195
Average years of teacher experience	9.4	7.3	11.0
Percentage of teachers in first 3 years	17%	27%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Concentrated decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.8%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



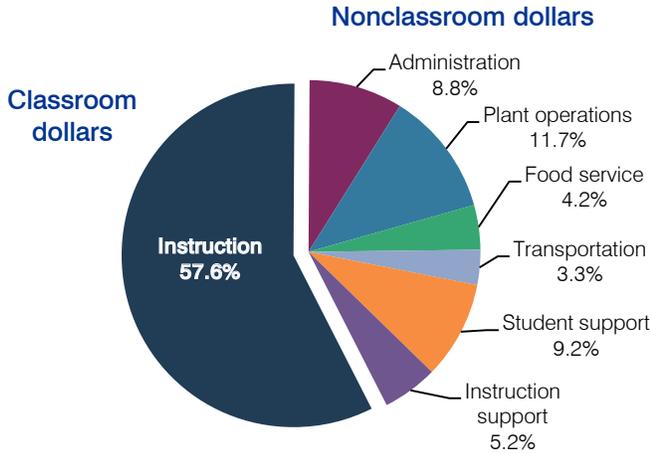
Peoria Unified School District

Maricopa County
 Efficiency peer groups 1 and T-5, Achievement peer group 2
 Legislative district(s): 20, 21, 22 and 29

District size / location: Very large, Suburb
 Students attending: 35,058
 Number of schools: 40

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 2 percent. Spending in the classroom varied year to year, decreasing overall from 59.6 to 57.6 percent. Spending on administration increased, while spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$596	\$620	\$736
	Students per administrator	79	79	66
Plant operations	Cost per square foot	\$5.93	\$5.88	\$6.09
	Square footage per student	134	144	152
Food service	Cost per meal equivalent	\$2.47	\$2.46	\$2.47
Transportation	Cost per mile	\$3.02	\$3.54	\$3.50
	Cost per rider	\$1,031	\$1,372	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,773	\$6,814	\$7,111	\$7,475	\$10,652
Classroom dollars	3,872	3,924	4,052	4,053	6,526
Nonclassroom dollars:	2,901	2,890	3,059	3,422	4,126
Administration	591	596	620	736	1,139
Plant operations	761	795	843	928	1,012
Food service	308	284	321	382	405
Transportation	234	226	340	362	443
Student support	627	628	567	578	592
Instruction support	380	361	368	436	535

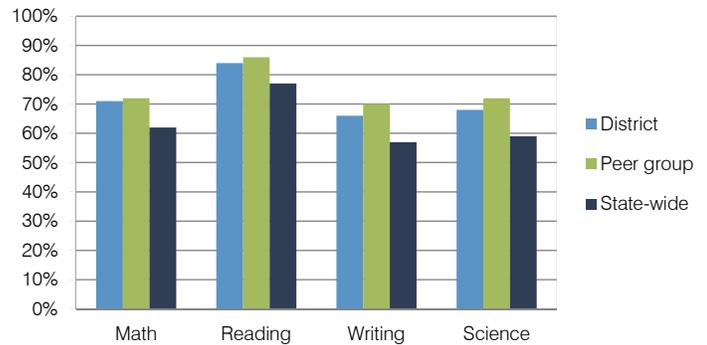
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	12	30%
B	22	55%
C	5	13%
D	0	0%
F	0	0%
Not rated	1	3%

Percentage of students who met state standards (AIMS)



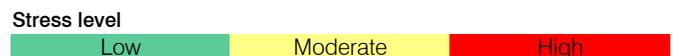
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	94%
Graduation rate (2011)	94%	90%	78%
Poverty rate (2011)	15%	14%	25%
Students per teacher	17.6	18.0	18.1
Average teacher salary	\$43,611	\$45,087	\$45,193
Amount from Proposition 301	\$2,247	\$3,095	\$3,195
Average years of teacher experience	9.6	10.9	11.0
Percentage of teachers in first 3 years	22%	14%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	0.4%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



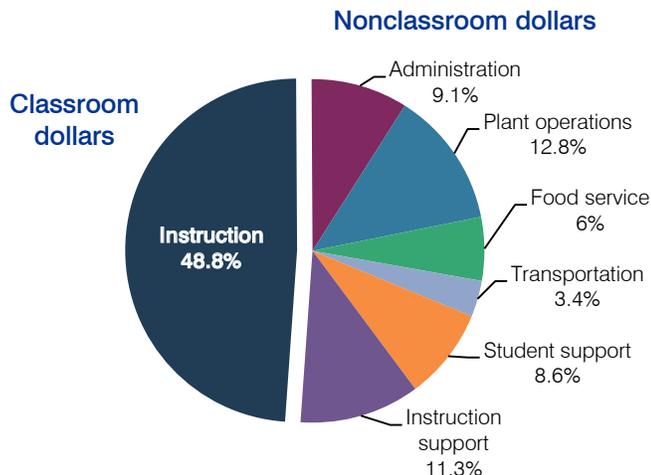
Phoenix Elementary School District

Maricopa County
 Efficiency peer groups 8 and T-1, Achievement peer group 16
 Legislative district(s): 24, 27 and 30

District size / location: Medium-Large, City
 Students attending: 7,019
 Number of schools: 14

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 2 percent. Spending in the classroom varied year to year, decreasing overall from 54 to 48.8 percent. Spending on plant operations and food service increased, and spending on instruction support increased substantially. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$864	\$796	\$736
	Students per administrator	55	75	66
Plant operations	Cost per square foot	\$7.61	\$6.25	\$6.09
	Square footage per student	161	131	152
Food service	Cost per meal equivalent	\$2.24	\$2.45	\$2.47
Transportation	Cost per mile	\$6.80	\$5.69	\$3.50
	Cost per rider	\$871	\$569	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$9,773	\$9,542	\$6,968	\$7,475	\$10,652
Classroom dollars	4,800	4,660	3,582	4,053	6,526
Nonclassroom dollars:	4,973	4,882	3,386	3,422	4,126
Administration	918	864	796	736	1,139
Plant operations	1,293	1,225	811	928	1,012
Food service	537	569	523	382	405
Transportation	296	327	271	362	443
Student support	841	822	522	578	592
Instruction support	1,088	1,075	463	436	535

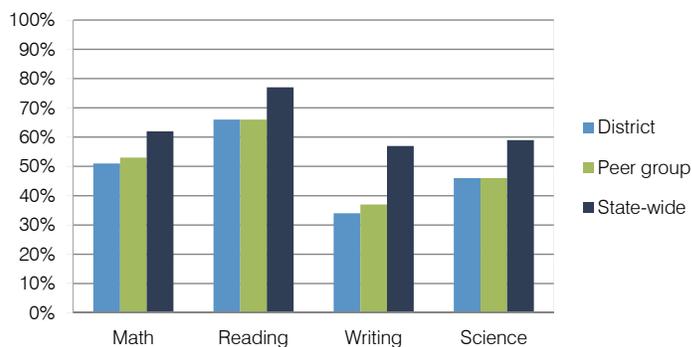
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	2	14%
B	6	43%
C	6	43%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	58%	49%	25%
Students per teacher	16.3	18.3	18.1
Average teacher salary	\$43,170	\$45,716	\$45,193
Amount from Proposition 301	\$2,629	\$2,541	\$3,195
Average years of teacher experience	10.7	9.3	11.0
Percentage of teachers in first 3 years	19%	23%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	Operating only
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	1.3%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



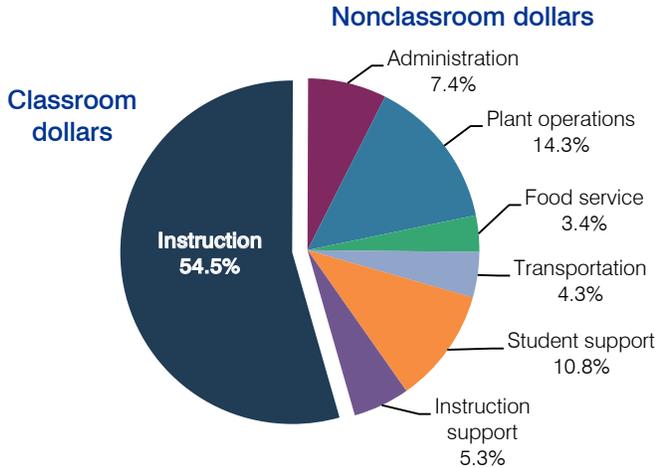
Phoenix Union High School District

Maricopa County
 Efficiency peer groups 1 and T-5, Achievement peer group 10
 Legislative district(s): 19, 24, 27, 28, 29 and 30

District size / location: Very large, City
 Students attending: 25,499
 Number of schools: 15

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 4 percent. Spending in the classroom varied year to year, decreasing overall from 57.5 to 54.5 percent. Spending on plant operations and food service increased, while spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$707	\$620	\$736
	Students per administrator	38	79	66
Plant operations	Cost per square foot	\$8.07	\$5.88	\$6.09
	Square footage per student	168	144	152
Food service	Cost per meal equivalent	\$2.33	\$2.46	\$2.47
Transportation	Cost per mile	N/A	\$3.54	\$3.50
	Cost per rider	\$954	\$1,372	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$9,835	\$9,477	\$7,111	\$7,475	\$10,652
Classroom dollars	5,529	5,162	4,052	4,053	6,526
Nonclassroom dollars:	4,306	4,315	3,059	3,422	4,126
Administration	692	707	620	736	1,139
Plant operations	1,289	1,357	843	928	1,012
Food service	318	323	321	382	405
Transportation	431	407	340	362	443
Student support	1,031	1,024	567	578	592
Instruction support	545	497	368	436	535

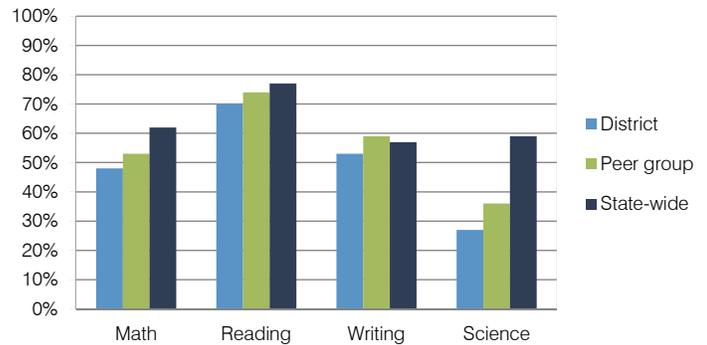
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	1	7%
B	4	27%
C	7	47%
D	1	7%
F	0	0%
Not rated	2	13%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2011)	80%	82%	78%
Poverty rate (2011)	37%	32%	25%
Students per teacher	18.1	20.9	18.1
Average teacher salary	\$55,566	\$49,006	\$45,193
Amount from Proposition 301	\$1,006	\$3,442	\$3,195
Average years of teacher experience	12.5	11.1	11.0
Percentage of teachers in first 3 years	6%	15%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



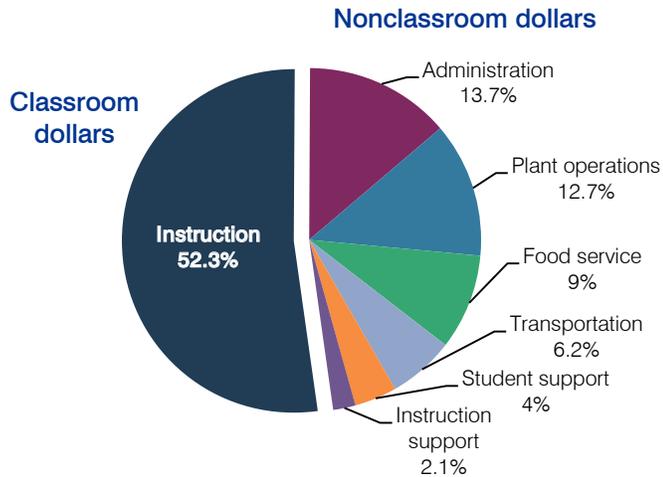
Picacho Elementary School District

Pinal County
 Efficiency peer groups 11 and T-13, Achievement peer group 20
 Legislative district(s): 8 and 11

District size / location: Very small, Rural
 Students attending: 188
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 3 percent. Spending in the classroom varied year to year, but was 52.3 percent in both fiscal years 2007 and 2012. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration decreased substantially and spending on plant operations and food service increased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,178	\$2,472	\$736
	Students per administrator	58	30	66
Plant operations	Cost per square foot	\$8.19	\$6.93	\$6.09
	Square footage per student	133	320	152
Food service	Cost per meal equivalent	\$3.07	\$4.88	\$2.47
Transportation	Cost per mile	\$2.54	\$1.53	\$3.50
	Cost per rider	\$531	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$8,812	\$8,566	\$15,082	\$7,475	\$10,652
Classroom dollars	4,568	4,480	7,880	4,053	6,526
Nonclassroom dollars:	4,244	4,086	7,202	3,422	4,126
Administration	1,325	1,178	2,472	736	1,139
Plant operations	1,084	1,088	2,126	928	1,012
Food service	716	772	756	382	405
Transportation	591	527	970	362	443
Student support	480	345	541	578	592
Instruction support	48	176	337	436	535

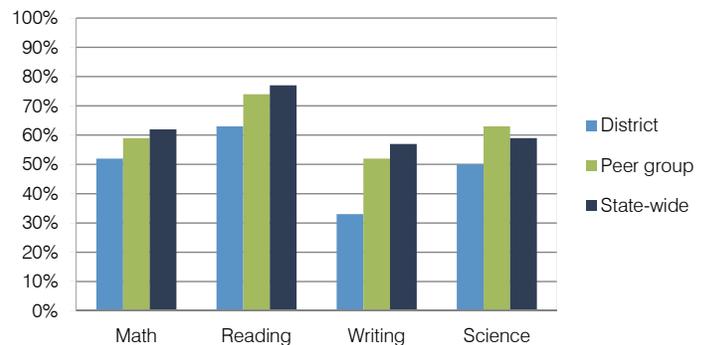
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



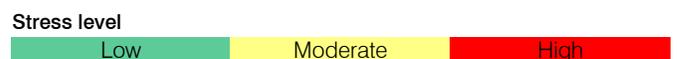
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	27%	29%	25%
Students per teacher	17.0	12.6	18.1
Average teacher salary	\$49,257	\$45,750	\$45,193
Amount from Proposition 301	\$584	\$2,292	\$3,195
Average years of teacher experience	17.6	13.0	11.0
Percentage of teachers in first 3 years	0%	13%	16%

Financial stress assessment

Overall financial stress level: **High**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	Operating only
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	1.9%, Varying
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Marginally compliant



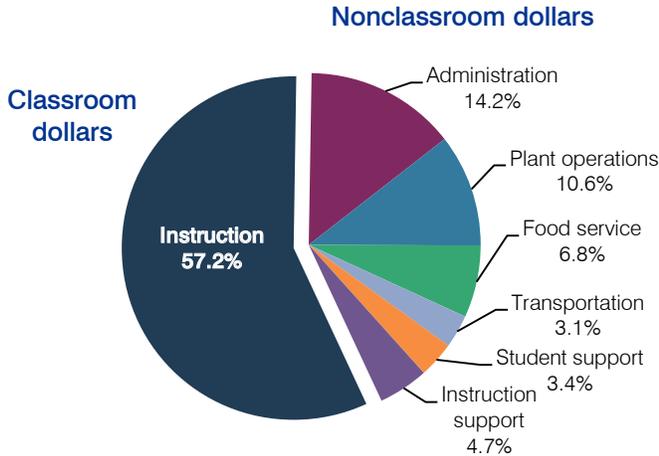
Pima Unified School District

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

District size / location: Medium, Rural
 Students attending: 677
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 10 percent. Spending in the classroom varied year to year, decreasing overall from 60.9 to 57.2 percent. Spending on administration and food service increased slightly, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,017	\$1,074	\$736
	Students per administrator	68	56	66
Plant operations	Cost per square foot	\$4.66	\$4.82	\$6.09
	Square footage per student	162	250	152
Food service	Cost per meal equivalent	\$2.88	\$2.97	\$2.47
Transportation	Cost per mile	\$1.29	\$2.21	\$3.50
	Cost per rider	\$576	\$978	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,060	\$7,151	\$8,416	\$7,475	\$10,652
Classroom dollars	4,168	4,093	4,202	4,053	6,526
Nonclassroom dollars:	2,892	3,058	4,214	3,422	4,126
Administration	847	1,017	1,074	736	1,139
Plant operations	731	757	1,179	928	1,012
Food service	498	488	412	382	405
Transportation	226	222	536	362	443
Student support	262	245	619	578	592
Instruction support	328	329	394	436	535

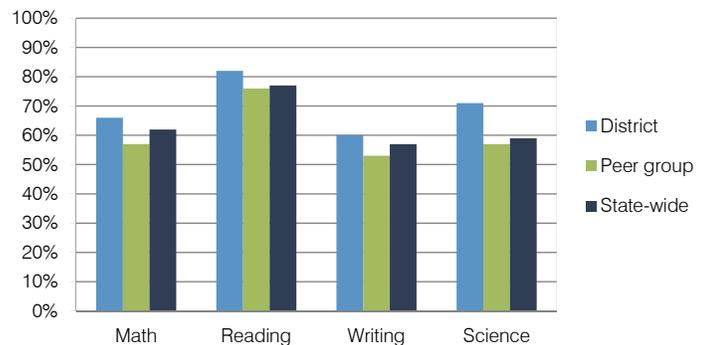
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)



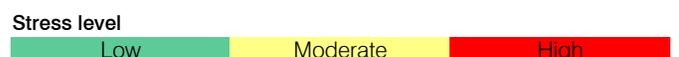
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	94%
Graduation rate (2011)	95%	82%	78%
Poverty rate (2011)	26%	24%	25%
Students per teacher	15.4	17.0	18.1
Average teacher salary	\$34,113	\$40,636	\$45,193
Amount from Proposition 301	\$2,328	\$3,192	\$3,195
Average years of teacher experience	13.0	11.8	11.0
Percentage of teachers in first 3 years	21%	15%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	2.9%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Pine Strawberry Elementary School District

Gila County

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

Legislative district(s): 6

District size / location:

Very small, Rural

Students attending:

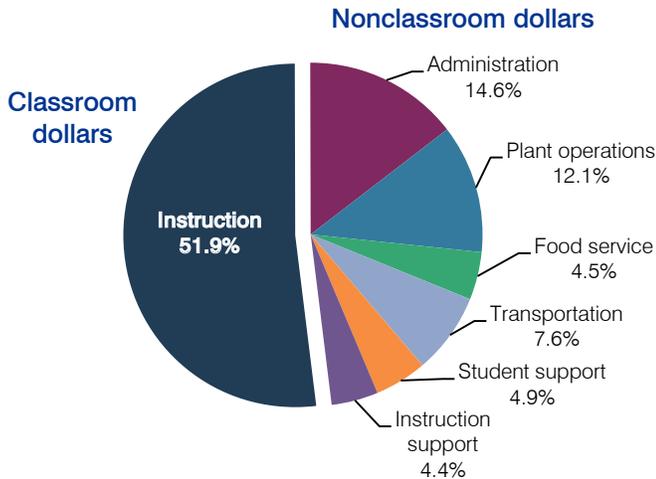
127

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 18 percent. Spending in the classroom varied year to year, increasing overall from 48.5 to 51.9 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,870	\$2,472	\$736
	Students per administrator	18	30	66
Plant operations	Cost per square foot	\$4.54	\$6.93	\$6.09
	Square footage per student	524	320	152
Food service	Cost per meal equivalent	\$5.13	\$4.88	\$2.47
Transportation	Cost per mile	\$3.21	\$1.53	\$3.50
	Cost per rider	\$2,155	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$19,704	\$19,690	\$15,082	\$7,475	\$10,652
Classroom dollars	9,702	10,221	7,880	4,053	6,526
Nonclassroom dollars:	10,002	9,469	7,202	3,422	4,126
Administration	3,103	2,870	2,472	736	1,139
Plant operations	2,409	2,382	2,126	928	1,012
Food service	901	895	756	382	405
Transportation	1,376	1,492	970	362	443
Student support	1,191	968	541	578	592
Instruction support	1,022	862	337	436	535

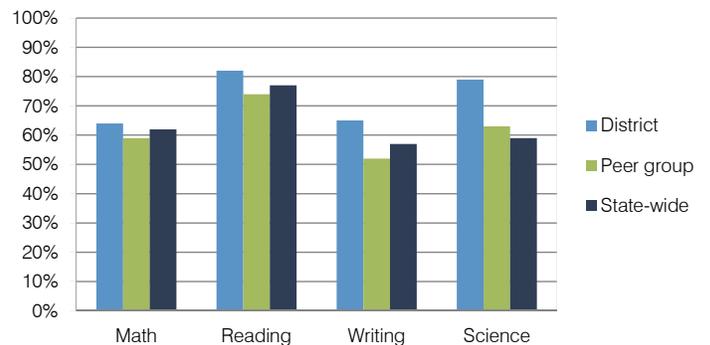
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	26%	29%	25%
Students per teacher	9.8	12.6	18.1
Average teacher salary	\$57,318	\$45,750	\$45,193
Amount from Proposition 301	\$2,923	\$2,292	\$3,195
Average years of teacher experience	8.3	13.0	11.0
Percentage of teachers in first 3 years	10%	13%	16%

Financial stress assessment

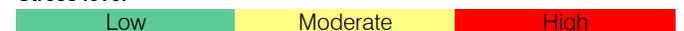
Overall financial stress level: **Low**

Measure: 2010 through 2012

Assessment

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

Stress level



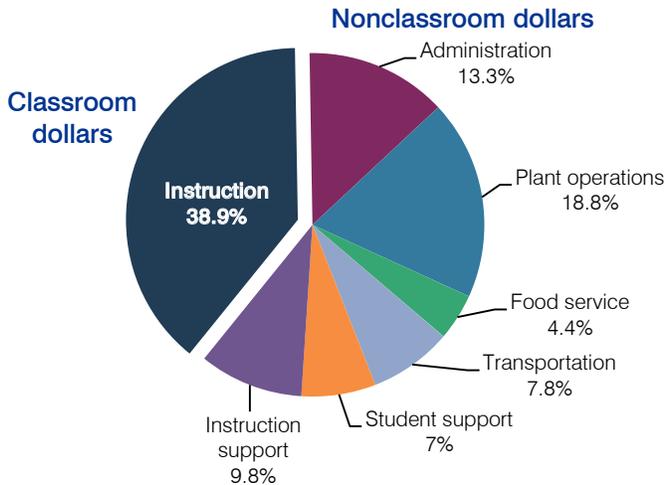
Pinon Unified School District

Navajo County
 Efficiency peer groups 5 and T-12, Achievement peer group 8
 Legislative district(s): 7

District size / location: Medium, Rural
 Students attending: 1,271
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 9 percent. Spending in the classroom varied year to year, decreasing overall from 40.7 to 38.9 percent. Spending on administration and instruction support increased and spending on student support decreased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,861	\$1,074	\$736
	Students per administrator	28	56	66
Plant operations	Cost per square foot	\$9.69	\$4.82	\$6.09
	Square footage per student	271	250	152
Food service	Cost per meal equivalent	\$2.94	\$2.97	\$2.47
Transportation	Cost per mile	\$3.09	\$2.02	\$3.50
	Cost per rider	\$1,735	\$1,181	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$13,184	\$13,984	\$8,416	\$7,475	\$10,652
Classroom dollars	4,819	5,434	4,202	4,053	6,526
Nonclassroom dollars:	8,365	8,550	4,214	3,422	4,126
Administration	1,837	1,861	1,074	736	1,139
Plant operations	2,199	2,625	1,179	928	1,012
Food service	654	622	412	382	405
Transportation	1,139	1,086	536	362	443
Student support	1,096	982	619	578	592
Instruction support	1,440	1,374	394	436	535

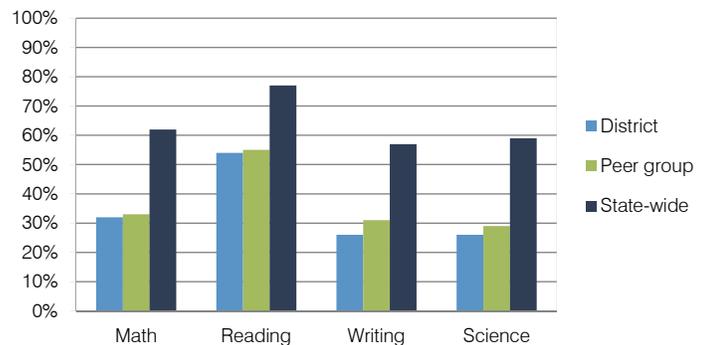
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	92%	94%
Graduation rate (2011)	61%	69%	78%
Poverty rate (2011)	59%	49%	25%
Students per teacher	16.6	14.8	18.1
Average teacher salary	\$55,977	\$42,031	\$45,193
Amount from Proposition 301	\$3,983	\$3,203	\$3,195
Average years of teacher experience	8.4	11.5	11.0
Percentage of teachers in first 3 years	41%	19%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	2011, isolated
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	Impact Aid Fund reserve
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

Pomerene Elementary School District

Cochise County

Efficiency peer groups 11 and T-13, Achievement peer group 17

Legislative district(s): 14

District size / location:

Very small, Rural

Students attending:

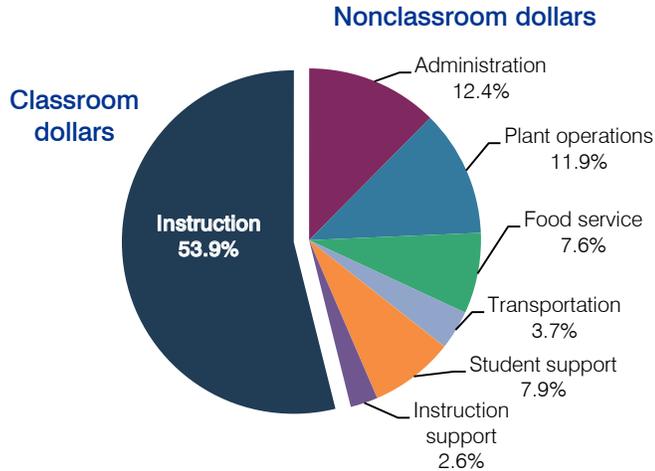
117

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 20 percent. Spending in the classroom varied year to year, and was 53.9 percent in both fiscal years 2007 and 2012. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on transportation increased slightly and spending on food service and student support decreased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,050	\$2,472	\$736
	Students per administrator	43	30	66
Plant operations	Cost per square foot	\$4.10	\$6.93	\$6.09
	Square footage per student	247	320	152
Food service	Cost per meal equivalent	\$3.84	\$4.88	\$2.47
Transportation	Cost per mile	\$3.75	\$1.53	\$3.50
	Cost per rider	\$974	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$9,848	\$8,500	\$15,082	\$7,475	\$10,652
Classroom dollars	6,198	4,580	7,880	4,053	6,526
Nonclassroom dollars:	3,650	3,920	7,202	3,422	4,126
Administration	985	1,050	2,472	736	1,139
Plant operations	1,120	1,011	2,126	928	1,012
Food service	627	656	756	382	405
Transportation	171	316	970	362	443
Student support	561	668	541	578	592
Instruction support	186	219	337	436	535

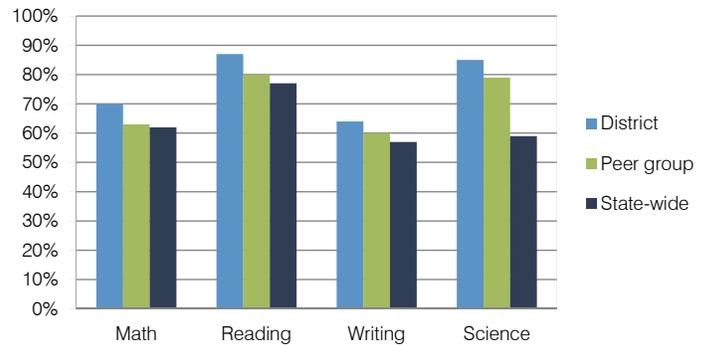
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	16%	9%	25%
Students per teacher	16.7	9.6	18.1
Average teacher salary	\$44,534	\$42,030	\$45,193
Amount from Proposition 301	\$1,982	\$2,164	\$3,195
Average years of teacher experience	14.4	10.4	11.0
Percentage of teachers in first 3 years	0%	7%	16%

Financial stress assessment

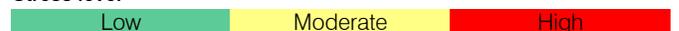
Overall financial stress level: **Low**

Measure: 2010 through 2012

Assessment

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

Stress level



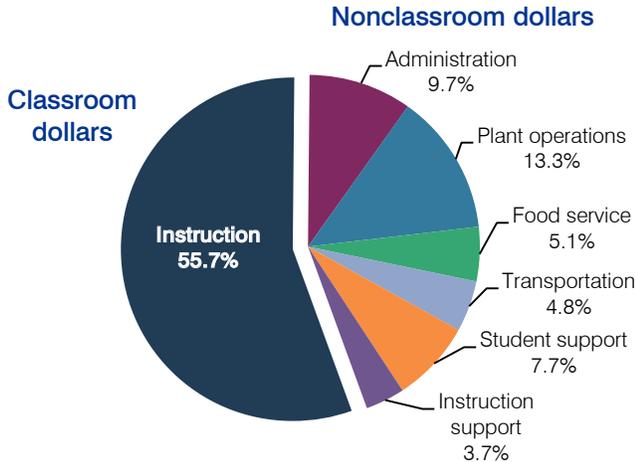
Prescott Unified School District

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

District size / location: Medium-Large, City
 Students attending: 4,959
 Number of schools: 8

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 2 percent. Spending in the classroom decreased overall from 62.3 to 55.7 percent. Spending on plant operations increased substantially, and spending on food service and student support increased. Spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$628	\$736	\$736
	Students per administrator	70	71	66
Plant operations	Cost per square foot	\$5.85	\$5.88	\$6.09
	Square footage per student	147	158	152
Food service	Cost per meal equivalent	\$2.85	\$2.74	\$2.47
Transportation	Cost per mile	\$3.27	\$4.84	\$3.50
	Cost per rider	\$733	\$844	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,510	\$6,459	\$7,033	\$7,475	\$10,652
Classroom dollars	3,796	3,599	3,759	4,053	6,526
Nonclassroom dollars:	2,714	2,860	3,274	3,422	4,126
Administration	577	628	736	736	1,139
Plant operations	855	858	920	928	1,012
Food service	318	326	338	382	405
Transportation	288	309	426	362	443
Student support	463	500	546	578	592
Instruction support	213	239	308	436	535

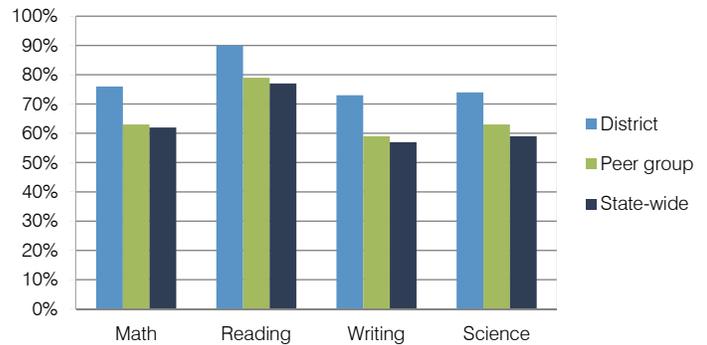
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Percentage of students who met state standards (AIMS)



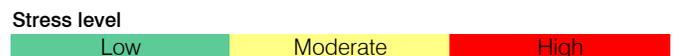
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	94%
Graduation rate (2011)	85%	80%	78%
Poverty rate (2011)	20%	24%	25%
Students per teacher	19.8	18.2	18.1
Average teacher salary	\$42,655	\$45,442	\$45,193
Amount from Proposition 301	\$3,342	\$3,594	\$3,195
Average years of teacher experience	12.1	11.8	11.0
Percentage of teachers in first 3 years	15%	14%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.4%, Increasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Marginally compliant



Quartzsite Elementary School District

La Paz County

Efficiency peer groups 10 and T-7, Achievement peer group 19

Legislative district(s): 5

District size / location:

Small, Rural

Students attending:

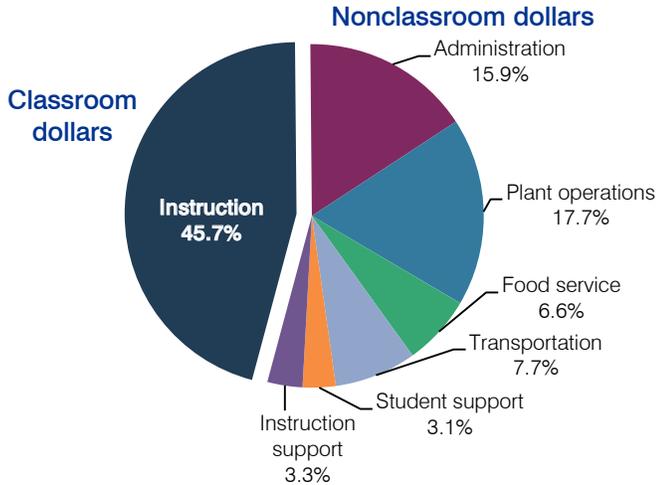
215

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 6 percent. Spending in the classroom decreased overall from 50.7 to 45.7 percent. Spending on administration and transportation increased, and spending on student support increased substantially. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,486	\$1,168	\$736
	Students per administrator	52	54	66
Plant operations	Cost per square foot	\$6.67	\$7.54	\$6.09
	Square footage per student	247	139	152
Food service	Cost per meal equivalent	\$2.74	\$2.69	\$2.47
Transportation	Cost per mile	\$3.14	\$3.29	\$3.50
	Cost per rider	\$664	\$644	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$9,512	\$9,324	\$8,331	\$7,475	\$10,652
Classroom dollars	4,411	4,261	4,374	4,053	6,526
Nonclassroom dollars:	5,101	5,063	3,957	3,422	4,126
Administration	1,483	1,486	1,168	736	1,139
Plant operations	1,641	1,651	1,068	928	1,012
Food service	674	616	486	382	405
Transportation	620	714	515	362	443
Student support	302	285	455	578	592
Instruction support	381	311	265	436	535

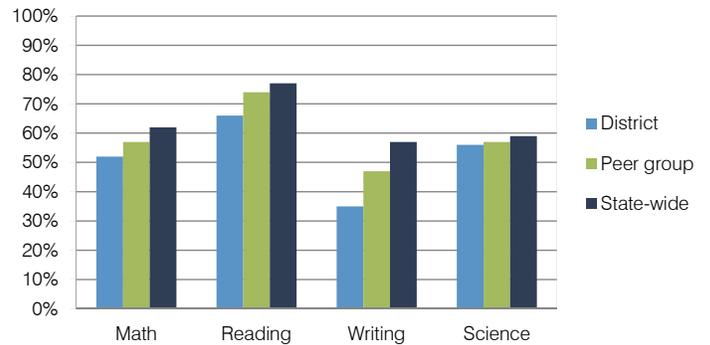
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **N/A**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	22%	23%	25%
Students per teacher	14.3	15.3	18.1
Average teacher salary	\$41,122	\$43,358	\$45,193
Amount from Proposition 301	\$4,341	\$2,716	\$3,195
Average years of teacher experience	8.1	12.2	11.0
Percentage of teachers in first 3 years	20%	11%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Concentrated decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.7%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Queen Creek Unified School District

Maricopa County

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

Legislative district(s): 12 and 16

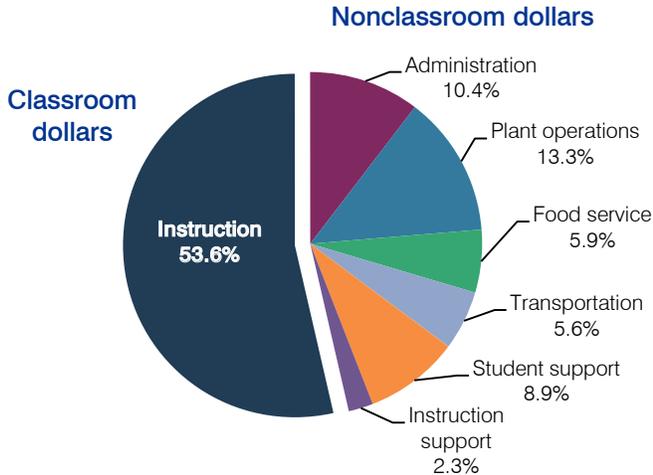
District size / location: Medium-Large, Suburb

Students attending: 4,996

Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 13 percent. Spending in the classroom decreased from 60 to 53.6 percent. Spending on plant operations and student support increased substantially, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$719	\$736	\$736
	Students per administrator	85	71	66
Plant operations	Cost per square foot	\$6.12	\$5.88	\$6.09
	Square footage per student	150	158	152
Food service	Cost per meal equivalent	\$3.21	\$2.74	\$2.47
Transportation	Cost per mile	\$3.01	\$3.80	\$3.50
	Cost per rider	\$725	\$940	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,708	\$6,922	\$7,033	\$7,475	\$10,652
Classroom dollars	3,778	3,710	3,759	4,053	6,526
Nonclassroom dollars:	2,930	3,212	3,274	3,422	4,126
Administration	681	719	736	736	1,139
Plant operations	834	917	920	928	1,012
Food service	375	411	338	382	405
Transportation	407	388	426	362	443
Student support	493	616	546	578	592
Instruction support	140	161	308	436	535

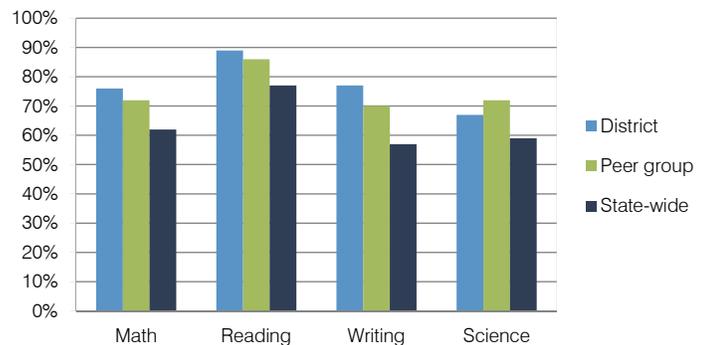
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	4	57%
B	3	43%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



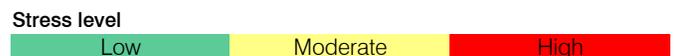
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2011)	90%	90%	78%
Poverty rate (2011)	12%	14%	25%
Students per teacher	19.1	18.0	18.1
Average teacher salary	\$43,658	\$45,087	\$45,193
Amount from Proposition 301	\$4,467	\$3,095	\$3,195
Average years of teacher experience	10.2	10.9	11.0
Percentage of teachers in first 3 years	3%	14%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



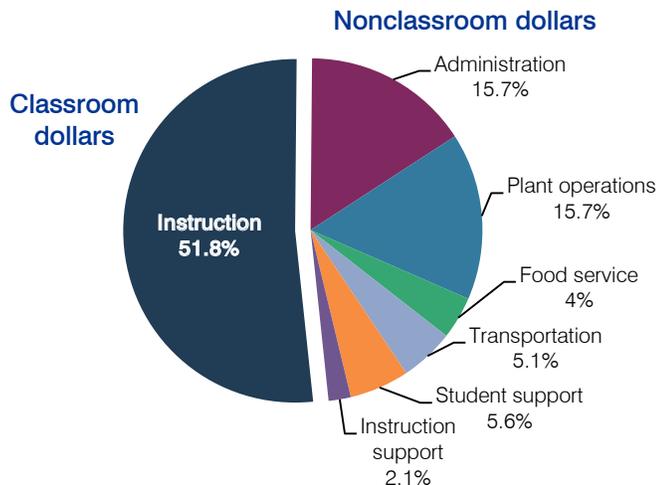
Ray Unified School District

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

District size / location: Small, Rural
 Students attending: 501
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 11 percent. Spending in the classroom decreased overall from 57.5 to 51.8 percent. Spending on plant operations increased substantially and spending on student support increased. Spending on all other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,488	\$1,487	\$736
	Students per administrator	46	43	66
Plant operations	Cost per square foot	\$3.88	\$5.04	\$6.09
	Square footage per student	381	299	152
Food service	Cost per meal equivalent	\$2.97	\$3.19	\$2.47
Transportation	Cost per mile	\$2.13	\$2.02	\$3.50
	Cost per rider	\$1,153	\$1,181	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$9,254	\$9,455	\$9,872	\$7,475	\$10,652
Classroom dollars	4,819	4,901	4,866	4,053	6,526
Nonclassroom dollars:	4,435	4,554	5,006	3,422	4,126
Administration	1,432	1,488	1,487	736	1,139
Plant operations	1,533	1,479	1,438	928	1,012
Food service	328	378	454	382	405
Transportation	514	478	510	362	443
Student support	433	532	636	578	592
Instruction support	195	199	481	436	535

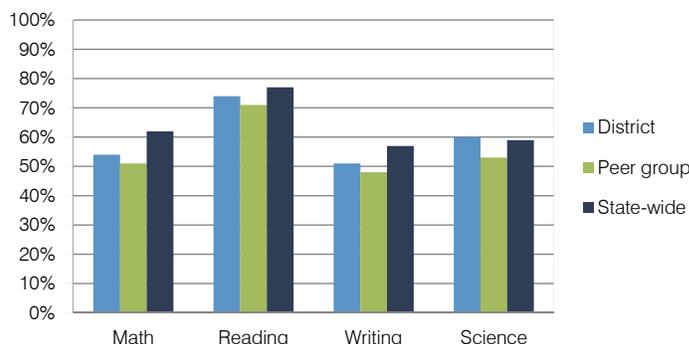
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2011)	92%	80%	78%
Poverty rate (2011)	33%	31%	25%
Students per teacher	12.7	15.2	18.1
Average teacher salary	\$39,581	\$40,242	\$45,193
Amount from Proposition 301	\$3,358	\$3,191	\$3,195
Average years of teacher experience	12.4	12.0	11.0
Percentage of teachers in first 3 years	21%	16%	16%

Financial stress assessment

Overall financial stress level: **Low**

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

Stress level: **Low** Moderate High

Red Mesa Unified School District

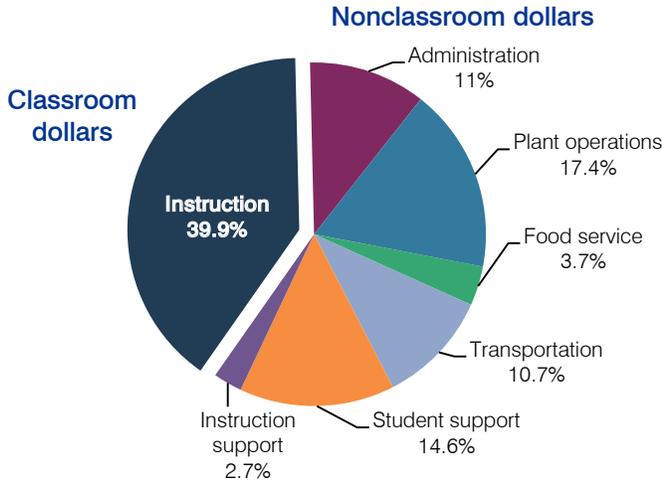
Apache County
 Efficiency peer groups 5 and T-12, Achievement peer group 7
 Legislative district(s): 7

District size / location: Medium, Rural
 Students attending: 894
 Number of schools: 5

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



ADE-reported district and school letter grades

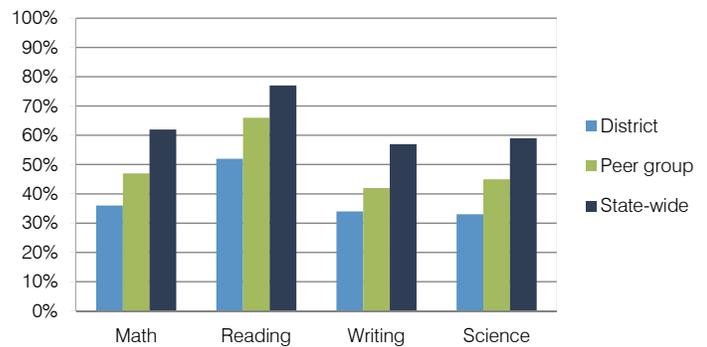
District grade: **C**

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

5-year spending trend

Total spending per pupil increased by 10 percent. Spending in the classroom varied year to year, decreasing slightly overall from 40.4 to 39.9 percent. Spending on administration decreased substantially and spending on plant operations and student support increased substantially. Spending on other nonclassroom areas remained fairly stable.

Percentage of students who met state standards (AIMS)



Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,598	\$1,074	\$736
	Students per administrator	36	56	66
Plant operations	Cost per square foot	\$9.87	\$4.82	\$6.09
	Square footage per student	255	250	152
Food service	Cost per meal equivalent	\$3.65	\$2.97	\$2.47
Transportation	Cost per mile	\$2.36	\$2.02	\$3.50
	Cost per rider	\$1,498	\$1,181	\$982

Very low Low Comparable High Very high

Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	94%
Graduation rate (2011)	72%	76%	78%
Poverty rate (2011)	42%	40%	25%
Students per teacher	13.5	15.6	18.1
Average teacher salary	\$41,808	\$42,644	\$45,193
Amount from Proposition 301	\$1,767	\$3,127	\$3,195
Average years of teacher experience	15.3	13.0	11.0
Percentage of teachers in first 3 years	8%	13%	16%

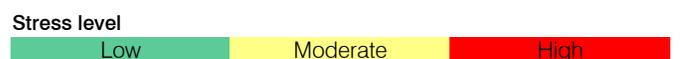
Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$14,205	\$14,489	\$8,416	\$7,475	\$10,652
Classroom dollars	5,768	5,783	4,202	4,053	6,526
Nonclassroom dollars:	8,437	8,706	4,214	3,422	4,126
Administration	1,817	1,598	1,074	736	1,139
Plant operations	2,122	2,513	1,179	928	1,012
Food service	509	543	412	382	405
Transportation	1,429	1,554	536	362	443
Student support	2,426	2,112	619	578	592
Instruction support	134	386	394	436	535

Financial stress assessment

Overall financial stress level: **Moderate**

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



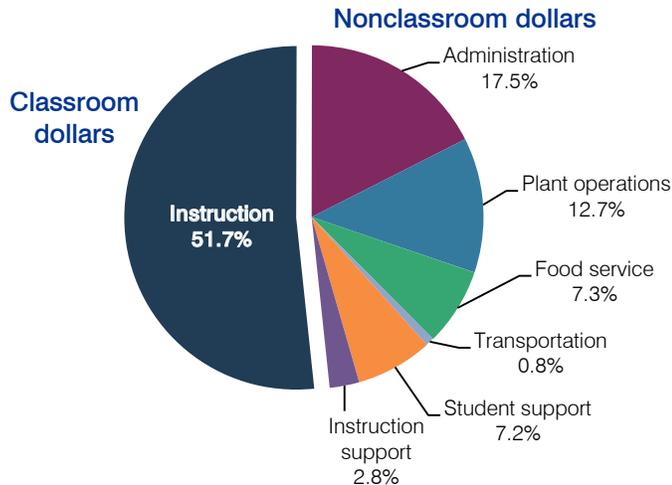
Red Rock Elementary School District

Pinal County
 Efficiency peer groups 10 and T-8, Achievement peer group 19
 Legislative district(s): 11

District size / location: Small, Rural
 Students attending: 280
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment tripled, which contributed to the 52 percent decrease in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 54.3 to 51.7 percent. Spending on administration decreased substantially, and spending on student support increased substantially. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,161	\$1,168	\$736
	Students per administrator	62	54	66
Plant operations	Cost per square foot	\$11.17	\$7.54	\$6.09
	Square footage per student	75	139	152
Food service	Cost per meal equivalent	\$2.72	\$2.69	\$2.47
Transportation	Cost per mile	\$0.52	\$2.87	\$3.50
	Cost per rider	\$132	\$726	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,529	\$6,617	\$8,331	\$7,475	\$10,652
Classroom dollars	3,206	3,423	4,374	4,053	6,526
Nonclassroom dollars:	3,323	3,194	3,957	3,422	4,126
Administration	1,059	1,161	1,168	736	1,139
Plant operations	778	837	1,068	928	1,012
Food service	537	483	486	382	405
Transportation	111	54	515	362	443
Student support	588	479	455	578	592
Instruction support	250	180	265	436	535

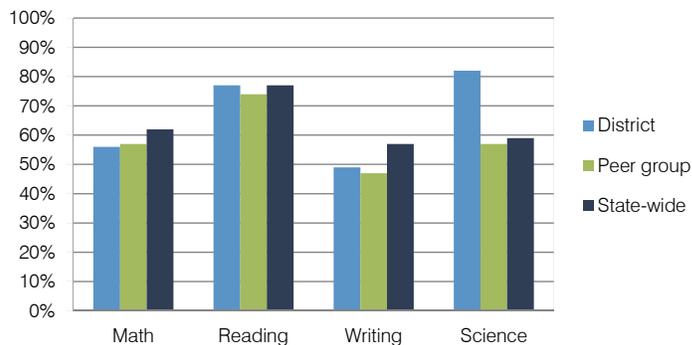
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	22%	23%	25%
Students per teacher	17.5	15.3	18.1
Average teacher salary	\$42,310	\$43,358	\$45,193
Amount from Proposition 301	\$2,827	\$2,716	\$3,195
Average years of teacher experience	11.1	12.2	11.0
Percentage of teachers in first 3 years	13%	11%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.1%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Stress level: **Low** Moderate High

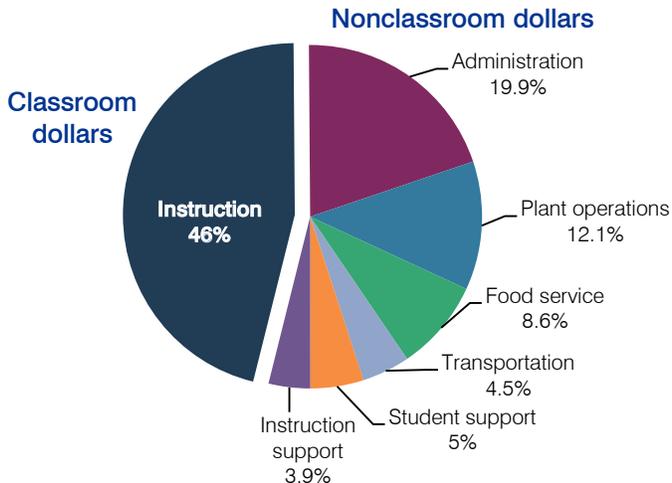
Riverside Elementary School District

Maricopa County
 Efficiency peer groups 9 and T-6, Achievement peer group 20
 Legislative district(s): 19

District size / location: Medium, Rural
 Students attending: 771
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 11 percent. Spending in the classroom varied year to year, decreasing overall from 50.2 to 46 percent. Spending on administration, food service, transportation, and instruction support increased, and spending on student support decreased substantially. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,621	\$951	\$736
	Students per administrator	41	61	66
Plant operations	Cost per square foot	\$4.85	\$6.40	\$6.09
	Square footage per student	203	142	152
Food service	Cost per meal equivalent	\$2.33	\$2.49	\$2.47
Transportation	Cost per mile	\$3.68	\$3.84	\$3.50
	Cost per rider	\$505	\$416	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$9,064	\$8,144	\$7,482	\$7,475	\$10,652
Classroom dollars	4,171	3,743	3,712	4,053	6,526
Nonclassroom dollars:	4,893	4,401	3,770	3,422	4,126
Administration	1,775	1,621	951	736	1,139
Plant operations	1,052	984	881	928	1,012
Food service	659	705	512	382	405
Transportation	428	364	498	362	443
Student support	532	412	429	578	592
Instruction support	447	315	499	436	535

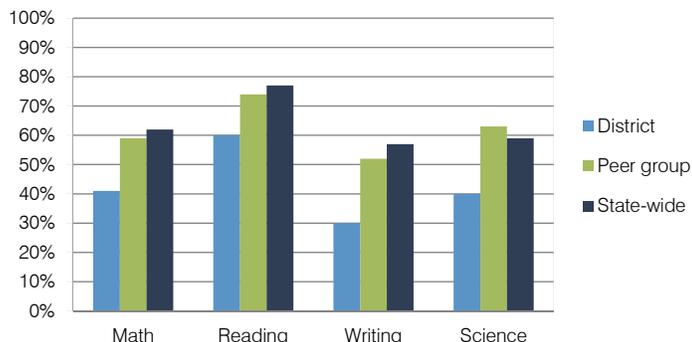
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



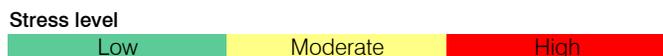
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	27%	29%	25%
Students per teacher	20.3	12.6	18.1
Average teacher salary	\$39,927	\$45,750	\$45,193
Amount from Proposition 301	\$1,205	\$2,292	\$3,195
Average years of teacher experience	7.7	13.0	11.0
Percentage of teachers in first 3 years	16%	13%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.4%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



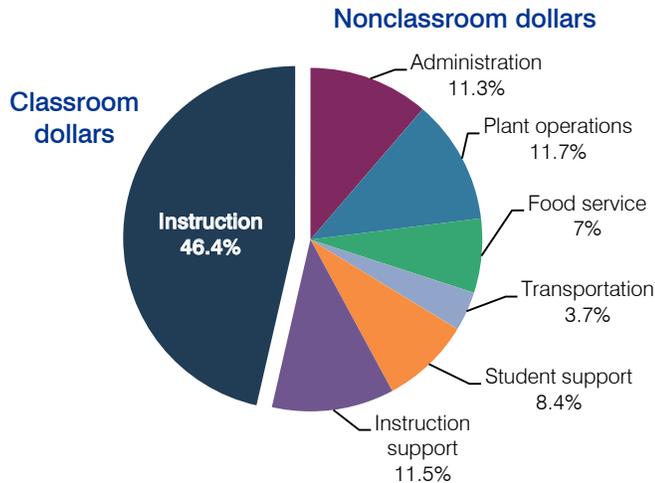
Roosevelt Elementary School District

Maricopa County
 Efficiency peer groups 7 and T-2, Achievement peer group 15
 Legislative district(s): 27

District size / location: Large, City
 Students attending: 9,765
 Number of schools: 19

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 4 percent. Spending in the classroom decreased from 58.6 to 46.4 percent. Overall, spending on plant operations, student support, and instruction support increased substantially, and spending on transportation increased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$973	\$695	\$736
	Students per administrator	53	67	66
Plant operations	Cost per square foot	\$6.33	\$6.05	\$6.09
	Square footage per student	159	131	152
Food service	Cost per meal equivalent	\$2.36	\$2.41	\$2.47
Transportation	Cost per mile	\$5.71	\$4.84	\$3.50
	Cost per rider	\$1,108	\$844	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$9,284	\$8,627	\$7,254	\$7,475	\$10,652
Classroom dollars	4,513	4,005	3,944	4,053	6,526
Nonclassroom dollars:	4,771	4,622	3,310	3,422	4,126
Administration	1,263	973	695	736	1,139
Plant operations	1,061	1,008	794	928	1,012
Food service	576	607	489	382	405
Transportation	308	321	299	362	443
Student support	714	723	526	578	592
Instruction support	849	990	507	436	535

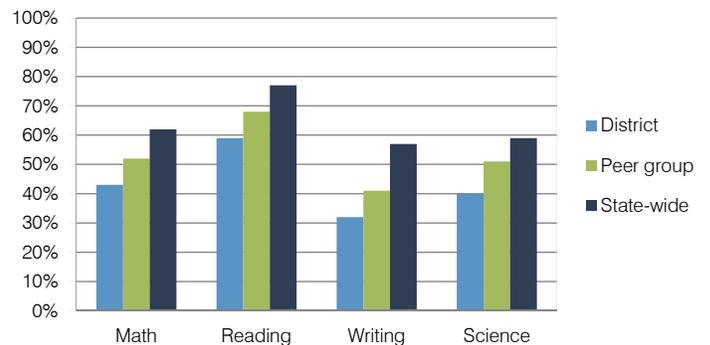
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	2	11%
C	10	53%
D	5	26%
F	0	0%
Not rated	2	11%

Percentage of students who met state standards (AIMS)



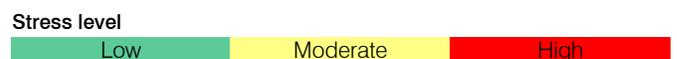
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	36%	33%	25%
Students per teacher	18.5	17.7	18.1
Average teacher salary	\$36,091	\$41,441	\$45,193
Amount from Proposition 301	\$1,050	\$2,520	\$3,195
Average years of teacher experience	9.3	9.6	11.0
Percentage of teachers in first 3 years	24%	21%	16%

Financial stress assessment

Overall financial stress level: **High**

Measure: 2010 through 2012	Assessment
Number of students attending	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	0.7%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant



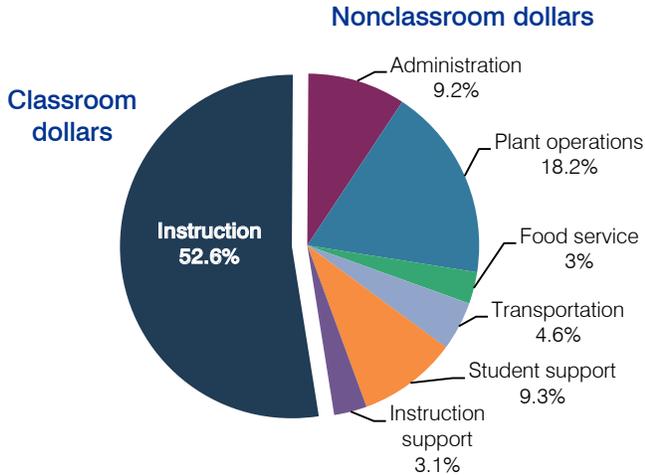
Round Valley Unified School District

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

District size / location: Medium, Rural
 Students attending: 1,315
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 3 percent. Spending in the classroom decreased overall from 54.2 to 52.6 percent. Spending on student support increased substantially, while spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$774	\$1,074	\$736
	Students per administrator	53	56	66
Plant operations	Cost per square foot	\$3.81	\$4.82	\$6.09
	Square footage per student	403	250	152
Food service	Cost per meal equivalent	\$2.70	\$2.97	\$2.47
Transportation	Cost per mile	\$1.77	\$2.02	\$3.50
	Cost per rider	\$980	\$1,181	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$8,502	\$8,439	\$8,416	\$7,475	\$10,652
Classroom dollars	4,547	4,441	4,202	4,053	6,526
Nonclassroom dollars:	3,955	3,998	4,214	3,422	4,126
Administration	792	774	1,074	736	1,139
Plant operations	1,420	1,538	1,179	928	1,012
Food service	379	247	412	382	405
Transportation	477	390	536	362	443
Student support	668	787	619	578	592
Instruction support	219	262	394	436	535

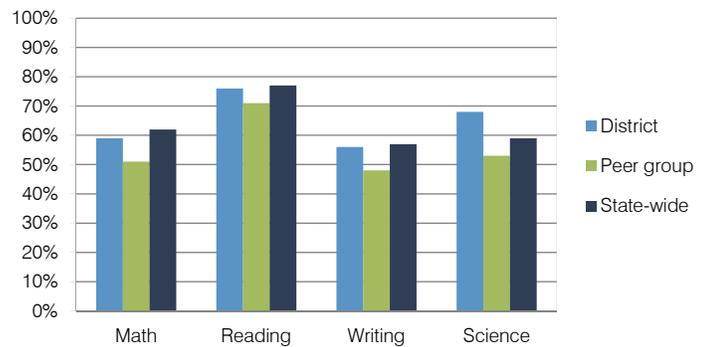
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2011)	91%	80%	78%
Poverty rate (2011)	28%	31%	25%
Students per teacher	17.7	15.2	18.1
Average teacher salary	\$42,544	\$40,242	\$45,193
Amount from Proposition 301	\$6,356	\$3,191	\$3,195
Average years of teacher experience	13.1	12.0	11.0
Percentage of teachers in first 3 years	13%	16%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.3%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level: **Low** **Moderate** **High**

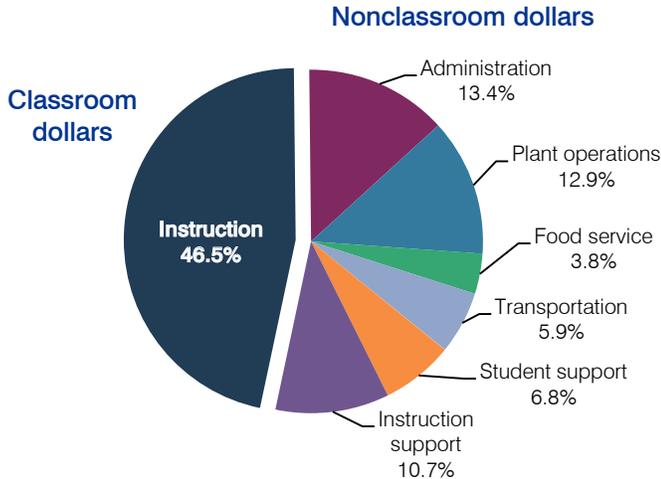
Sacaton Elementary School District

Pinal County
 Efficiency peer groups 10 and T-10, Achievement peer group 22
 Legislative district(s): 8

District size / location: Small, Rural
 Students attending: 426
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 24 percent. Spending in the classroom varied year to year, decreasing overall from 52.9 to 46.5 percent. Spending on plant operations and instruction support increased substantially, while spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,809	\$1,168	\$736
	Students per administrator	NR	54	66
Plant operations	Cost per square foot	\$7.75	\$7.54	\$6.09
	Square footage per student	349	139	152
Food service	Cost per meal equivalent	\$3.48	\$2.69	\$2.47
Transportation	Cost per mile	\$3.72	\$2.26	\$3.50
	Cost per rider	\$1,359	\$935	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$16,597	\$21,018	\$8,331	\$7,475	\$10,652
Classroom dollars	8,267	9,770	4,374	4,053	6,526
Nonclassroom dollars:	8,330	11,248	3,957	3,422	4,126
Administration	2,445	2,809	1,168	736	1,139
Plant operations	1,907	2,706	1,068	928	1,012
Food service	697	800	486	382	405
Transportation	1,068	1,250	515	362	443
Student support	1,057	1,438	455	578	592
Instruction support	1,156	2,245	265	436	535

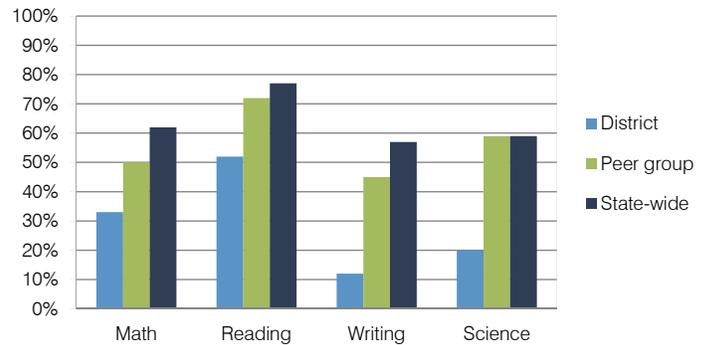
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Percentage of students who met state standards (AIMS)



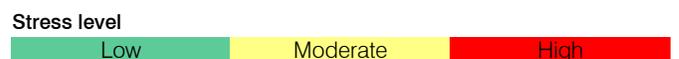
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	53%	54%	25%
Students per teacher	10.4	13.5	18.1
Average teacher salary	\$43,999	\$48,358	\$45,193
Amount from Proposition 301	\$2,360	\$2,404	\$3,195
Average years of teacher experience	6.6	11.8	11.0
Percentage of teachers in first 3 years	13%	9%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Concentrated decrease
Spending exceeded operating/capital budgets	2011, isolated
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	Impact Aid Fund reserve
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



Saddle Mountain Unified School District

Maricopa County

Efficiency peer groups 5 and T-10, Achievement peer group 4

Legislative district(s): 13

District size / location:

Medium, Rural

Students attending:

1,267

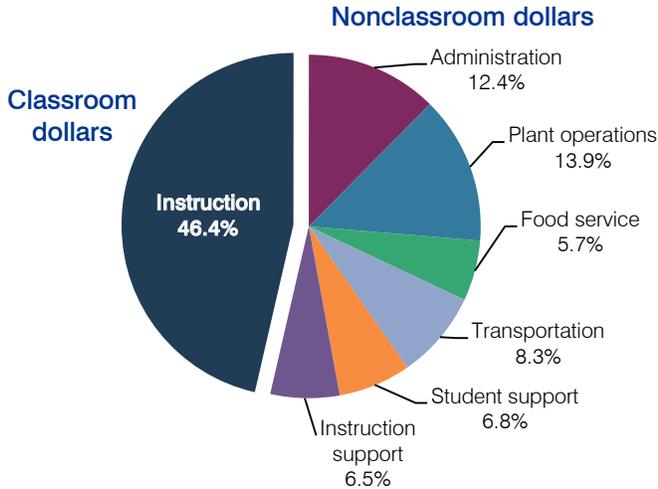
Number of schools:

3

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil increased by 9 percent. Spending in the classroom varied year to year, decreasing overall from 53.6 to 46.4 percent. Spending on administration and instruction support increased substantially, while spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,062	\$1,074	\$736
	Students per administrator	60	56	66
Plant operations	Cost per square foot	\$5.73	\$4.82	\$6.09
	Square footage per student	206	250	152
Food service	Cost per meal equivalent	\$2.55	\$2.97	\$2.47
Transportation	Cost per mile	\$2.32	\$2.26	\$3.50
	Cost per rider	\$949	\$935	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

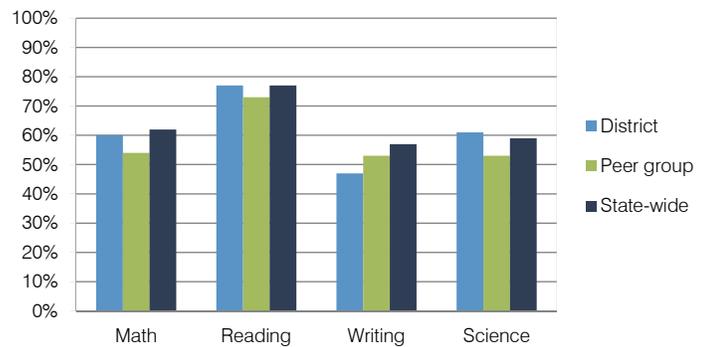
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$8,728	\$8,532	\$8,416	\$7,475	\$10,652
Classroom dollars	3,882	3,960	4,202	4,053	6,526
Nonclassroom dollars:	4,846	4,572	4,214	3,422	4,126
Administration	1,439	1,062	1,074	736	1,139
Plant operations	1,362	1,183	1,179	928	1,012
Food service	534	486	412	382	405
Transportation	712	706	536	362	443
Student support	493	578	619	578	592
Instruction support	306	557	394	436	535

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2011)	86%	86%	78%
Poverty rate (2011)	16%	15%	25%
Students per teacher	16.9	14.3	18.1
Average teacher salary	\$40,386	\$39,138	\$45,193
Amount from Proposition 301	\$3,569	\$3,133	\$3,195
Average years of teacher experience	9.3	10.9	11.0
Percentage of teachers in first 3 years	16%	17%	16%

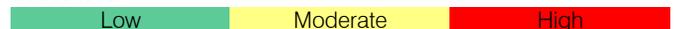
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012

Measure	Assessment
Number of students attending	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	2.6%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



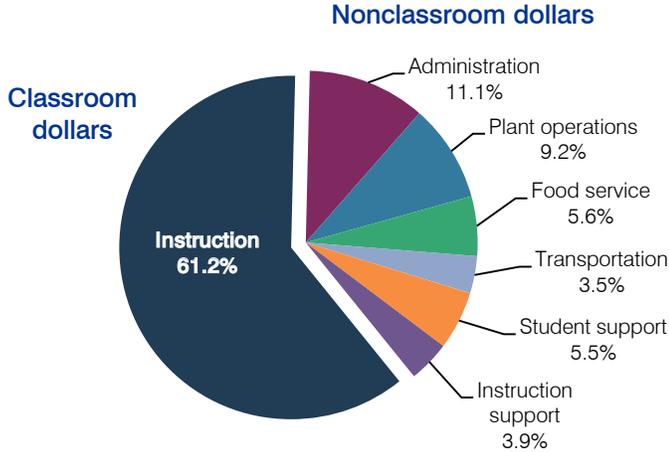
Safford Unified School District

Graham County
 Efficiency peer groups 4 and T-6, Achievement peer group 5
 Legislative district(s): 14

District size / location: Medium-Large, Town
 Students attending: 3,065
 Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 3 percent. Spending in the classroom varied year to year, increasing overall from 60 to 61.2 percent. Spending on administration, student support, and instruction support decreased slightly, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$695	\$748	\$736
	Students per administrator	84	66	66
Plant operations	Cost per square foot	\$3.70	\$5.53	\$6.09
	Square footage per student	156	173	152
Food service	Cost per meal equivalent	\$2.41	\$2.56	\$2.47
Transportation	Cost per mile	\$3.42	\$3.84	\$3.50
	Cost per rider	\$362	\$416	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,335	\$6,271	\$7,007	\$7,475	\$10,652
Classroom dollars	3,980	3,840	3,682	4,053	6,526
Nonclassroom dollars:	2,355	2,431	3,325	3,422	4,126
Administration	688	695	748	736	1,139
Plant operations	583	579	933	928	1,012
Food service	368	353	354	382	405
Transportation	218	219	369	362	443
Student support	304	344	540	578	592
Instruction support	194	241	381	436	535

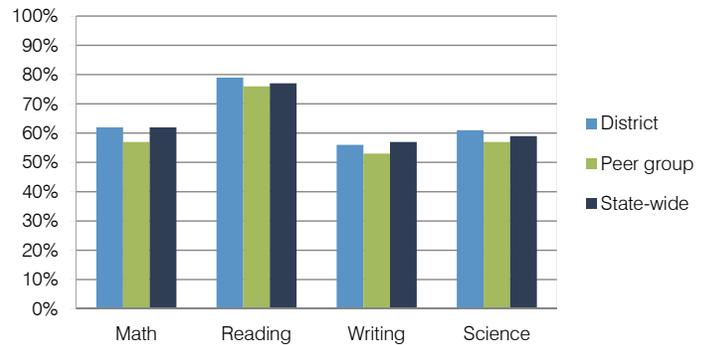
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	3	50%
C	2	33%
D	0	0%
F	0	0%
Not rated	1	17%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	81%	82%	78%
Poverty rate (2011)	27%	24%	25%
Students per teacher	18.6	17.0	18.1
Average teacher salary	\$48,699	\$40,636	\$45,193
Amount from Proposition 301	\$2,142	\$3,192	\$3,195
Average years of teacher experience	13.2	11.8	11.0
Percentage of teachers in first 3 years	12%	15%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.9%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

Sahuarita Unified School District

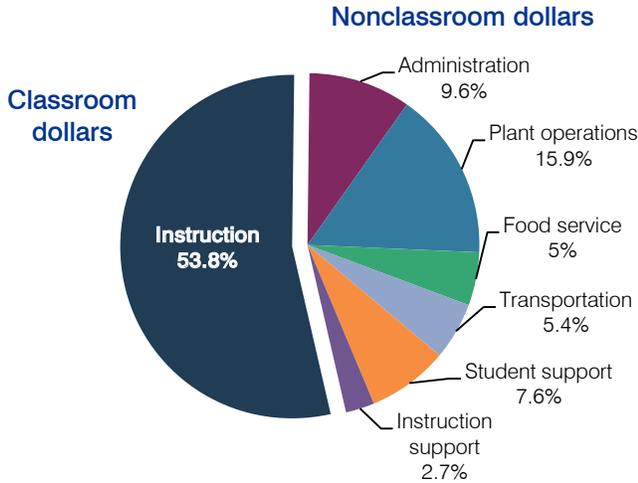
Pima County
 Efficiency peer groups 4 and T-9, Achievement peer group 4
 Legislative district(s): 2 and 14

District size / location: Medium-Large, Rural
 Students attending: 4,981
 Number of schools: 7

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil increased by 2 percent. Spending in the classroom varied year to year, decreasing overall from 54.9 to 53.8 percent. Spending on administration decreased and spending on plant operations increased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$622	\$748	\$736
	Students per administrator	64	66	66
Plant operations	Cost per square foot	\$8.12	\$5.53	\$6.09
	Square footage per student	126	173	152
Food service	Cost per meal equivalent	\$2.50	\$2.56	\$2.47
Transportation	Cost per mile	\$2.12	\$2.47	\$3.50
	Cost per rider	\$639	\$704	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

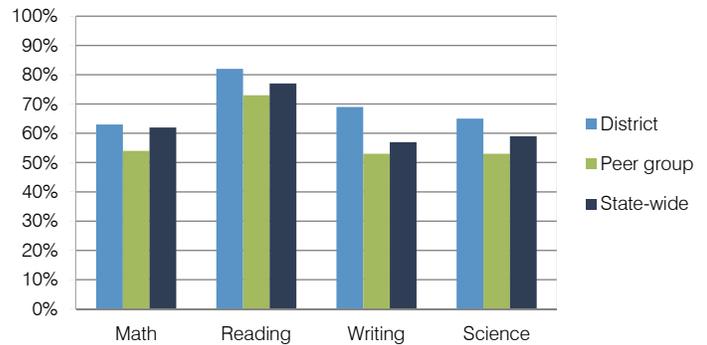
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,635	\$6,451	\$7,007	\$7,475	\$10,652
Classroom dollars	3,830	3,471	3,682	4,053	6,526
Nonclassroom dollars:	2,805	2,980	3,325	3,422	4,126
Administration	650	622	748	736	1,139
Plant operations	950	1,023	933	928	1,012
Food service	315	321	354	382	405
Transportation	338	347	369	362	443
Student support	434	490	540	578	592
Instruction support	118	177	381	436	535

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	3	43%
C	4	57%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2011)	85%	86%	78%
Poverty rate (2011)	14%	15%	25%
Students per teacher	18.8	14.3	18.1
Average teacher salary	\$39,332	\$39,138	\$45,193
Amount from Proposition 301	\$3,895	\$3,133	\$3,195
Average years of teacher experience	9.5	10.9	11.0
Percentage of teachers in first 3 years	26%	17%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.1%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



Salome Consolidated Elementary School District

La Paz County

Efficiency peer groups 11 and T-13, Achievement peer group 21

Legislative district(s): 5

District size / location:

Very small, Rural

Students attending:

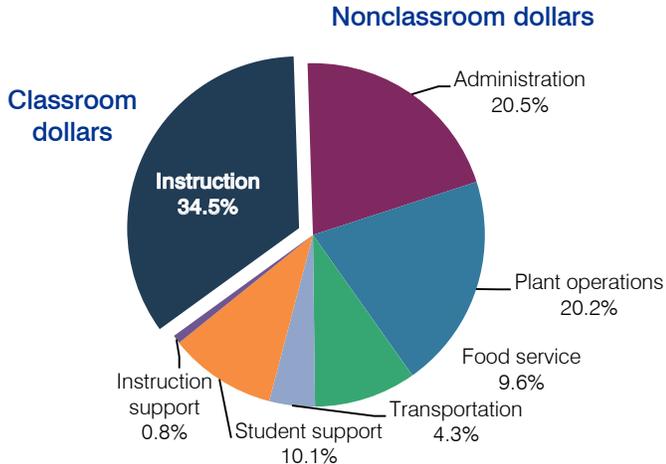
90

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil was similar to 2007, but spending in the classroom decreased from 39.3 to 34.5 percent. Spending on some nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on administration and plant operations increased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,700	\$2,472	\$736
	Students per administrator	37	30	66
Plant operations	Cost per square foot	\$8.39	\$6.93	\$6.09
	Square footage per student	318	320	152
Food service	Cost per meal equivalent	\$4.01	\$4.88	\$2.47
Transportation	Cost per mile	\$1.55	\$1.53	\$3.50
	Cost per rider	\$763	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$13,831	\$13,165	\$15,082	\$7,475	\$10,652
Classroom dollars	6,840	4,538	7,880	4,053	6,526
Nonclassroom dollars:	6,991	8,627	7,202	3,422	4,126
Administration	2,349	2,700	2,472	736	1,139
Plant operations	2,703	2,667	2,126	928	1,012
Food service	1,004	1,265	756	382	405
Transportation	483	567	970	362	443
Student support	423	1,326	541	578	592
Instruction support	29	102	337	436	535

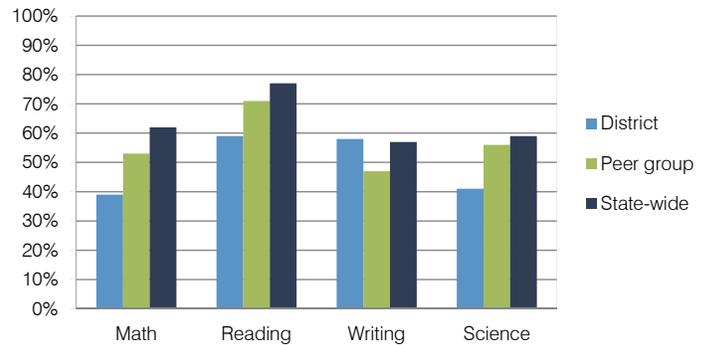
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	43%	39%	25%
Students per teacher	16.2	14.4	18.1
Average teacher salary	\$41,407	\$40,820	\$45,193
Amount from Proposition 301	\$1,448	\$2,313	\$3,195
Average years of teacher experience	11.0	11.7	11.0
Percentage of teachers in first 3 years	0%	12%	16%

Financial stress assessment

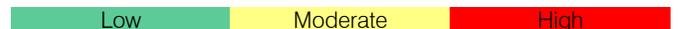
Overall financial stress level: **Low**

Measure: 2010 through 2012

Assessment

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

Stress level



San Carlos Unified School District

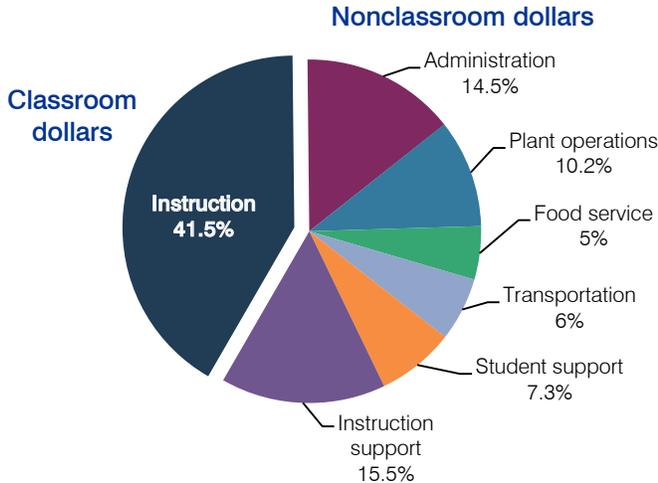
Gila County
 Efficiency peer groups 5 and T-8, Achievement peer group 8
 Legislative district(s): 7

District size / location: Medium, Rural
 Students attending: 1,379
 Number of schools: 3

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil increased by 6 percent. Spending in the classroom decreased from 54.3 to 41.5 percent. Spending on administration and instruction support increased substantially and spending on plant operations and student support decreased substantially. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,890	\$1,074	\$736
	Students per administrator	51	56	66
Plant operations	Cost per square foot	\$4.53	\$4.82	\$6.09
	Square footage per student	294	250	152
Food service	Cost per meal equivalent	\$2.55	\$2.97	\$2.47
Transportation	Cost per mile	\$3.96	\$2.87	\$3.50
	Cost per rider	\$990	\$726	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

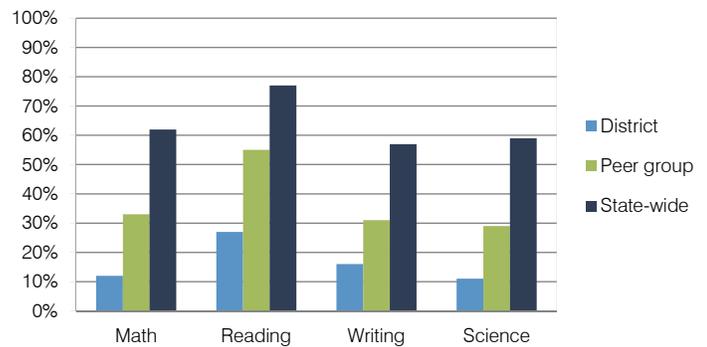
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$13,176	\$13,070	\$8,416	\$7,475	\$10,652
Classroom dollars	5,990	5,425	4,202	4,053	6,526
Nonclassroom dollars:	7,186	7,645	4,214	3,422	4,126
Administration	1,529	1,890	1,074	736	1,139
Plant operations	1,201	1,331	1,179	928	1,012
Food service	583	653	412	382	405
Transportation	691	785	536	362	443
Student support	875	956	619	578	592
Instruction support	2,307	2,030	394	436	535

ADE-reported district and school letter grades

District grade: **D**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	88%	92%	94%
Graduation rate (2011)	59%	69%	78%
Poverty rate (2011)	49%	49%	25%
Students per teacher	11.1	14.8	18.1
Average teacher salary	\$28,067	\$42,031	\$45,193
Amount from Proposition 301	\$704	\$3,203	\$3,195
Average years of teacher experience	8.7	11.5	11.0
Percentage of teachers in first 3 years	31%	19%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.8%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Noncompliant

Stress level: **Low** **Moderate** **High**

San Fernando Elementary School District

Pima County

Efficiency peer groups 11 and T-13, Achievement peer group 17

Legislative district(s): 2

District size / location:

Very small, Rural

Students attending:

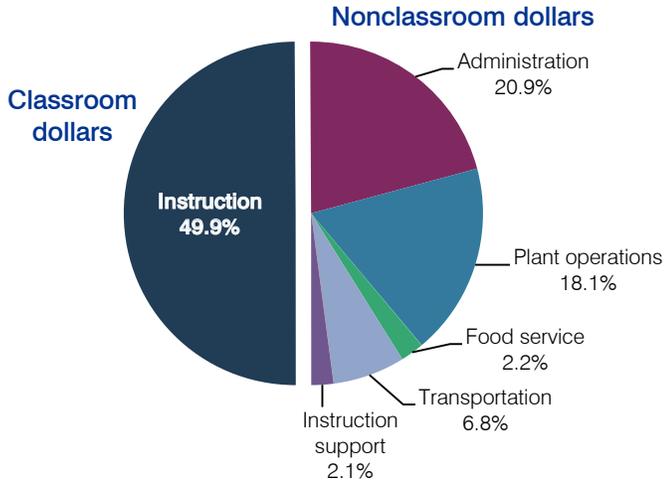
11

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment decreased by 38 percent, which contributed to the 88 percent increase in total spending per pupil. Spending in the classroom decreased from 52.1 to 49.9 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations and food service increased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$4,912	\$2,472	\$736
	Students per administrator	5	30	66
Plant operations	Cost per square foot	\$6.04	\$6.93	\$6.09
	Square footage per student	704	320	152
Food service	Cost per meal equivalent	N/A	\$4.88	\$2.47
Transportation	Cost per mile	\$1.34	\$1.53	\$3.50
	Cost per rider	\$4,319	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$16,832	\$23,513	\$15,082	\$7,475	\$10,652
Classroom dollars	7,387	11,730	7,880	4,053	6,526
Nonclassroom dollars:	9,445	11,783	7,202	3,422	4,126
Administration	3,433	4,912	2,472	736	1,139
Plant operations	3,642	4,252	2,126	928	1,012
Food service	320	528	756	382	405
Transportation	1,791	1,594	970	362	443
Student support	70	7	541	578	592
Instruction support	189	490	337	436	535

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Percentage of students who met state standards (AIMS)

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

Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	0%	9%	25%
Students per teacher	5.4	9.6	18.1
Average teacher salary	N/A	\$42,030	\$45,193
Amount from Proposition 301	N/A	\$2,164	\$3,195
Average years of teacher experience	N/A	10.4	11.0
Percentage of teachers in first 3 years	N/A	7%	16%

Financial stress assessment

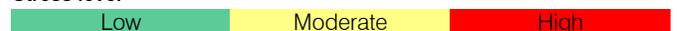
Overall financial stress level: **Low**

Measure: 2010 through 2012

Assessment

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

Stress level



San Simon Unified School District

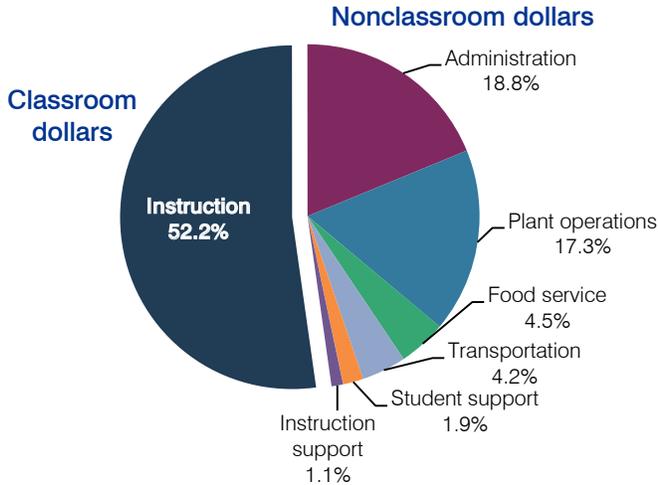
Cochise County
 Efficiency peer groups 11 and T-13, Achievement peer group 4
 Legislative district(s): 14

District size / location: Very small, Rural
 Students attending: 87
 Number of schools: 1

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Student enrollment decreased 29 percent, which contributed to the 60 percent increase in total spending per pupil. Spending in the classroom decreased overall from 58.3 to 52.2 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration and plant operations increased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$4,063	\$2,472	\$736
	Students per administrator	29	30	66
Plant operations	Cost per square foot	\$7.23	\$6.93	\$6.09
	Square footage per student	518	320	152
Food service	Cost per meal equivalent	\$4.35	\$4.88	\$2.47
Transportation	Cost per mile	\$0.79	\$1.53	\$3.50
	Cost per rider	\$1,164	\$1,171	\$982

Per-pupil spending by operational area

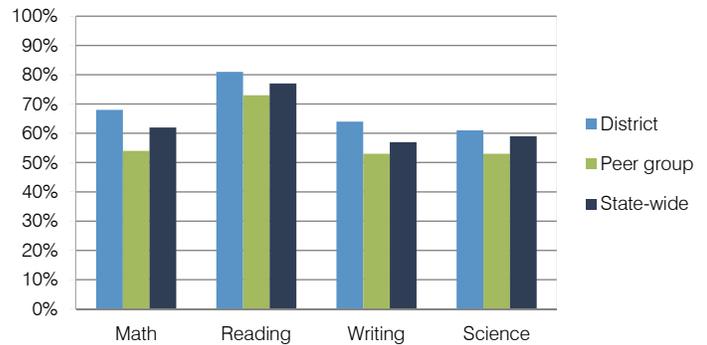
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$18,433	\$21,646	\$15,082	\$7,475	\$10,652
Classroom dollars	9,779	11,301	7,880	4,053	6,526
Nonclassroom dollars:	8,654	10,345	7,202	3,422	4,126
Administration	3,155	4,063	2,472	736	1,139
Plant operations	2,784	3,744	2,126	928	1,012
Food service	948	973	756	382	405
Transportation	964	909	970	362	443
Student support	531	416	541	578	592
Instruction support	272	240	337	436	535

ADE-reported district and school letter grades

District grade: **A**

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

Percentage of students who met state standards (AIMS)



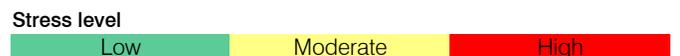
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2011)	100%	86%	78%
Poverty rate (2011)	16%	15%	25%
Students per teacher	6.7	14.3	18.1
Average teacher salary	\$44,655	\$39,138	\$45,193
Amount from Proposition 301	\$1,957	\$3,133	\$3,195
Average years of teacher experience	14.2	10.9	11.0
Percentage of teachers in first 3 years	8%	17%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant



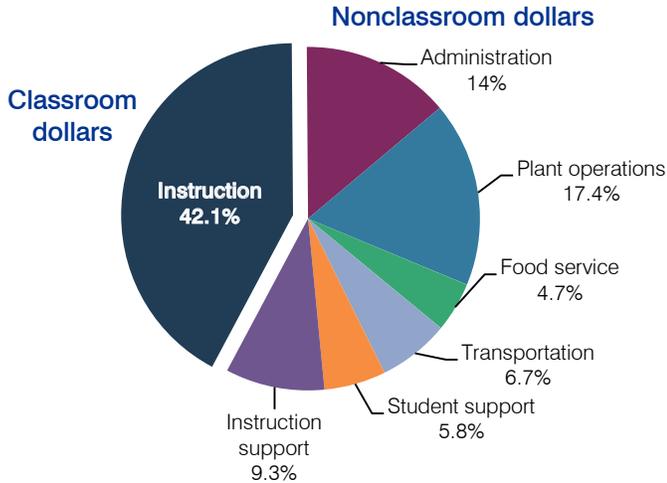
Sanders Unified School District

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

District size / location: Medium, Rural
 Students attending: 842
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 43 percent. Spending in the classroom decreased from 50.8 to 42.1 percent. Overall, spending on administration, plant operations, student support, and instruction support increased substantially, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,053	\$1,074	\$736
	Students per administrator	34	56	66
Plant operations	Cost per square foot	\$6.25	\$4.82	\$6.09
	Square footage per student	408	250	152
Food service	Cost per meal equivalent	\$3.06	\$2.97	\$2.47
Transportation	Cost per mile	\$2.29	\$2.26	\$3.50
	Cost per rider	\$934	\$935	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$12,486	\$14,642	\$8,416	\$7,475	\$10,652
Classroom dollars	5,811	6,161	4,202	4,053	6,526
Nonclassroom dollars:	6,675	8,481	4,214	3,422	4,126
Administration	1,576	2,053	1,074	736	1,139
Plant operations	2,353	2,548	1,179	928	1,012
Food service	685	681	412	382	405
Transportation	917	982	536	362	443
Student support	782	853	619	578	592
Instruction support	362	1,364	394	436	535

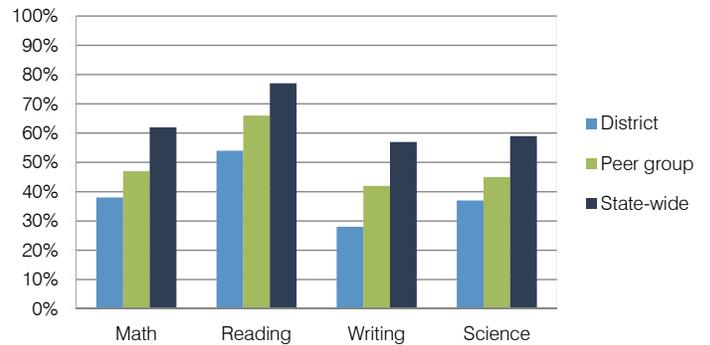
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	94%
Graduation rate (2011)	61%	76%	78%
Poverty rate (2011)	43%	40%	25%
Students per teacher	12.4	15.6	18.1
Average teacher salary	\$40,779	\$42,644	\$45,193
Amount from Proposition 301	\$4,279	\$3,127	\$3,195
Average years of teacher experience	9.9	13.0	11.0
Percentage of teachers in first 3 years	25%	13%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

Santa Cruz Elementary School District

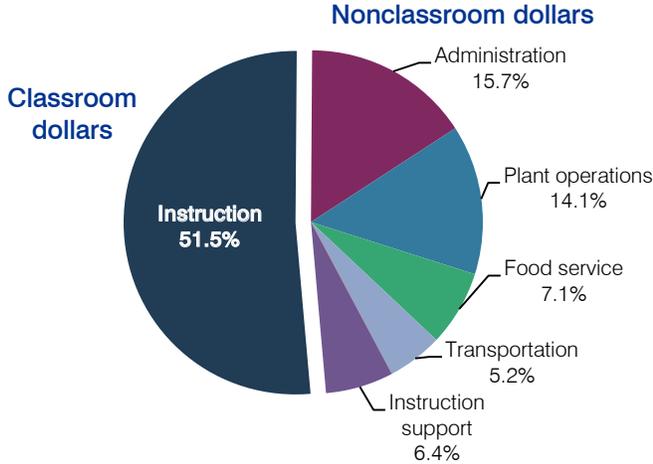
Santa Cruz County
 Efficiency peer groups 10 and T-12, Achievement peer group 20
 Legislative district(s): 2

District size / location: Small, Rural
 Students attending: 204
 Number of schools: 1

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



ADE-reported district and school letter grades

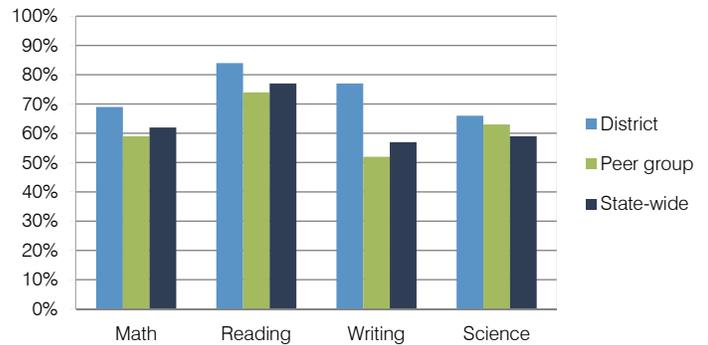
District grade: **B**

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

5-year spending trend

Total spending per pupil decreased by 3 percent. Spending in the classroom varied year to year, decreasing overall from 56.8 to 51.5 percent. Spending on plant operations, food service, and instruction support increased substantially and spending on transportation decreased substantially. Spending on administration varied year to year.

Percentage of students who met state standards (AIMS)



Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,322	\$1,168	\$736
	Students per administrator	51	54	66
Plant operations	Cost per square foot	\$10.78	\$7.54	\$6.09
	Square footage per student	110	139	152
Food service	Cost per meal equivalent	\$3.64	\$2.69	\$2.47
Transportation	Cost per mile	\$0.86	\$2.02	\$3.50
	Cost per rider	\$862	\$1,181	\$982

Very low Low Comparable High Very high

Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	33%	29%	25%
Students per teacher	17.0	12.6	18.1
Average teacher salary	\$47,467	\$45,750	\$45,193
Amount from Proposition 301	\$4,358	\$2,292	\$3,195
Average years of teacher experience	12.0	13.0	11.0
Percentage of teachers in first 3 years	8%	13%	16%

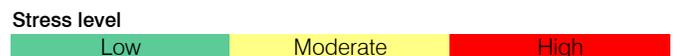
Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$9,397	\$8,408	\$8,331	\$7,475	\$10,652
Classroom dollars	4,892	4,332	4,374	4,053	6,526
Nonclassroom dollars:	4,505	4,076	3,957	3,422	4,126
Administration	1,628	1,322	1,168	736	1,139
Plant operations	1,173	1,187	1,068	928	1,012
Food service	518	592	486	382	405
Transportation	554	439	515	362	443
Student support	0	2	455	578	592
Instruction support	632	534	265	436	535

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



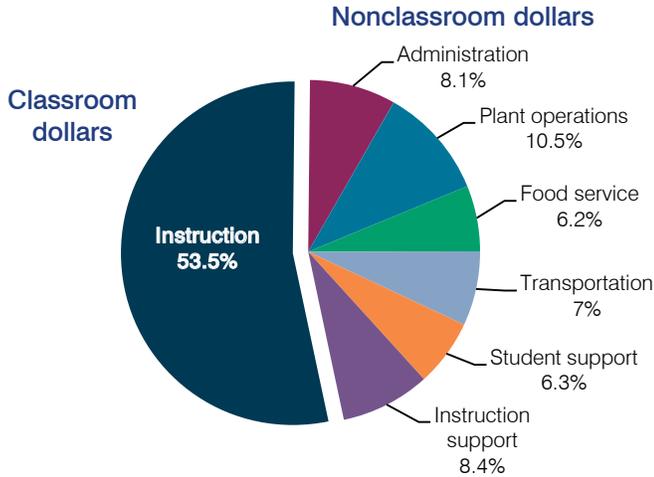
Santa Cruz Valley Unified School District

Santa Cruz County
 Efficiency peer groups 4 and T-8, Achievement peer group 5
 Legislative district(s): 2

District size / location: Medium-Large, Rural
 Students attending: 3,272
 Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 18 percent. Spending in the classroom decreased overall from 57.4 to 53.5 percent. Spending on administration decreased and spending on plant operations and instruction support increased substantially. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$602	\$748	\$736
	Students per administrator	64	66	66
Plant operations	Cost per square foot	\$5.19	\$5.53	\$6.09
	Square footage per student	152	173	152
Food service	Cost per meal equivalent	\$2.62	\$2.56	\$2.47
Transportation	Cost per mile	\$3.12	\$2.87	\$3.50
	Cost per rider	\$770	\$726	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,886	\$7,470	\$7,007	\$7,475	\$10,652
Classroom dollars	3,750	4,000	3,682	4,053	6,526
Nonclassroom dollars:	3,136	3,470	3,325	3,422	4,126
Administration	561	602	748	736	1,139
Plant operations	672	789	933	928	1,012
Food service	451	464	354	382	405
Transportation	452	522	369	362	443
Student support	469	468	540	578	592
Instruction support	531	625	381	436	535

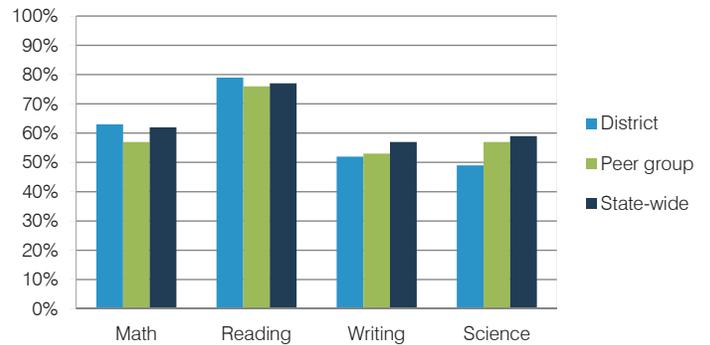
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2011)	81%	82%	78%
Poverty rate (2011)	27%	24%	25%
Students per teacher	17.0	17.0	18.1
Average teacher salary	\$43,504	\$40,636	\$45,193
Amount from Proposition 301	\$3,201	\$3,192	\$3,195
Average years of teacher experience	9.0	11.8	11.0
Percentage of teachers in first 3 years	23%	15%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.9%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



Santa Cruz Valley Union High School District

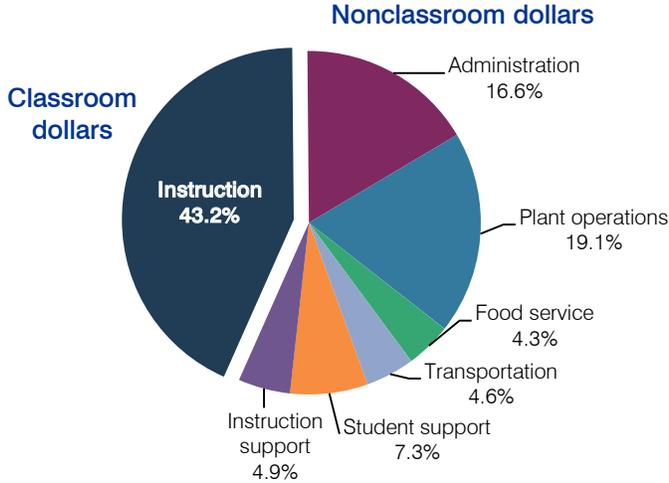
Pinal County
 Efficiency peer groups 6 and T-12, Achievement peer group 12
 Legislative district(s): 8 and 11

District size / location: Small, Town
 Students attending: 366
 Number of schools: 1

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil increased by 13 percent. Spending in the classroom varied year to year, decreasing overall from 47.6 to 43.2 percent. Spending on plant operations and instruction support increased, while spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,897	\$1,487	\$736
	Students per administrator	37	43	66
Plant operations	Cost per square foot	\$5.76	\$5.04	\$6.09
	Square footage per student	379	299	152
Food service	Cost per meal equivalent	\$3.55	\$3.19	\$2.47
Transportation	Cost per mile	\$2.58	\$2.02	\$3.50
	Cost per rider	\$1,449	\$1,181	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

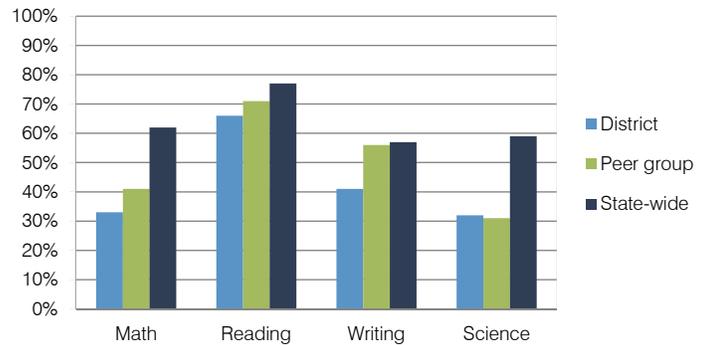
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$9,957	\$11,403	\$9,872	\$7,475	\$10,652
Classroom dollars	4,151	4,924	4,866	4,053	6,526
Nonclassroom dollars:	5,806	6,479	5,006	3,422	4,126
Administration	1,996	1,897	1,487	736	1,139
Plant operations	1,863	2,180	1,438	928	1,012
Food service	440	487	454	382	405
Transportation	407	523	510	362	443
Student support	734	836	636	578	592
Instruction support	366	556	481	436	535

ADE-reported district and school letter grades

District grade: **D**

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

Percentage of students who met state standards (AIMS)



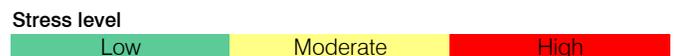
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	92%	94%
Graduation rate (2011)	53%	74%	78%
Poverty rate (2011)	32%	37%	25%
Students per teacher	19.8	15.9	18.1
Average teacher salary	\$51,742	\$42,426	\$45,193
Amount from Proposition 301	\$12,900	\$5,154	\$3,195
Average years of teacher experience	10.8	9.9	11.0
Percentage of teachers in first 3 years	11%	14%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

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



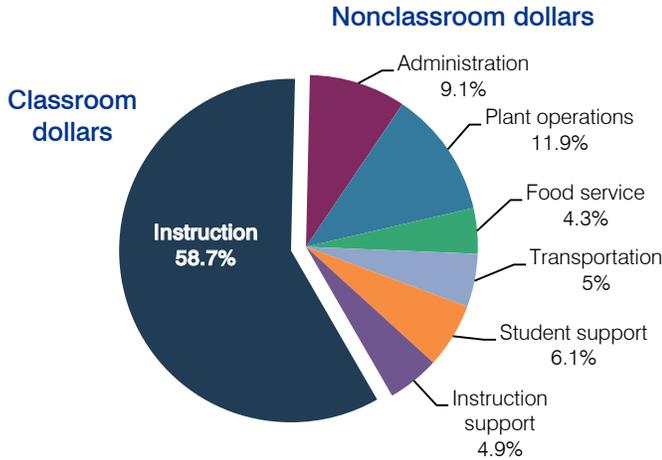
Scottsdale Unified School District

Maricopa County
 Efficiency peer groups 1 and T-5, Achievement peer group 2
 Legislative district(s): 23, 24, 26 and 28

District size / location: Very large, City
 Students attending: 24,955
 Number of schools: 31

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 4 percent. Spending in the classroom varied year to year, decreasing overall from 61.3 to 58.7 percent. Spending on plant operations increased substantially, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$679	\$620	\$736
	Students per administrator	70	79	66
Plant operations	Cost per square foot	\$4.85	\$5.88	\$6.09
	Square footage per student	182	144	152
Food service	Cost per meal equivalent	\$2.33	\$2.46	\$2.47
Transportation	Cost per mile	\$4.31	\$3.54	\$3.50
	Cost per rider	\$1,621	\$1,372	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,542	\$7,449	\$7,111	\$7,475	\$10,652
Classroom dollars	4,351	4,373	4,052	4,053	6,526
Nonclassroom dollars:	3,191	3,076	3,059	3,422	4,126
Administration	654	679	620	736	1,139
Plant operations	959	884	843	928	1,012
Food service	331	318	321	382	405
Transportation	357	371	340	362	443
Student support	522	459	567	578	592
Instruction support	368	365	368	436	535

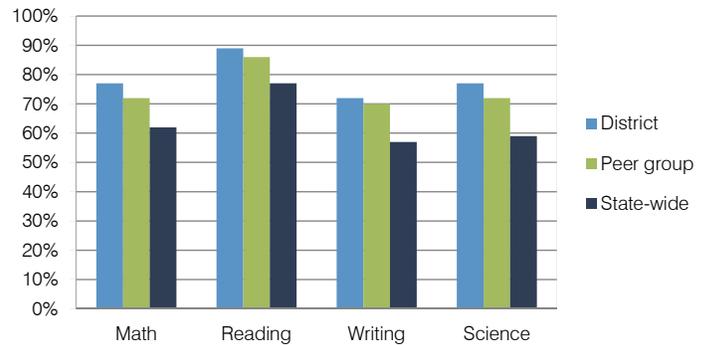
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	17	55%
B	6	19%
C	7	23%
D	0	0%
F	0	0%
Not rated	1	3%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2011)	91%	90%	78%
Poverty rate (2011)	13%	14%	25%
Students per teacher	16.0	18.0	18.1
Average teacher salary	\$45,494	\$45,087	\$45,193
Amount from Proposition 301	\$3,432	\$3,095	\$3,195
Average years of teacher experience	13.1	10.9	11.0
Percentage of teachers in first 3 years	6%	14%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

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



Sedona-Oak Creek Joint Unified School District

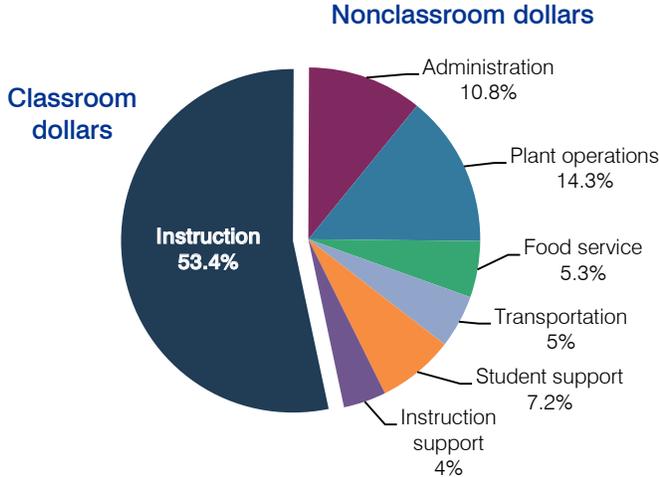
Yavapai County
 Efficiency peer groups 5 and T-7, Achievement peer group 5
 Legislative district(s): 6

District size / location: Medium, Town
 Students attending: 1,263
 Number of schools: 3

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 6 percent. Spending in the classroom varied year to year, decreasing overall from 54.9 to 53.4 percent. Spending on food service increased, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$781	\$1,074	\$736
	Students per administrator	64	56	66
Plant operations	Cost per square foot	\$3.30	\$4.82	\$6.09
	Square footage per student	313	250	152
Food service	Cost per meal equivalent	\$3.63	\$2.97	\$2.47
Transportation	Cost per mile	\$3.70	\$3.29	\$3.50
	Cost per rider	\$809	\$644	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

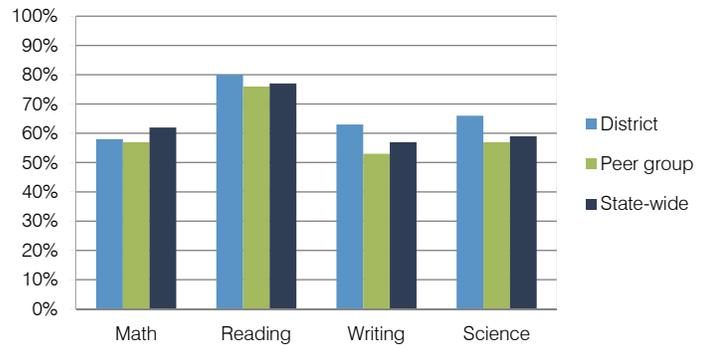
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,823	\$7,209	\$8,416	\$7,475	\$10,652
Classroom dollars	4,258	3,848	4,202	4,053	6,526
Nonclassroom dollars:	3,565	3,361	4,214	3,422	4,126
Administration	858	781	1,074	736	1,139
Plant operations	1,080	1,034	1,179	928	1,012
Food service	362	380	412	382	405
Transportation	381	357	536	362	443
Student support	512	519	619	578	592
Instruction support	372	290	394	436	535

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)



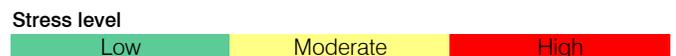
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	87%	82%	78%
Poverty rate (2011)	26%	24%	25%
Students per teacher	18.8	17.0	18.1
Average teacher salary	\$43,787	\$40,636	\$45,193
Amount from Proposition 301	\$4,804	\$3,192	\$3,195
Average years of teacher experience	12.7	11.8	11.0
Percentage of teachers in first 3 years	14%	15%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.8%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant



Seligman Unified School District

Yavapai County

Efficiency peer groups 11 and T-13, Achievement peer group 4

Legislative district(s): 1

District size / location:

Very small, Rural

Students attending:

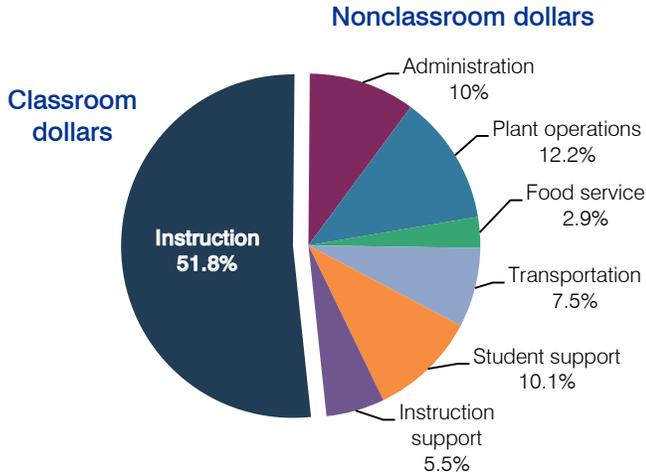
153

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 18 percent. Spending in the classroom decreased overall from 53.5 to 51.8 percent. Spending on most nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on student support and instruction support increased substantially and spending on plant operations decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,901	\$2,472	\$736
	Students per administrator	25	30	66
Plant operations	Cost per square foot	\$3.90	\$6.93	\$6.09
	Square footage per student	590	320	152
Food service	Cost per meal equivalent	\$3.19	\$4.88	\$2.47
Transportation	Cost per mile	\$1.43	\$1.53	\$3.50
	Cost per rider	\$1,772	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$21,867	\$18,920	\$15,082	\$7,475	\$10,652
Classroom dollars	11,596	9,793	7,880	4,053	6,526
Nonclassroom dollars:	10,271	9,127	7,202	3,422	4,126
Administration	2,760	1,901	2,472	736	1,139
Plant operations	2,703	2,300	2,126	928	1,012
Food service	397	552	756	382	405
Transportation	1,417	1,412	970	362	443
Student support	1,499	1,911	541	578	592
Instruction support	1,495	1,051	337	436	535

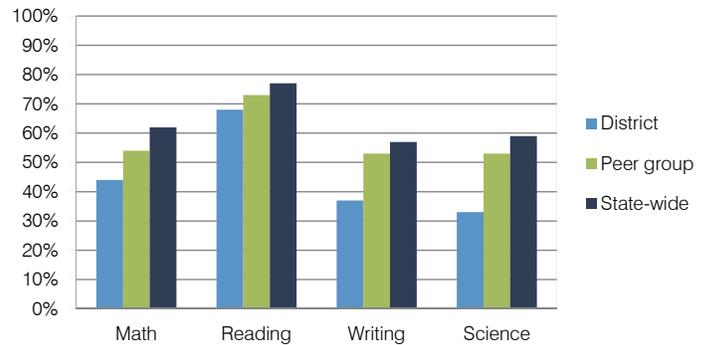
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	67%	86%	78%
Poverty rate (2011)	14%	15%	25%
Students per teacher	8.1	14.3	18.1
Average teacher salary	\$40,145	\$39,138	\$45,193
Amount from Proposition 301	\$1,921	\$3,133	\$3,195
Average years of teacher experience	10.6	10.9	11.0
Percentage of teachers in first 3 years	14%	17%	16%

Financial stress assessment

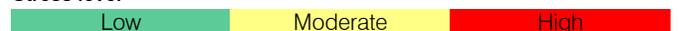
Overall financial stress level: **Moderate**

Measure: 2010 through 2012

Assessment

Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

Stress level



Sentinel Elementary School District

Maricopa County

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

Legislative district(s): 4

District size / location:

Very small, Rural

Students attending:

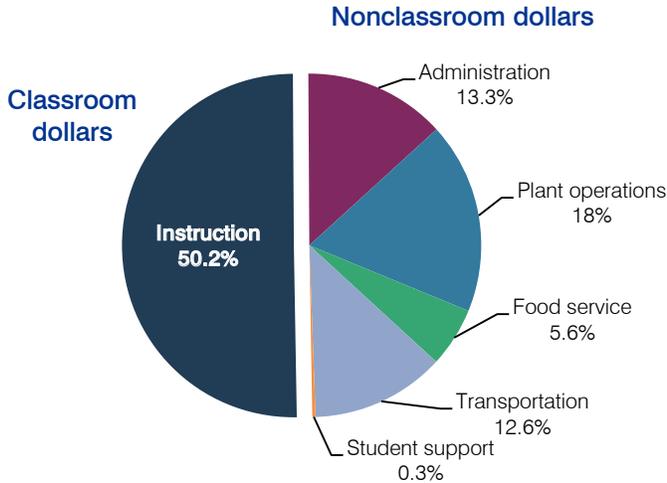
29

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 33 percent. Spending in the classroom decreased overall from 55.2 to 50.2 percent. Spending on some nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on administration and plant operations increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,836	\$2,472	\$736
	Students per administrator	24	30	66
Plant operations	Cost per square foot	\$10.95	\$6.93	\$6.09
	Square footage per student	472	320	152
Food service	Cost per meal equivalent	\$6.26	\$4.88	\$2.47
Transportation	Cost per mile	\$2.10	\$1.53	\$3.50
	Cost per rider	\$4,752	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$36,266	\$28,756	\$15,082	\$7,475	\$10,652
Classroom dollars	17,917	14,436	7,880	4,053	6,526
Nonclassroom dollars:	18,349	14,320	7,202	3,422	4,126
Administration	4,751	3,836	2,472	736	1,139
Plant operations	6,060	5,171	2,126	928	1,012
Food service	2,179	1,600	756	382	405
Transportation	5,274	3,637	970	362	443
Student support	85	76	541	578	592
Instruction support	0	0	337	436	535

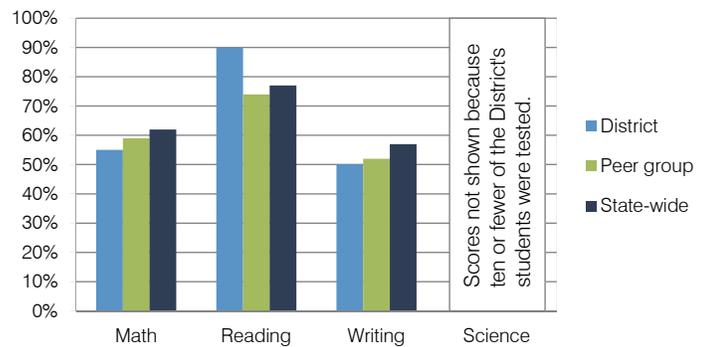
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	28%	29%	25%
Students per teacher	8.5	12.6	18.1
Average teacher salary	\$55,999	\$45,750	\$45,193
Amount from Proposition 301	\$1,637	\$2,292	\$3,195
Average years of teacher experience	14.7	13.0	11.0
Percentage of teachers in first 3 years	0%	13%	16%

Financial stress assessment

Overall financial stress level: **Low**

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

Stress level: **Low** **Moderate** **High**

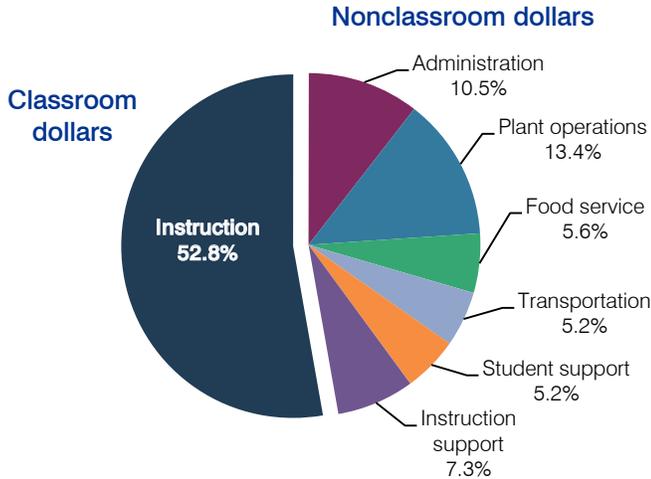
Show Low Unified School District

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

District size / location: Medium-Large, Town
 Students attending: 2,310
 Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 4 percent. Spending in the classroom varied year to year, decreasing overall from 55 to 52.8 percent. Spending on administration, plant operations, food service, and instruction support increased slightly and spending on student support decreased substantially. Spending on transportation remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$740	\$748	\$736
	Students per administrator	60	66	66
Plant operations	Cost per square foot	\$4.96	\$5.53	\$6.09
	Square footage per student	190	173	152
Food service	Cost per meal equivalent	\$2.69	\$2.56	\$2.47
Transportation	Cost per mile	\$2.42	\$2.26	\$3.50
	Cost per rider	\$902	\$935	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,438	\$7,044	\$7,007	\$7,475	\$10,652
Classroom dollars	4,041	3,720	3,682	4,053	6,526
Nonclassroom dollars:	3,397	3,324	3,325	3,422	4,126
Administration	787	740	748	736	1,139
Plant operations	1,052	944	933	928	1,012
Food service	377	392	354	382	405
Transportation	364	369	369	362	443
Student support	396	364	540	578	592
Instruction support	421	515	381	436	535

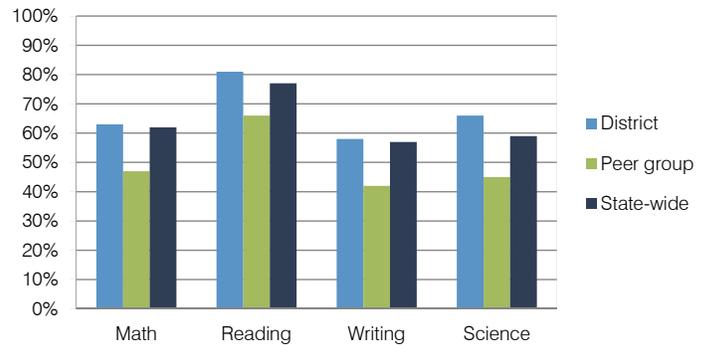
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	94%
Graduation rate (2011)	88%	76%	78%
Poverty rate (2011)	37%	40%	25%
Students per teacher	21.4	15.6	18.1
Average teacher salary	\$46,227	\$42,644	\$45,193
Amount from Proposition 301	\$2,916	\$3,127	\$3,195
Average years of teacher experience	13.9	13.0	11.0
Percentage of teachers in first 3 years	11%	13%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	1.2%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Sierra Vista Unified School District

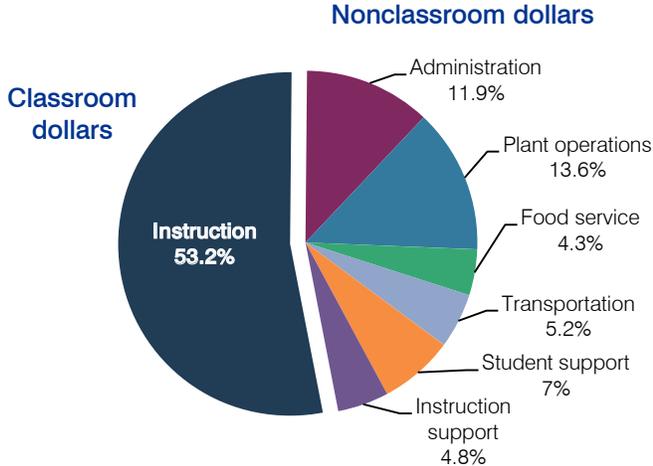
Cochise County
 Efficiency peer groups 4 and T-8, Achievement peer group 4
 Legislative district(s): 14

District size / location: Medium-Large, Town
 Students attending: 5,556
 Number of schools: 8

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 7 percent. Spending in the classroom decreased from 55.5 to 53.2 percent. Overall, spending on administration increased, while spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$792	\$748	\$736
	Students per administrator	63	66	66
Plant operations	Cost per square foot	\$5.87	\$5.53	\$6.09
	Square footage per student	154	173	152
Food service	Cost per meal equivalent	\$2.68	\$2.56	\$2.47
Transportation	Cost per mile	\$3.38	\$2.87	\$3.50
	Cost per rider	\$916	\$726	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

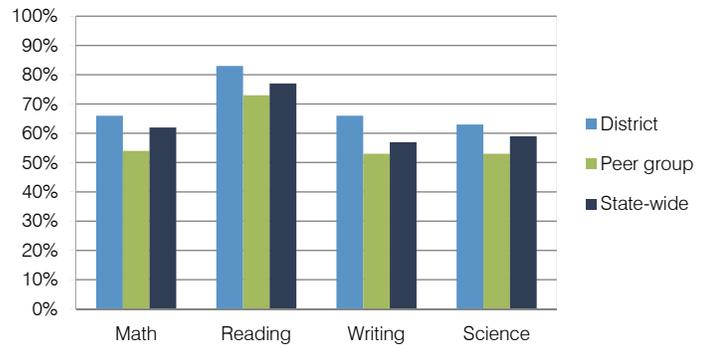
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,864	\$6,631	\$7,007	\$7,475	\$10,652
Classroom dollars	3,678	3,529	3,682	4,053	6,526
Nonclassroom dollars:	3,186	3,102	3,325	3,422	4,126
Administration	786	792	748	736	1,139
Plant operations	937	904	933	928	1,012
Food service	299	288	354	382	405
Transportation	336	342	369	362	443
Student support	490	461	540	578	592
Instruction support	338	315	381	436	535

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	6	75%
C	2	25%
D	0	0%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



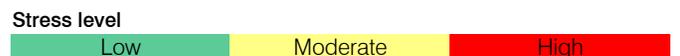
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	86%	86%	78%
Poverty rate (2011)	18%	15%	25%
Students per teacher	19.1	14.3	18.1
Average teacher salary	\$43,548	\$39,138	\$45,193
Amount from Proposition 301	\$4,596	\$3,133	\$3,195
Average years of teacher experience	12.0	10.9	11.0
Percentage of teachers in first 3 years	10%	17%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.9%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Skull Valley Elementary School District

Yavapai County

Efficiency peer groups 11 and T-13, Achievement peer group 18

Legislative district(s): 1

District size / location:

Very small, Rural

Students attending:

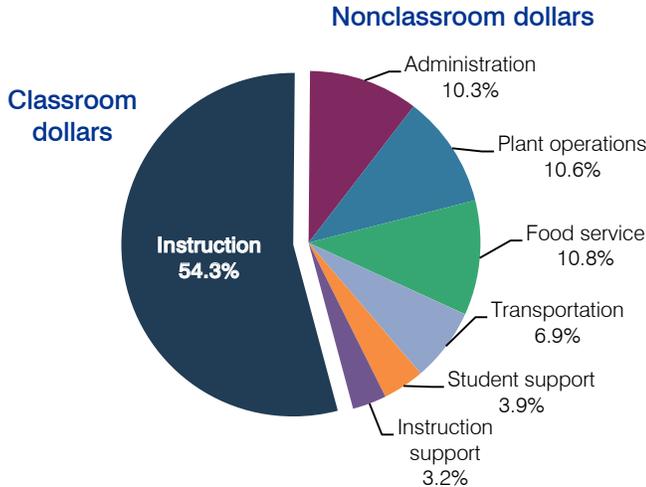
25

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 1 percent. Spending in the classroom varied year to year, increasing slightly overall from 53.6 to 54.3 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration and plant operations decreased and spending on student and instruction support increased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,576	\$2,472	\$736
	Students per administrator	21	30	66
Plant operations	Cost per square foot	\$4.83	\$6.93	\$6.09
	Square footage per student	338	320	152
Food service	Cost per meal equivalent	\$12.47	\$4.88	\$2.47
Transportation	Cost per mile	\$1.23	\$1.53	\$3.50
	Cost per rider	\$527	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$18,259	\$15,392	\$15,082	\$7,475	\$10,652
Classroom dollars	9,455	8,360	7,880	4,053	6,526
Nonclassroom dollars:	8,804	7,032	7,202	3,422	4,126
Administration	2,396	1,576	2,472	736	1,139
Plant operations	2,477	1,633	2,126	928	1,012
Food service	2,210	1,668	756	382	405
Transportation	1,010	1,062	970	362	443
Student support	545	600	541	578	592
Instruction support	166	493	337	436	535

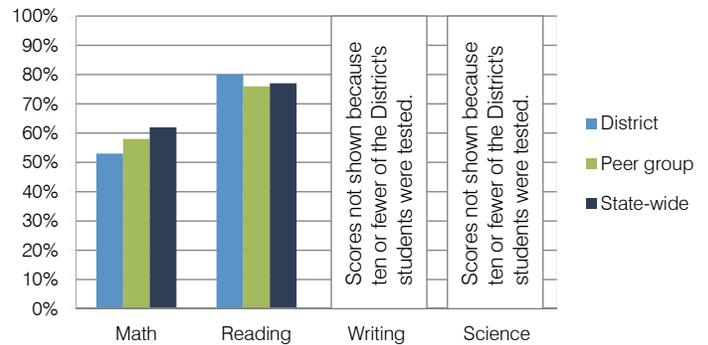
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	18%	20%	25%
Students per teacher	10.1	12.5	18.1
Average teacher salary	\$44,056	\$42,582	\$45,193
Amount from Proposition 301	\$1,241	\$2,451	\$3,195
Average years of teacher experience	16.0	13.9	11.0
Percentage of teachers in first 3 years	0%	11%	16%

Financial stress assessment

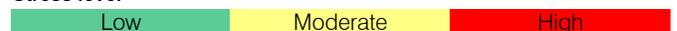
Overall financial stress level: **Low**

Measure: 2010 through 2012

Assessment

Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.7%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Not assessed

Stress level



Snowflake Unified School District

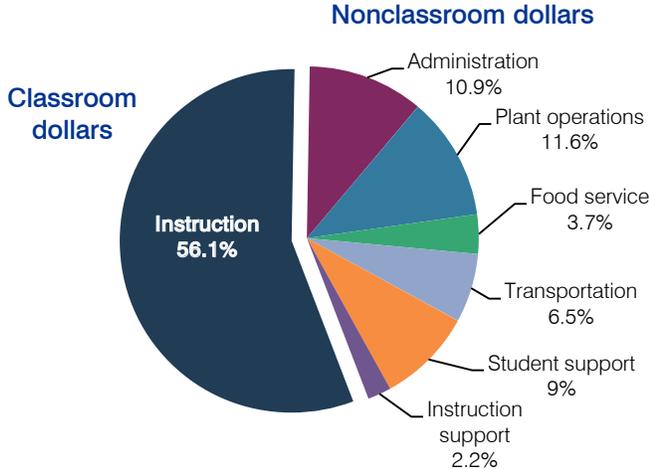
Navajo County
 Efficiency peer groups 4 and T-7, Achievement peer group 6
 Legislative district(s): 6

District size / location: Medium-Large, Town
 Students attending: 2,433
 Number of schools: 6

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



ADE-reported district and school letter grades

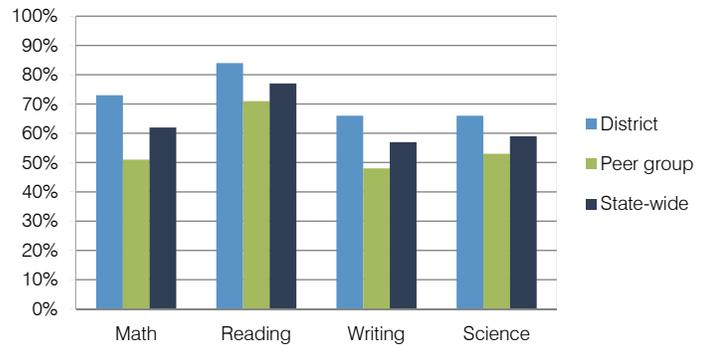
District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	6	100%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

5-year spending trend

Total spending per pupil decreased by 11 percent. Spending in the classroom decreased from 59.4 to 56.1 percent. Spending on administration increased substantially and spending on plant operations decreased. Spending on other nonclassroom areas remained fairly stable.

Percentage of students who met state standards (AIMS)



Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$675	\$748	\$736
	Students per administrator	64	66	66
Plant operations	Cost per square foot	\$4.07	\$5.53	\$6.09
	Square footage per student	176	173	152
Food service	Cost per meal equivalent	\$2.50	\$2.56	\$2.47
Transportation	Cost per mile	\$5.04	\$3.29	\$3.50
	Cost per rider	\$1,027	\$644	\$982

Very low Low Comparable High Very high

Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	91%	80%	78%
Poverty rate (2011)	31%	31%	25%
Students per teacher	21.2	15.2	18.1
Average teacher salary	\$41,614	\$40,242	\$45,193
Amount from Proposition 301	\$3,803	\$3,191	\$3,195
Average years of teacher experience	14.9	12.0	11.0
Percentage of teachers in first 3 years	7%	16%	16%

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,333	\$6,176	\$7,007	\$7,475	\$10,652
Classroom dollars	3,734	3,468	3,682	4,053	6,526
Nonclassroom dollars:	2,599	2,708	3,325	3,422	4,126
Administration	621	675	748	736	1,139
Plant operations	701	716	933	928	1,012
Food service	275	231	354	382	405
Transportation	391	399	369	362	443
Student support	509	554	540	578	592
Instruction support	102	133	381	436	535

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

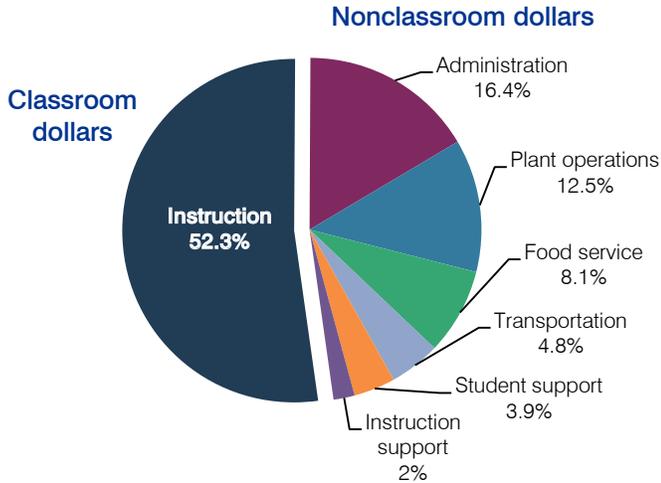
Solomon Elementary School District

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

District size / location: Very small, Rural
 Students attending: 171
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 7 percent. Spending in the classroom varied year to year, decreasing overall from 55.3 to 52.3 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration and food service increased and spending on student support decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,368	\$2,472	\$736
	Students per administrator	57	30	66
Plant operations	Cost per square foot	\$4.00	\$6.93	\$6.09
	Square footage per student	260	320	152
Food service	Cost per meal equivalent	\$2.92	\$4.88	\$2.47
Transportation	Cost per mile	\$1.72	\$1.53	\$3.50
	Cost per rider	\$370	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,927	\$8,348	\$15,082	\$7,475	\$10,652
Classroom dollars	4,287	4,365	7,880	4,053	6,526
Nonclassroom dollars:	3,640	3,983	7,202	3,422	4,126
Administration	1,135	1,368	2,472	736	1,139
Plant operations	1,202	1,038	2,126	928	1,012
Food service	556	679	756	382	405
Transportation	328	403	970	362	443
Student support	340	325	541	578	592
Instruction support	79	170	337	436	535

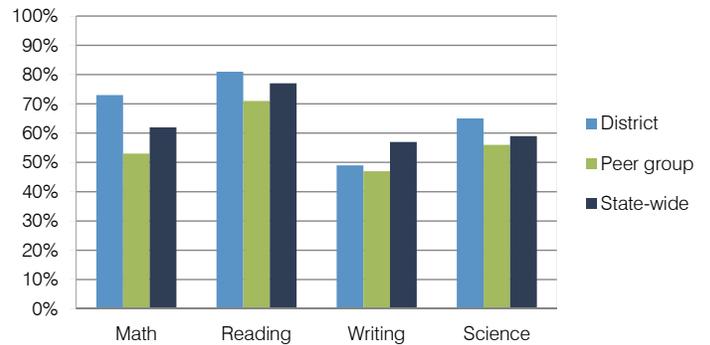
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	42%	39%	25%
Students per teacher	15.8	14.4	18.1
Average teacher salary	\$40,172	\$40,820	\$45,193
Amount from Proposition 301	\$4,052	\$2,313	\$3,195
Average years of teacher experience	13.6	11.7	11.0
Percentage of teachers in first 3 years	10%	12%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.7%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



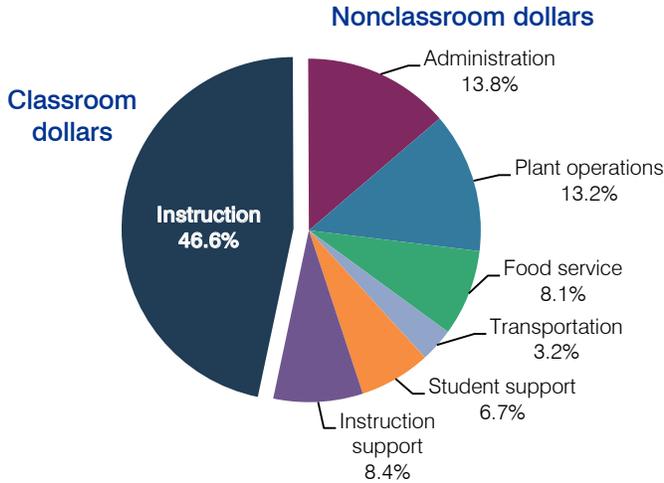
Somerton Elementary School District

Yuma County
 Efficiency peer groups 9 and T-7, Achievement peer group 21
 Legislative district(s): 4

District size / location: Medium-Large, Town
 Students attending: 2,566
 Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 9 percent. Spending in the classroom varied year to year, decreasing overall from 50.6 to 46.6 percent. Spending on plant operations increased, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$951	\$951	\$736
	Students per administrator	63	61	66
Plant operations	Cost per square foot	\$7.49	\$6.40	\$6.09
	Square footage per student	122	142	152
Food service	Cost per meal equivalent	\$2.51	\$2.49	\$2.47
Transportation	Cost per mile	\$3.01	\$3.29	\$3.50
	Cost per rider	\$499	\$644	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,971	\$6,875	\$7,482	\$7,475	\$10,652
Classroom dollars	3,282	3,207	3,712	4,053	6,526
Nonclassroom dollars:	3,689	3,668	3,770	3,422	4,126
Administration	943	951	951	736	1,139
Plant operations	997	911	881	928	1,012
Food service	505	554	512	382	405
Transportation	206	216	498	362	443
Student support	483	460	429	578	592
Instruction support	555	576	499	436	535

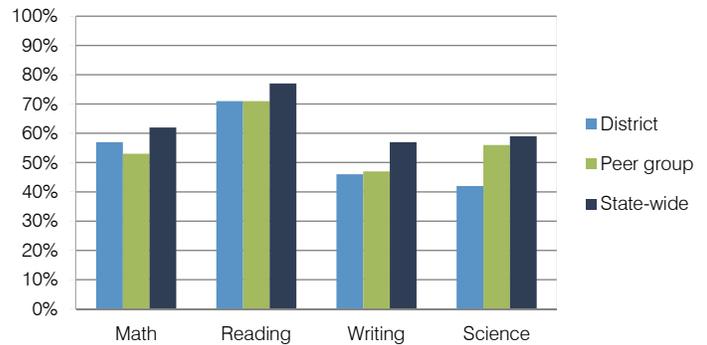
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	36%	39%	25%
Students per teacher	20.9	14.4	18.1
Average teacher salary	\$38,985	\$40,820	\$45,193
Amount from Proposition 301	\$2,592	\$2,313	\$3,195
Average years of teacher experience	6.8	11.7	11.0
Percentage of teachers in first 3 years	30%	12%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.7%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

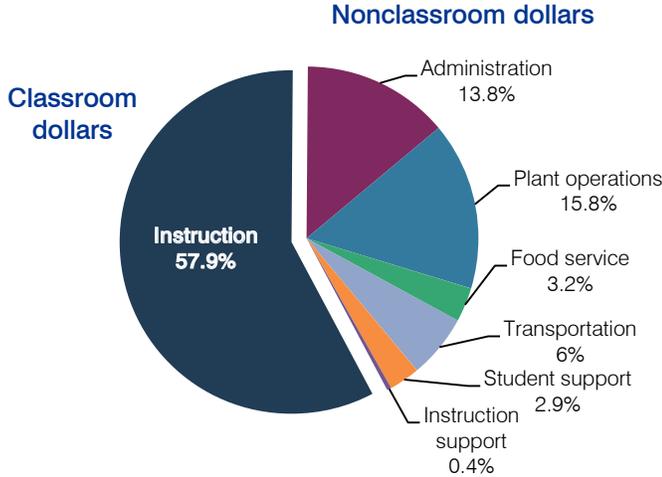
Sonoita Elementary School District

Santa Cruz County
 Efficiency peer groups 11 and T-13, Achievement peer group 20
 Legislative district(s): 2

District size / location: Very Small, Rural
 Students attending: 97
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 18 percent. Spending in the classroom varied year to year, decreasing overall from 68.5 to 57.9 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration, plant operations, food service, and transportation increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,635	\$2,472	\$736
	Students per administrator	30	30	66
Plant operations	Cost per square foot	\$9.14	\$6.93	\$6.09
	Square footage per student	329	320	152
Food service	Cost per meal equivalent	\$4.34	\$4.88	\$2.47
Transportation	Cost per mile	\$1.04	\$1.53	\$3.50
	Cost per rider	\$1,162	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$18,799	\$19,057	\$15,082	\$7,475	\$10,652
Classroom dollars	11,227	11,035	7,880	4,053	6,526
Nonclassroom dollars:	7,572	8,022	7,202	3,422	4,126
Administration	2,362	2,635	2,472	736	1,139
Plant operations	2,603	3,006	2,126	928	1,012
Food service	575	616	756	382	405
Transportation	1,497	1,142	970	362	443
Student support	482	554	541	578	592
Instruction support	53	69	337	436	535

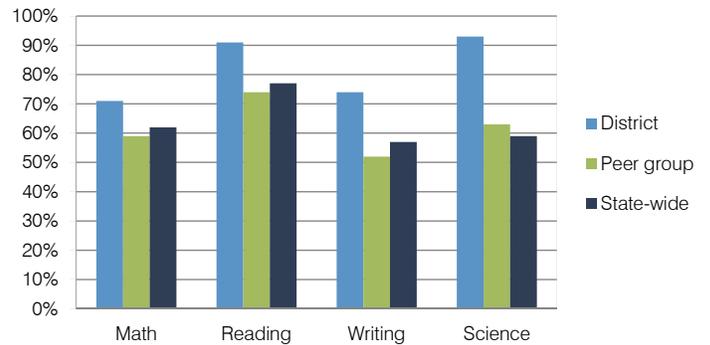
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	27%	29%	25%
Students per teacher	7.4	12.6	18.1
Average teacher salary	\$48,107	\$45,750	\$45,193
Amount from Proposition 301	\$682	\$2,292	\$3,195
Average years of teacher experience	12.7	13.0	11.0
Percentage of teachers in first 3 years	8%	13%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.7%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Stress level
Low
Moderate
High

St. David Unified School District

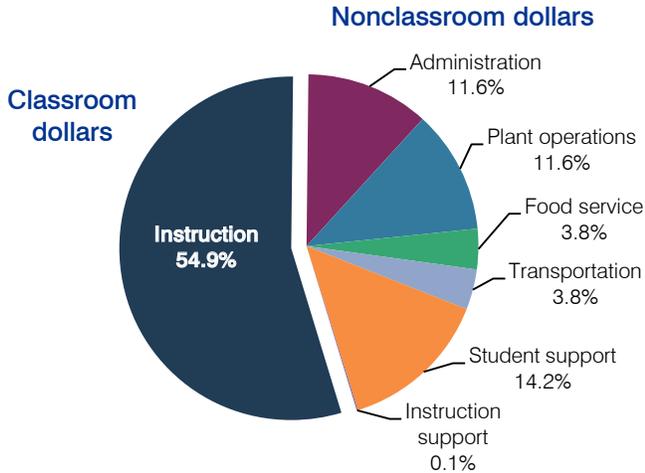
Cochise County
 Efficiency peer groups 6 and T-6, Achievement peer group 6
 Legislative district(s): 14

District size / location: Small, Rural
 Students attending: 425
 Number of schools: 2

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 10 percent. Spending in the classroom decreased overall from 58.6 to 54.9 percent. Spending on food service and student support increased and spending on plant operations and instruction support decreased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,017	\$1,487	\$736
	Students per administrator	46	43	66
Plant operations	Cost per square foot	\$5.48	\$5.04	\$6.09
	Square footage per student	184	299	152
Food service	Cost per meal equivalent	\$3.87	\$3.19	\$2.47
Transportation	Cost per mile	\$3.16	\$3.84	\$3.50
	Cost per rider	\$438	\$416	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

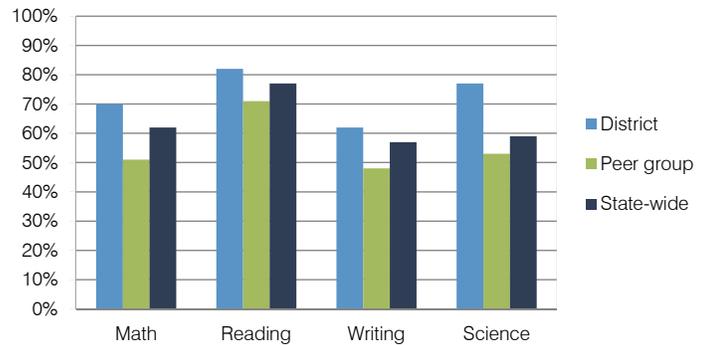
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$8,714	\$8,736	\$9,872	\$7,475	\$10,652
Classroom dollars	5,004	4,792	4,866	4,053	6,526
Nonclassroom dollars:	3,710	3,944	5,006	3,422	4,126
Administration	954	1,017	1,487	736	1,139
Plant operations	866	1,009	1,438	928	1,012
Food service	358	335	454	382	405
Transportation	305	328	510	362	443
Student support	1,174	1,244	636	578	592
Instruction support	53	11	481	436	535

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2011)	92%	80%	78%
Poverty rate (2011)	29%	31%	25%
Students per teacher	14.2	15.2	18.1
Average teacher salary	\$46,511	\$40,242	\$45,193
Amount from Proposition 301	\$4,084	\$3,191	\$3,195
Average years of teacher experience	14.7	12.0	11.0
Percentage of teachers in first 3 years	7%	16%	16%

Financial stress assessment

Overall financial stress level: **High**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	Operating and capital
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	0.5%, Increasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Marginally compliant

Stress level
Low Moderate High

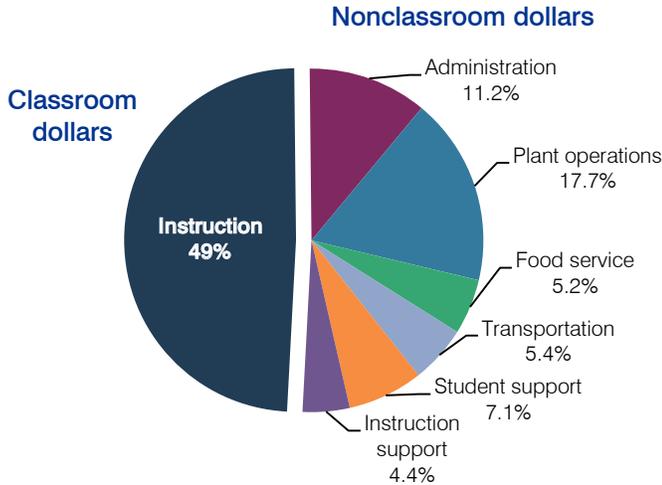
St. Johns Unified School District

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

District size / location: Medium, Town
 Students attending: 849
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 2 percent. Spending in the classroom varied year to year, decreasing overall from 53.3 to 49 percent. Spending on administration decreased, and spending on plant operations and instruction support increased substantially. Spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$997	\$1,074	\$736
	Students per administrator	44	56	66
Plant operations	Cost per square foot	\$4.48	\$4.82	\$6.09
	Square footage per student	350	250	152
Food service	Cost per meal equivalent	\$4.83	\$2.97	\$2.47
Transportation	Cost per mile	\$2.04	\$2.02	\$3.50
	Cost per rider	\$1,431	\$1,181	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$9,265	\$8,874	\$8,416	\$7,475	\$10,652
Classroom dollars	4,751	4,346	4,202	4,053	6,526
Nonclassroom dollars:	4,514	4,528	4,214	3,422	4,126
Administration	1,032	997	1,074	736	1,139
Plant operations	1,459	1,570	1,179	928	1,012
Food service	430	459	412	382	405
Transportation	489	479	536	362	443
Student support	769	635	619	578	592
Instruction support	335	388	394	436	535

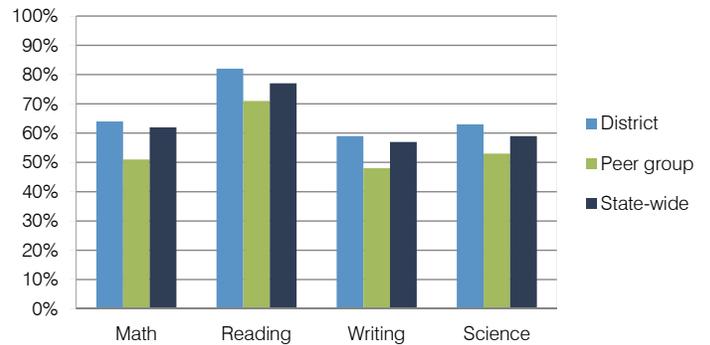
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	84%	80%	78%
Poverty rate (2011)	28%	31%	25%
Students per teacher	15.3	15.2	18.1
Average teacher salary	\$41,535	\$40,242	\$45,193
Amount from Proposition 301	\$3,599	\$3,191	\$3,195
Average years of teacher experience	14.0	12.0	11.0
Percentage of teachers in first 3 years	8%	16%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	Operating only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	1.6%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



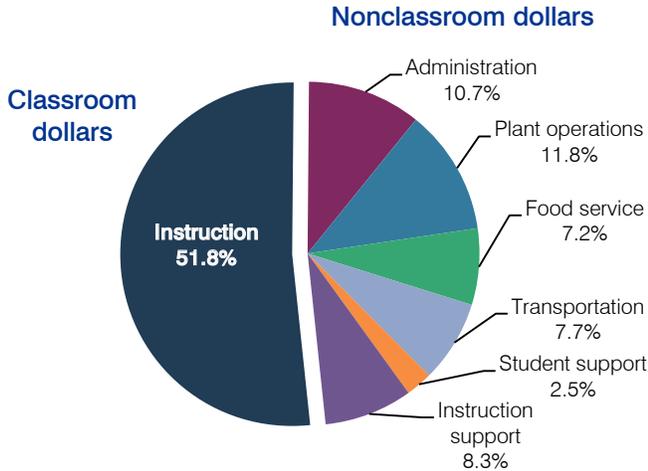
Stanfield Elementary School District

Pinal County
 Efficiency peer groups 9 and T-8, Achievement peer group 20
 Legislative district(s): 4 and 11

District size / location: Medium, Rural
 Students attending: 612
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 7 percent. Spending in the classroom increased from 44.6 to 51.8 percent. Overall, spending on plant operations, transportation, and student support decreased substantially, and spending on instruction support increased substantially. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$919	\$951	\$736
	Students per administrator	68	61	66
Plant operations	Cost per square foot	\$6.37	\$6.40	\$6.09
	Square footage per student	159	142	152
Food service	Cost per meal equivalent	\$2.68	\$2.49	\$2.47
Transportation	Cost per mile	\$2.39	\$2.87	\$3.50
	Cost per rider	\$634	\$726	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,892	\$8,593	\$7,482	\$7,475	\$10,652
Classroom dollars	3,871	4,452	3,712	4,053	6,526
Nonclassroom dollars:	4,021	4,141	3,770	3,422	4,126
Administration	826	919	951	736	1,139
Plant operations	919	1,015	881	928	1,012
Food service	608	622	512	382	405
Transportation	647	665	498	362	443
Student support	273	212	429	578	592
Instruction support	748	708	499	436	535

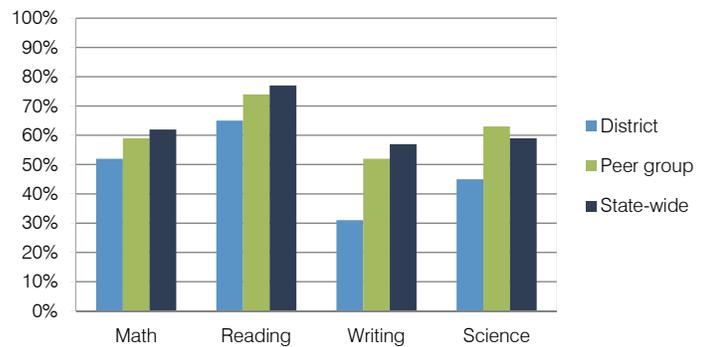
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	28%	29%	25%
Students per teacher	14.6	12.6	18.1
Average teacher salary	\$40,020	\$45,750	\$45,193
Amount from Proposition 301	\$1,795	\$2,292	\$3,195
Average years of teacher experience	9.1	13.0	11.0
Percentage of teachers in first 3 years	19%	13%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level: **Low** **Moderate** **High**

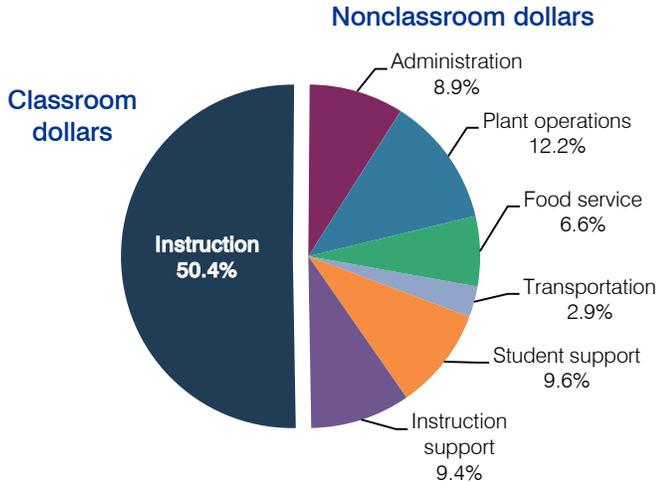
Sunnyside Unified School District

Pima County
 Efficiency peer groups 2 and T-1, Achievement peer group 7
 Legislative district(s): 2, 3 and 4

District size / location: Large, City
 Students attending: 16,682
 Number of schools: 22

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 8 percent. Spending in the classroom decreased from 57 to 50.4 percent. Overall, spending on plant operations and instruction support increased, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$625	\$636	\$736
	Students per administrator	63	68	66
Plant operations	Cost per square foot	\$7.44	\$6.49	\$6.09
	Square footage per student	115	144	152
Food service	Cost per meal equivalent	\$2.68	\$2.34	\$2.47
Transportation	Cost per mile	\$2.94	\$5.69	\$3.50
	Cost per rider	\$269	\$569	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,103	\$7,004	\$6,835	\$7,475	\$10,652
Classroom dollars	3,660	3,527	3,705	4,053	6,526
Nonclassroom dollars:	3,443	3,477	3,130	3,422	4,126
Administration	620	625	636	736	1,139
Plant operations	801	853	929	928	1,012
Food service	455	464	316	382	405
Transportation	216	202	352	362	443
Student support	682	673	510	578	592
Instruction support	669	660	387	436	535

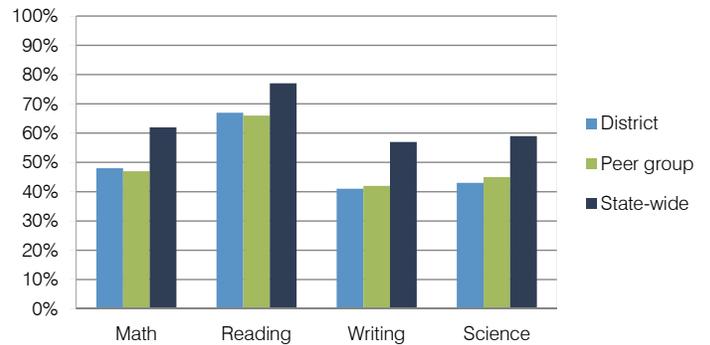
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	1	5%
B	5	23%
C	8	36%
D	6	27%
F	0	0%
Not rated	2	9%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	94%
Graduation rate (2011)	72%	76%	78%
Poverty rate (2011)	45%	40%	25%
Students per teacher	18.9	15.6	18.1
Average teacher salary	\$42,858	\$42,644	\$45,193
Amount from Proposition 301	\$3,004	\$3,127	\$3,195
Average years of teacher experience	11.5	13.0	11.0
Percentage of teachers in first 3 years	15%	13%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	2.2%, Varying
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Marginally compliant



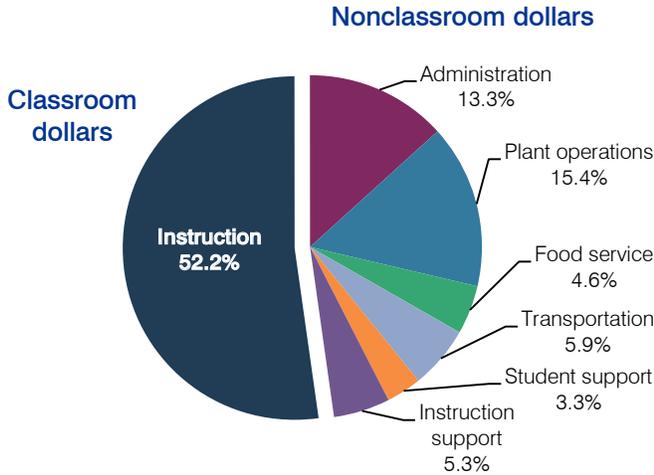
Superior Unified School District

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

District size / location: Small, Town
 Students attending: 438
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 9 percent. Spending in the classroom varied year to year, ranging from a high of 55.1 to a low of 52.2 percent. Spending on administration and student support decreased and spending on transportation and instruction support increased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,157	\$1,487	\$736
	Students per administrator	53	43	66
Plant operations	Cost per square foot	\$4.76	\$5.04	\$6.09
	Square footage per student	282	299	152
Food service	Cost per meal equivalent	\$3.24	\$3.19	\$2.47
Transportation	Cost per mile	\$4.80	\$3.84	\$3.50
	Cost per rider	\$563	\$416	\$982

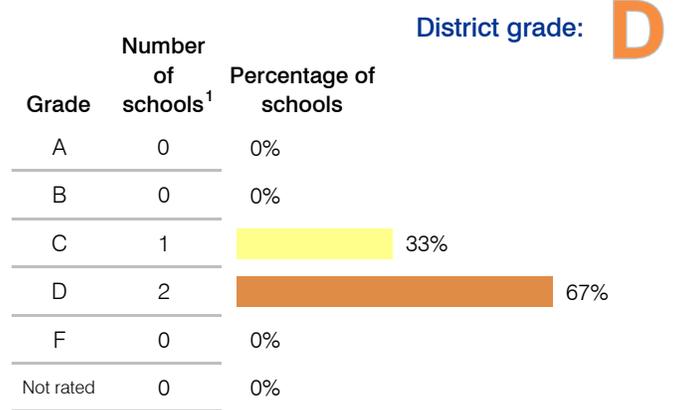
Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$9,064	\$8,710	\$9,872	\$7,475	\$10,652
Classroom dollars	4,730	4,550	4,866	4,053	6,526
Nonclassroom dollars:	4,334	4,160	5,006	3,422	4,126
Administration	1,091	1,157	1,487	736	1,139
Plant operations	1,568	1,343	1,438	928	1,012
Food service	464	395	454	382	405
Transportation	669	515	510	362	443
Student support	275	285	636	578	592
Instruction support	267	465	481	436	535

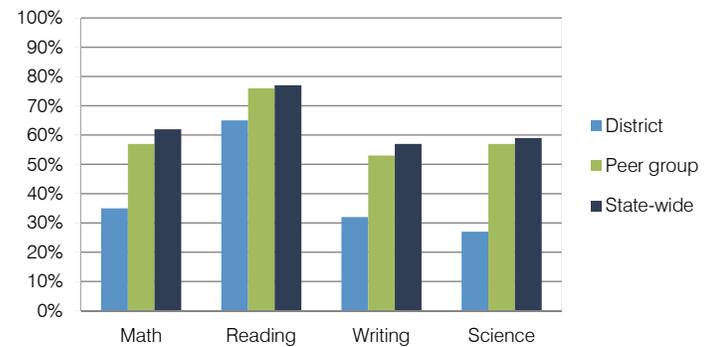
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades



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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2011)	88%	82%	78%
Poverty rate (2011)	23%	24%	25%
Students per teacher	19.0	17.0	18.1
Average teacher salary	\$45,260	\$40,636	\$45,193
Amount from Proposition 301	\$2,668	\$3,192	\$3,195
Average years of teacher experience	12.0	11.8	11.0
Percentage of teachers in first 3 years	14%	15%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Marginally compliant



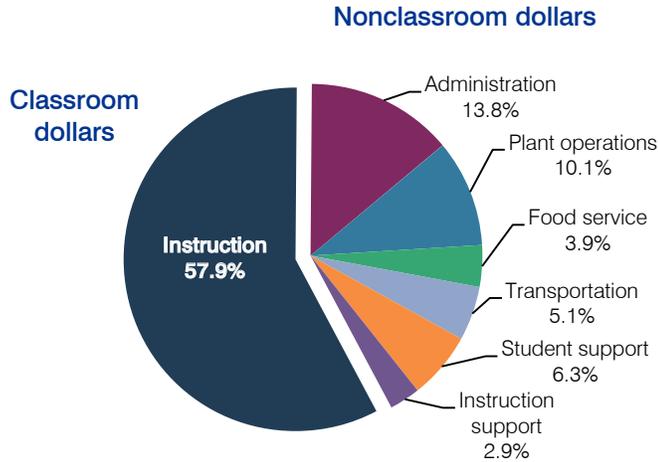
Tanque Verde Unified School District

Pima County
 Efficiency peer groups 3 and T-4, Achievement peer group 1
 Legislative district(s): 10 and 14

District size / location: Medium, Suburb
 Students attending: 1,680
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 15 percent. Spending in the classroom varied year to year, increasing overall from 56.7 to 57.9 percent. Spending on plant operations decreased, while spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,001	\$736	\$736
	Students per administrator	63	71	66
Plant operations	Cost per square foot	\$5.87	\$5.88	\$6.09
	Square footage per student	125	158	152
Food service	Cost per meal equivalent	\$2.57	\$2.74	\$2.47
Transportation	Cost per mile	\$3.39	\$3.62	\$3.50
	Cost per rider	\$1,111	\$1,088	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,298	\$7,261	\$7,033	\$7,475	\$10,652
Classroom dollars	4,197	4,207	3,759	4,053	6,526
Nonclassroom dollars:	3,101	3,054	3,274	3,422	4,126
Administration	1,102	1,001	736	736	1,139
Plant operations	680	734	920	928	1,012
Food service	253	281	338	382	405
Transportation	384	368	426	362	443
Student support	429	460	546	578	592
Instruction support	253	210	308	436	535

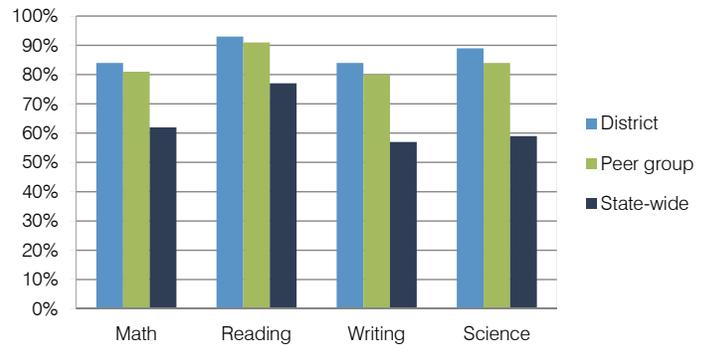
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	95%	91%	78%
Poverty rate (2011)	7%	8%	25%
Students per teacher	15.5	18.1	18.1
Average teacher salary	\$40,396	\$41,564	\$45,193
Amount from Proposition 301	\$3,067	\$3,385	\$3,195
Average years of teacher experience	12.9	10.7	11.0
Percentage of teachers in first 3 years	10%	14%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.3%, Decreasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant



Tempe Elementary School District

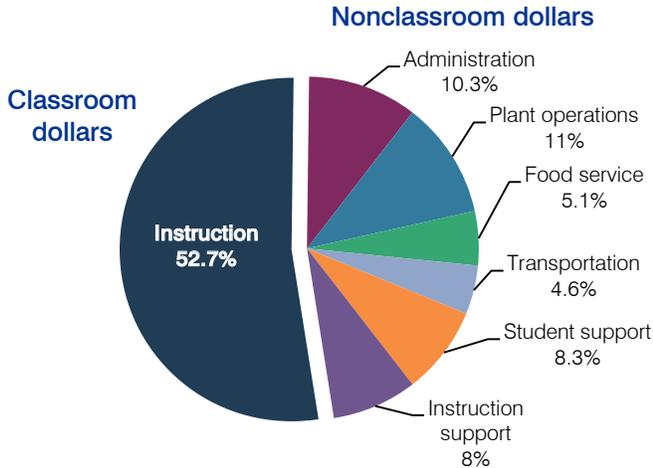
Maricopa County
 Efficiency peer groups 7 and T-2, Achievement peer group 15
 Legislative district(s): 18, 26 and 27

District size / location: Large, City
 Students attending: 11,124
 Number of schools: 20

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 1 percent. Spending in the classroom decreased from 55.4 to 52.7 percent. Overall, spending on administration and instruction support increased, while spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$874	\$695	\$736
	Students per administrator	64	67	66
Plant operations	Cost per square foot	\$6.29	\$6.05	\$6.09
	Square footage per student	147	131	152
Food service	Cost per meal equivalent	\$2.28	\$2.41	\$2.47
Transportation	Cost per mile	\$4.60	\$4.84	\$3.50
	Cost per rider	\$720	\$844	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

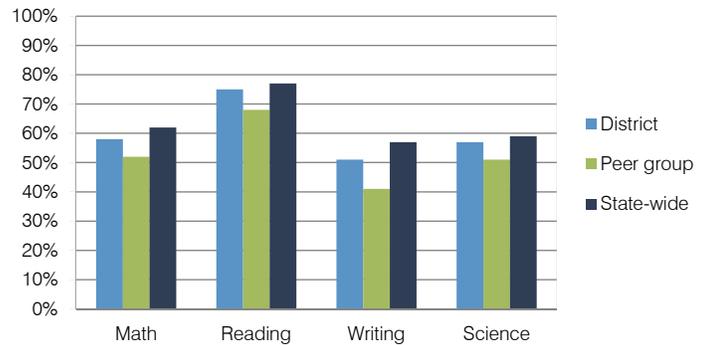
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$8,594	\$8,436	\$7,254	\$7,475	\$10,652
Classroom dollars	4,606	4,444	3,944	4,053	6,526
Nonclassroom dollars:	3,988	3,992	3,310	3,422	4,126
Administration	861	874	695	736	1,139
Plant operations	963	925	794	928	1,012
Food service	426	435	489	382	405
Transportation	365	387	299	362	443
Student support	696	699	526	578	592
Instruction support	677	672	507	436	535

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	31%	33%	25%
Students per teacher	15.2	17.7	18.1
Average teacher salary	\$39,502	\$41,441	\$45,193
Amount from Proposition 301	\$2,665	\$2,520	\$3,195
Average years of teacher experience	10.4	9.6	11.0
Percentage of teachers in first 3 years	13%	21%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.6%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



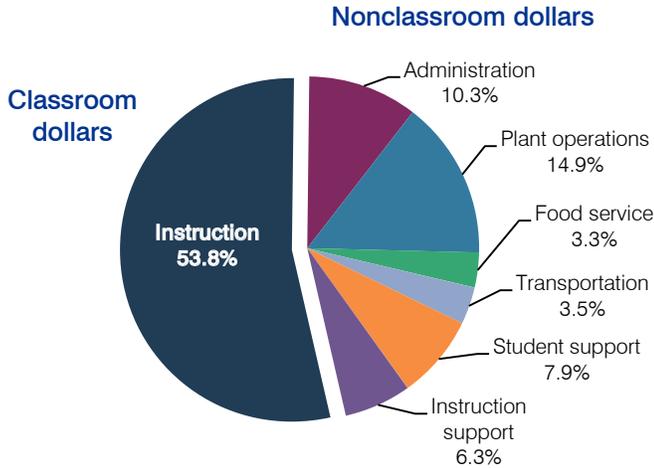
Tempe Union High School District

Maricopa County
 Efficiency peer groups 2 and T-3, Achievement peer group 9
 Legislative district(s): 18, 26 and 27

District size / location: Large, City
 Students attending: 13,578
 Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 2 percent. Spending in the classroom decreased from 59.7 to 53.8 percent. Overall, spending on administration, plant operations and transportation increased, while spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$718	\$636	\$736
	Students per administrator	76	68	66
Plant operations	Cost per square foot	\$6.07	\$6.49	\$6.09
	Square footage per student	171	144	152
Food service	Cost per meal equivalent	\$2.74	\$2.34	\$2.47
Transportation	Cost per mile	\$3.59	\$3.80	\$3.50
	Cost per rider	\$860	\$940	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,155	\$6,953	\$6,835	\$7,475	\$10,652
Classroom dollars	4,032	3,739	3,705	4,053	6,526
Nonclassroom dollars:	3,123	3,214	3,130	3,422	4,126
Administration	685	718	636	736	1,139
Plant operations	1,004	1,040	929	928	1,012
Food service	223	229	316	382	405
Transportation	245	242	352	362	443
Student support	540	546	510	578	592
Instruction support	426	439	387	436	535

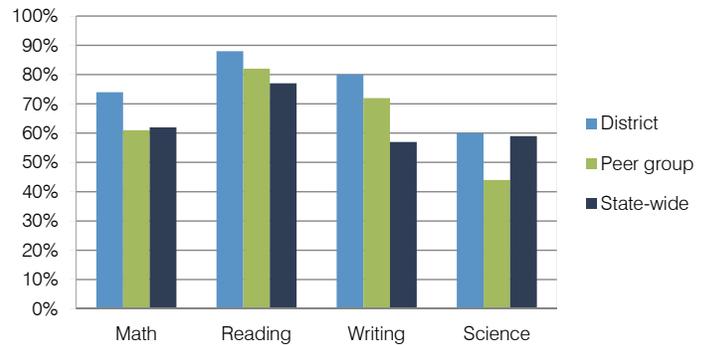
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2011)	89%	86%	78%
Poverty rate (2011)	14%	18%	25%
Students per teacher	20.3	20.4	18.1
Average teacher salary	\$50,209	\$44,813	\$45,193
Amount from Proposition 301	\$4,018	\$4,459	\$3,195
Average years of teacher experience	12.3	9.7	11.0
Percentage of teachers in first 3 years	9%	16%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	3.1%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

Thatcher Unified School District

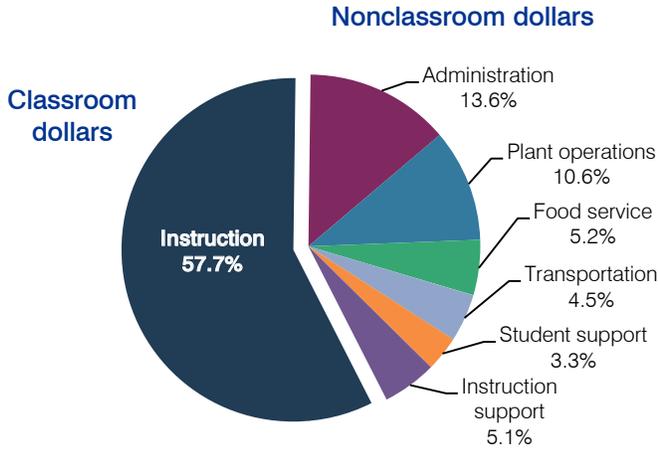
Graham County
 Efficiency peer groups 5 and T-6, Achievement peer group 5
 Legislative district(s): 14

District size / location: Medium, Town
 Students attending: 1,422
 Number of schools: 4

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 9 percent. Spending in the classroom decreased overall from 61.6 to 57.7 percent. Spending on plant operations decreased and spending on student support and instruction support increased. Spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$750	\$1,074	\$736
	Students per administrator	66	56	66
Plant operations	Cost per square foot	\$3.01	\$4.82	\$6.09
	Square footage per student	195	250	152
Food service	Cost per meal equivalent	\$3.12	\$2.97	\$2.47
Transportation	Cost per mile	\$3.39	\$3.84	\$3.50
	Cost per rider	\$473	\$416	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

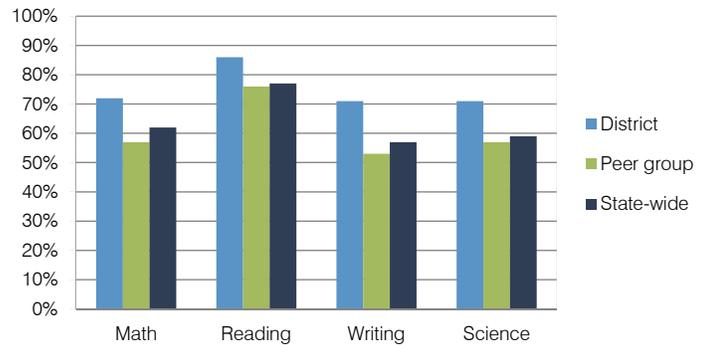
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$5,616	\$5,531	\$8,416	\$7,475	\$10,652
Classroom dollars	3,304	3,192	4,202	4,053	6,526
Nonclassroom dollars:	2,312	2,339	4,214	3,422	4,126
Administration	715	750	1,074	736	1,139
Plant operations	698	586	1,179	928	1,012
Food service	295	289	412	382	405
Transportation	246	248	536	362	443
Student support	149	182	619	578	592
Instruction support	209	284	394	436	535

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)



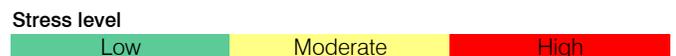
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	94%
Graduation rate (2011)	93%	82%	78%
Poverty rate (2011)	22%	24%	25%
Students per teacher	19.5	17.0	18.1
Average teacher salary	\$38,926	\$40,636	\$45,193
Amount from Proposition 301	\$4,917	\$3,192	\$3,195
Average years of teacher experience	13.8	11.8	11.0
Percentage of teachers in first 3 years	13%	15%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



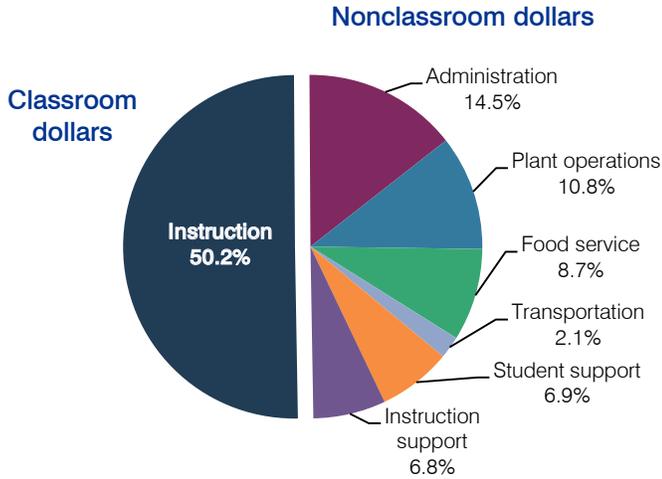
Tolleson Elementary School District

Maricopa County
 Efficiency peer groups 8 and T-2, Achievement peer group 15
 Legislative district(s): 19

District size / location: Medium-Large, Suburb
 Students attending: 2,558
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 7 percent. Spending in the classroom varied year to year, decreasing overall from 54.9 to 50.2 percent. Spending on administration, plant operations, and food service increased slightly, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$952	\$796	\$736
	Students per administrator	84	75	66
Plant operations	Cost per square foot	\$5.50	\$6.25	\$6.09
	Square footage per student	129	131	152
Food service	Cost per meal equivalent	\$2.25	\$2.45	\$2.47
Transportation	Cost per mile	\$4.48	\$4.84	\$3.50
	Cost per rider	\$751	\$844	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,735	\$6,572	\$6,968	\$7,475	\$10,652
Classroom dollars	4,371	3,302	3,582	4,053	6,526
Nonclassroom dollars:	3,364	3,270	3,386	3,422	4,126
Administration	1,083	952	796	736	1,139
Plant operations	744	709	811	928	1,012
Food service	591	574	523	382	405
Transportation	160	135	271	362	443
Student support	400	452	522	578	592
Instruction support	386	448	463	436	535

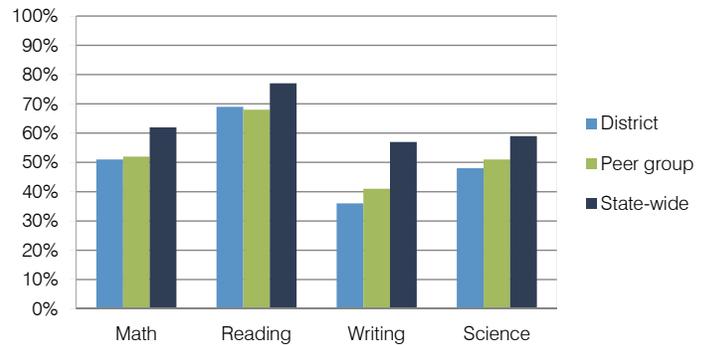
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	29%	33%	25%
Students per teacher	19.2	17.7	18.1
Average teacher salary	\$42,579	\$41,441	\$45,193
Amount from Proposition 301	\$2,497	\$2,520	\$3,195
Average years of teacher experience	10.1	9.6	11.0
Percentage of teachers in first 3 years	15%	21%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	Operating and capital
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	0.7%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant



Tolleson Union High School District

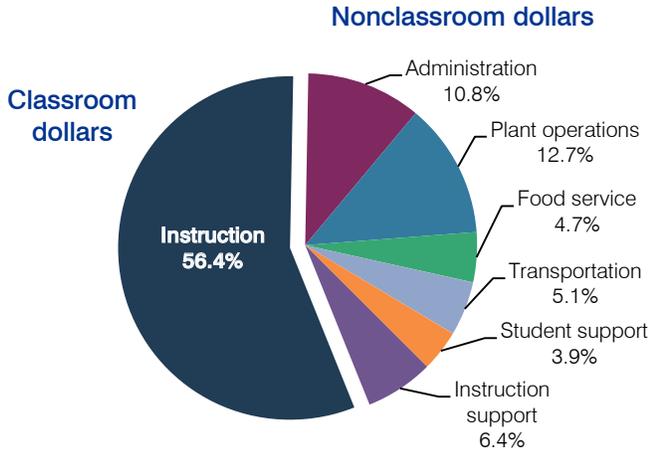
Maricopa County
 Efficiency peer groups 2 and T-4, Achievement peer group 9
 Legislative district(s): 19, 27 and 29

District size / location: Large, Suburb
 Students attending: 9,583
 Number of schools: 6

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 2 percent. Spending in the classroom varied year to year, decreasing slightly overall from 57.3 to 56.4 percent. Spending on administration and instruction support increased substantially, and spending on plant operations and student support decreased substantially. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$684	\$636	\$736
	Students per administrator	83	68	66
Plant operations	Cost per square foot	\$5.84	\$6.49	\$6.09
	Square footage per student	137	144	152
Food service	Cost per meal equivalent	\$2.21	\$2.34	\$2.47
Transportation	Cost per mile	\$3.98	\$3.62	\$3.50
	Cost per rider	\$1,136	\$1,088	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

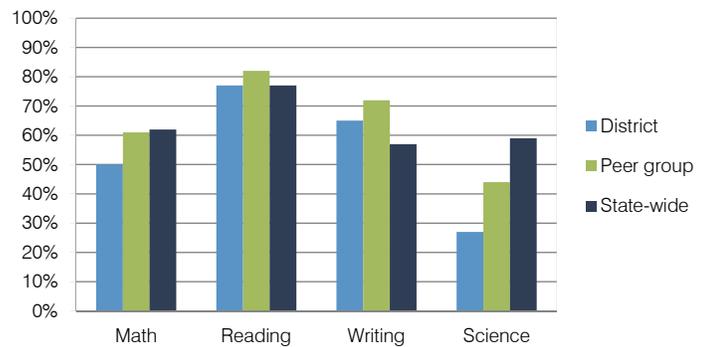
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$5,806	\$6,316	\$6,835	\$7,475	\$10,652
Classroom dollars	3,329	3,563	3,705	4,053	6,526
Nonclassroom dollars:	2,477	2,753	3,130	3,422	4,126
Administration	642	684	636	736	1,139
Plant operations	767	799	929	928	1,012
Food service	272	298	316	382	405
Transportation	299	322	352	362	443
Student support	209	244	510	578	592
Instruction support	288	406	387	436	535

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2011)	87%	86%	78%
Poverty rate (2011)	22%	18%	25%
Students per teacher	19.1	20.4	18.1
Average teacher salary	\$40,128	\$44,813	\$45,193
Amount from Proposition 301	\$4,770	\$4,459	\$3,195
Average years of teacher experience	9.0	9.7	11.0
Percentage of teachers in first 3 years	20%	16%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.6%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

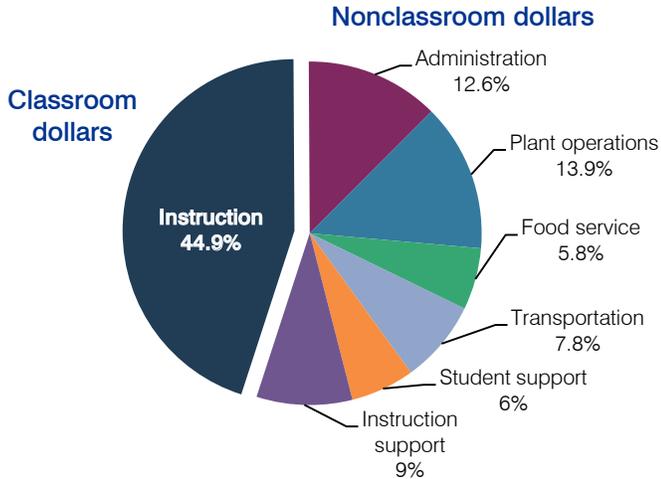
Toltec Elementary School District

Pinal County
 Efficiency peer groups 9 and T-6, Achievement peer group 19
 Legislative district(s): 11

District size / location: Medium, Rural
 Students attending: 1,137
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 3 percent. Spending in the classroom varied year to year, decreasing overall from 56.9 to 44.9 percent. Spending on administration decreased, and spending on plant operations, transportation, student support, and instruction support increased substantially. Spending on food service remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$806	\$951	\$736
	Students per administrator	NR	61	66
Plant operations	Cost per square foot	\$6.30	\$6.40	\$6.09
	Square footage per student	141	142	152
Food service	Cost per meal equivalent	\$2.34	\$2.49	\$2.47
Transportation	Cost per mile	NR	\$3.84	\$3.50
	Cost per rider	\$396	\$416	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,366	\$6,400	\$7,482	\$7,475	\$10,652
Classroom dollars	3,175	2,872	3,712	4,053	6,526
Nonclassroom dollars:	3,191	3,528	3,770	3,422	4,126
Administration	980	806	951	736	1,139
Plant operations	926	888	881	928	1,012
Food service	390	372	512	382	405
Transportation	344	502	498	362	443
Student support	315	382	429	578	592
Instruction support	236	578	499	436	535

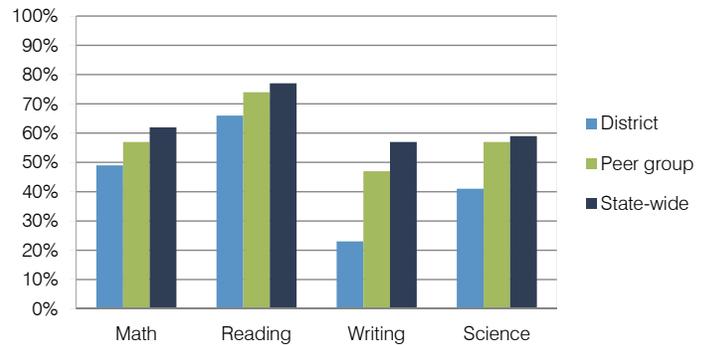
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	23%	23%	25%
Students per teacher	18.9	15.3	18.1
Average teacher salary	\$36,000	\$43,358	\$45,193
Amount from Proposition 301	\$1,543	\$2,716	\$3,195
Average years of teacher experience	7.5	12.2	11.0
Percentage of teachers in first 3 years	21%	11%	16%

Financial stress assessment

Overall financial stress level: **High**

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



Tombstone Unified School District

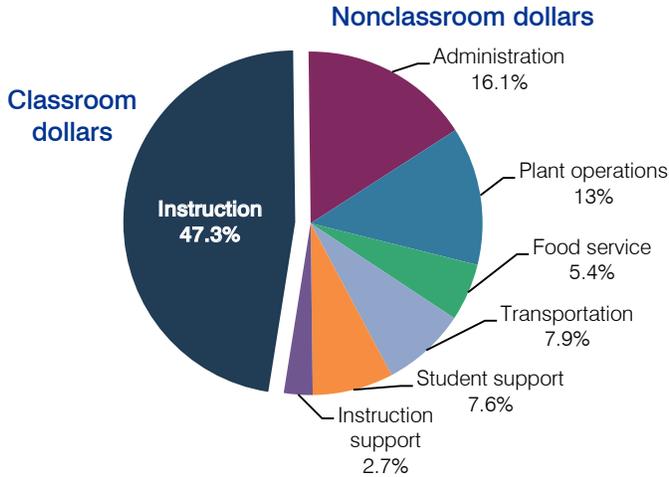
Cochise County
 Efficiency peer groups 5 and T-10, Achievement peer group 5
 Legislative district(s): 14

District size / location: Medium, Town
 Students attending: 897
 Number of schools: 3

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil increased by 6 percent. Spending in the classroom varied year to year, ranging from a high of 52.2 to a low of 46.5 percent. Spending on administration, plant operations, transportation, and instruction support increased and spending on student support decreased substantially. Spending on food service remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,302	\$1,074	\$736
	Students per administrator	38	56	66
Plant operations	Cost per square foot	\$4.06	\$4.82	\$6.09
	Square footage per student	258	250	152
Food service	Cost per meal equivalent	\$2.96	\$2.97	\$2.47
Transportation	Cost per mile	\$1.95	\$2.26	\$3.50
	Cost per rider	\$774	\$935	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

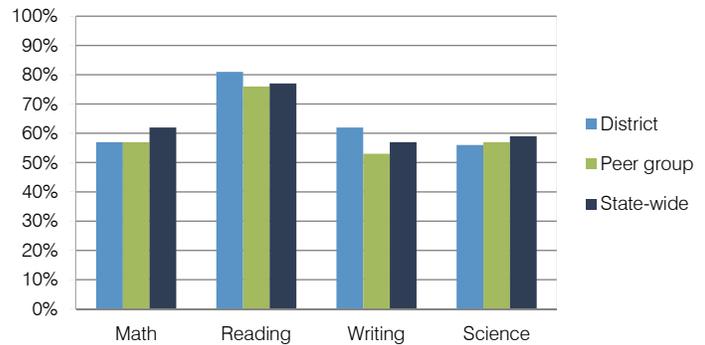
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,937	\$8,065	\$8,416	\$7,475	\$10,652
Classroom dollars	3,688	3,812	4,202	4,053	6,526
Nonclassroom dollars:	4,249	4,253	4,214	3,422	4,126
Administration	1,218	1,302	1,074	736	1,139
Plant operations	1,018	1,049	1,179	928	1,012
Food service	463	440	412	382	405
Transportation	723	636	536	362	443
Student support	596	610	619	578	592
Instruction support	231	216	394	436	535

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	94%
Graduation rate (2011)	91%	82%	78%
Poverty rate (2011)	25%	24%	25%
Students per teacher	16.2	17.0	18.1
Average teacher salary	\$36,347	\$40,636	\$45,193
Amount from Proposition 301	\$2,300	\$3,192	\$3,195
Average years of teacher experience	8.9	11.8	11.0
Percentage of teachers in first 3 years	23%	15%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	1.1%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level
Low Moderate High

Tonto Basin Elementary School District

Gila County

Efficiency peer groups 11 and T-13, Achievement peer group 22

Legislative district(s): 6

District size / location:

Very small, Rural

Students attending:

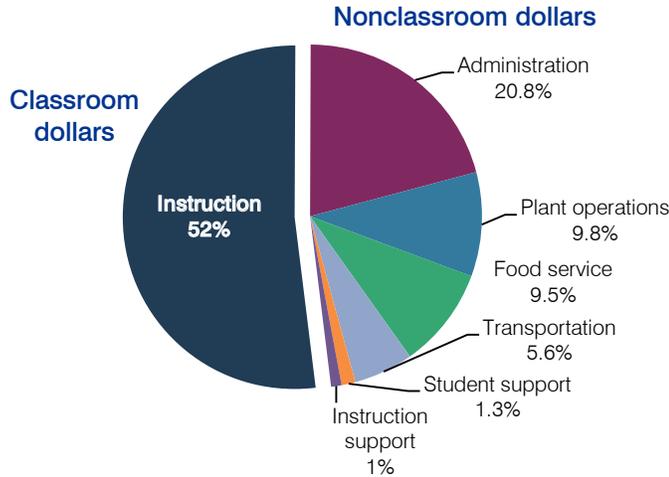
65

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 33 percent. Spending in the classroom decreased from 53 to 52 percent. Spending on some nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on administration increased substantially and spending on transportation decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,217	\$2,472	\$736
	Students per administrator	17	30	66
Plant operations	Cost per square foot	\$6.25	\$6.93	\$6.09
	Square footage per student	243	320	152
Food service	Cost per meal equivalent	\$4.14	\$4.88	\$2.47
Transportation	Cost per mile	\$1.27	\$1.53	\$3.50
	Cost per rider	\$764	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$14,471	\$15,468	\$15,082	\$7,475	\$10,652
Classroom dollars	7,555	8,039	7,880	4,053	6,526
Nonclassroom dollars:	6,916	7,429	7,202	3,422	4,126
Administration	2,960	3,217	2,472	736	1,139
Plant operations	1,512	1,520	2,126	928	1,012
Food service	1,344	1,474	756	382	405
Transportation	764	864	970	362	443
Student support	205	205	541	578	592
Instruction support	131	149	337	436	535

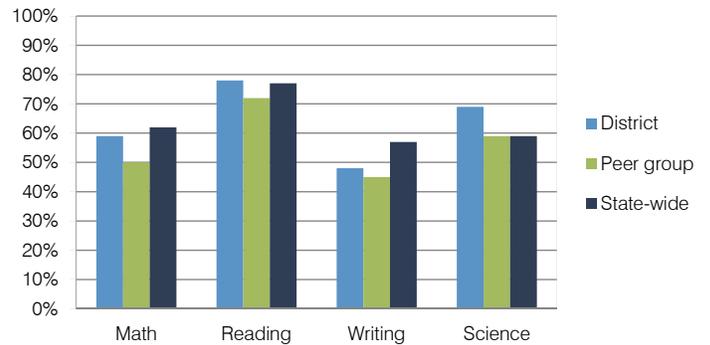
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	63%	54%	25%
Students per teacher	10.9	13.5	18.1
Average teacher salary	\$51,789	\$48,358	\$45,193
Amount from Proposition 301	\$2,149	\$2,404	\$3,195
Average years of teacher experience	15.8	11.8	11.0
Percentage of teachers in first 3 years	0%	9%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.9%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Topock Elementary School District

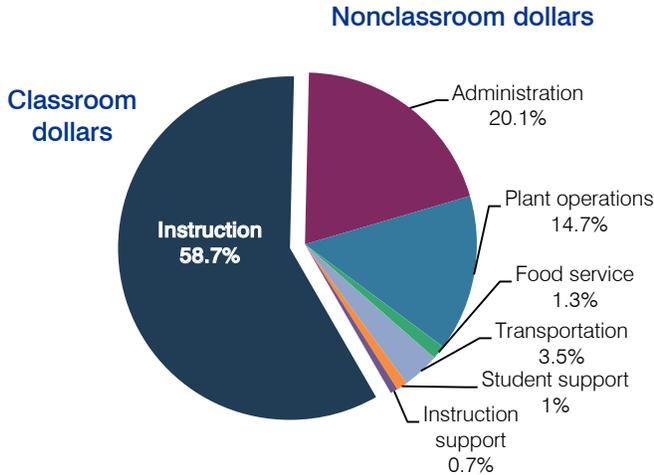
Mohave County
 Efficiency peer groups 11 and T-13, Achievement peer group 21
 Legislative district(s): 5

District size / location: Very small, Rural
 Students attending: 133
 Number of schools: 1

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 7 percent. Spending in the classroom varied year to year, increasing overall from 56.2 to 58.7 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on food service and instruction support decreased substantially, and spending on plant operations increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,801	\$2,472	\$736
	Students per administrator	44	30	66
Plant operations	Cost per square foot	\$6.70	\$6.93	\$6.09
	Square footage per student	196	320	152
Food service	Cost per meal equivalent	NR	\$4.88	\$2.47
Transportation	Cost per mile	\$1.81	\$1.53	\$3.50
	Cost per rider	\$717	\$1,171	\$982

Per-pupil spending by operational area

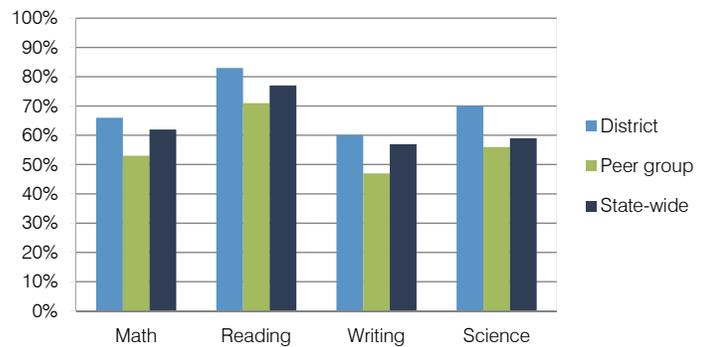
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$8,728	\$8,940	\$15,082	\$7,475	\$10,652
Classroom dollars	4,854	5,245	7,880	4,053	6,526
Nonclassroom dollars:	3,874	3,695	7,202	3,422	4,126
Administration	1,683	1,801	2,472	736	1,139
Plant operations	1,020	1,316	2,126	928	1,012
Food service	563	117	756	382	405
Transportation	289	317	970	362	443
Student support	82	86	541	578	592
Instruction support	237	58	337	436	535

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)



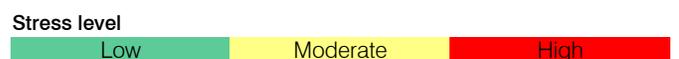
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	43%	39%	25%
Students per teacher	19.1	14.4	18.1
Average teacher salary	\$52,236	\$40,820	\$45,193
Amount from Proposition 301	\$1,808	\$2,313	\$3,195
Average years of teacher experience	9.0	11.7	11.0
Percentage of teachers in first 3 years	15%	12%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	2011, isolated
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	1.5%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Noncompliant



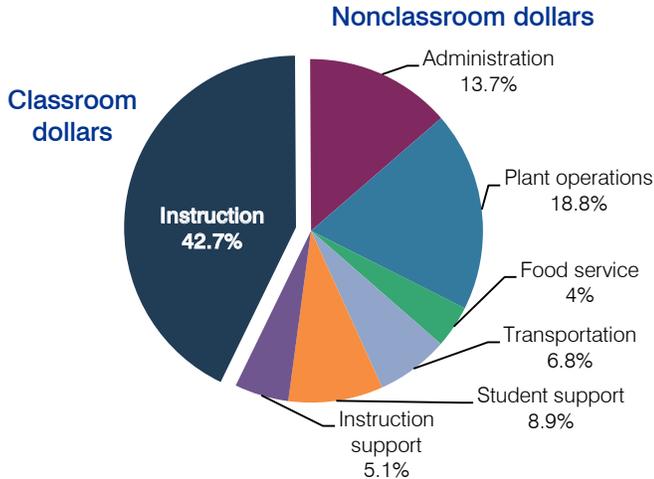
Tuba City Unified School District

Coconino County
 Efficiency peer groups 5 and T-10, Achievement peer group 6
 Legislative district(s): 7

District size / location: Medium, Town
 Students attending: 1,675
 Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 9 percent. Spending in the classroom varied year to year, decreasing overall from 44.8 to 42.7 percent. Spending on administration and plant operations increased substantially, and spending on student support and instruction support decreased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,835	\$1,074	\$736
	Students per administrator	38	56	66
Plant operations	Cost per square foot	\$6.58	\$4.82	\$6.09
	Square footage per student	382	250	152
Food service	Cost per meal equivalent	\$2.78	\$2.97	\$2.47
Transportation	Cost per mile	\$2.59	\$2.26	\$3.50
	Cost per rider	\$1,023	\$935	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$12,303	\$13,374	\$8,416	\$7,475	\$10,652
Classroom dollars	5,055	5,713	4,202	4,053	6,526
Nonclassroom dollars:	7,248	7,661	4,214	3,422	4,126
Administration	1,495	1,835	1,074	736	1,139
Plant operations	2,367	2,514	1,179	928	1,012
Food service	578	529	412	382	405
Transportation	847	910	536	362	443
Student support	1,398	1,188	619	578	592
Instruction support	563	685	394	436	535

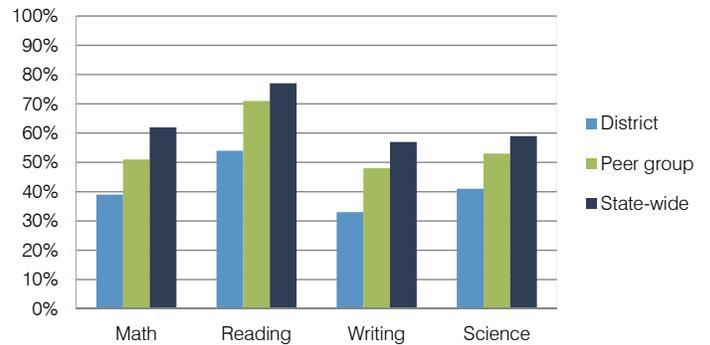
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	14%
C	2	29%
D	2	29%
F	1	14%
Not rated	1	14%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	94%	94%
Graduation rate (2011)	63%	80%	78%
Poverty rate (2011)	33%	31%	25%
Students per teacher	12.4	15.2	18.1
Average teacher salary	\$41,940	\$40,242	\$45,193
Amount from Proposition 301	\$3,761	\$3,191	\$3,195
Average years of teacher experience	11.6	12.0	11.0
Percentage of teachers in first 3 years	6%	16%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

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



Tucson Unified School District

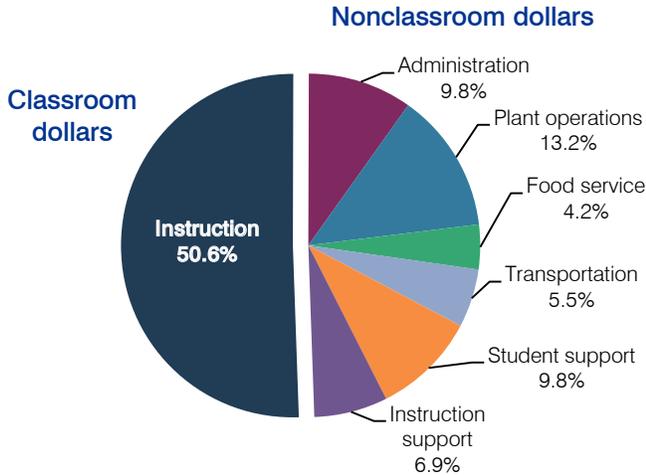
Pima County
 Efficiency peer groups 1 and T-5, Achievement peer group 3
 Legislative district(s): 2, 3, 4, 9 and 10

District size / location: Very large, City
 Students attending: 48,969
 Number of schools: 100

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil increased by 11 percent. Spending in the classroom decreased from 54.3 to 50.6 percent. Spending on plant operations and student support increased, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$854	\$620	\$736
	Students per administrator	59	79	66
Plant operations	Cost per square foot	\$6.60	\$5.88	\$6.09
	Square footage per student	175	144	152
Food service	Cost per meal equivalent	\$2.79	\$2.46	\$2.47
Transportation	Cost per mile	\$4.30	\$3.54	\$3.50
	Cost per rider	\$2,454	\$1,372	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

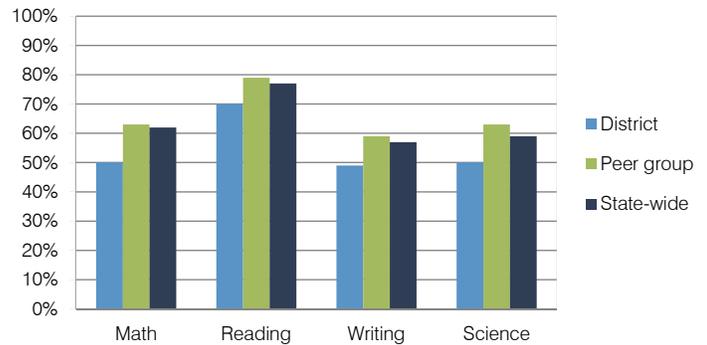
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$8,184	\$8,751	\$7,111	\$7,475	\$10,652
Classroom dollars	4,124	4,429	4,052	4,053	6,526
Nonclassroom dollars:	4,060	4,322	3,059	3,422	4,126
Administration	793	854	620	736	1,139
Plant operations	1,138	1,156	843	928	1,012
Food service	344	371	321	382	405
Transportation	444	479	340	362	443
Student support	811	862	567	578	592
Instruction support	530	600	368	436	535

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	8	8%
B	22	22%
C	44	44%
D	21	21%
F	0	0%
Not rated	5	5%

Percentage of students who met state standards (AIMS)



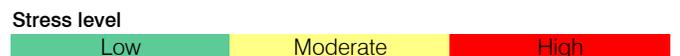
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	94%
Graduation rate (2011)	82%	80%	78%
Poverty rate (2011)	31%	24%	25%
Students per teacher	17.1	18.2	18.1
Average teacher salary	\$48,148	\$45,442	\$45,193
Amount from Proposition 301	\$4,756	\$3,594	\$3,195
Average years of teacher experience	12.4	11.8	11.0
Percentage of teachers in first 3 years	13%	14%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.0%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant



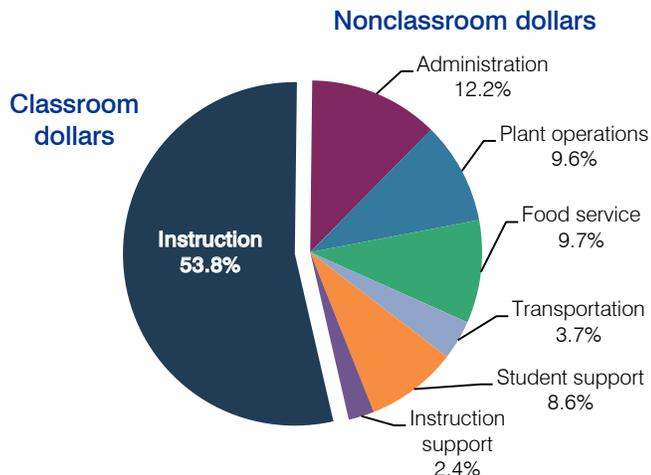
Union Elementary School District

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

District size / location: Medium, Suburb
 Students attending: 1,612
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 7 percent. Spending in the classroom varied year to year, decreasing overall from 55.6 to 53.8 percent. Spending on administration, food service, and student support increased substantially, and spending on transportation decreased substantially. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$782	\$796	\$736
	Students per administrator	83	75	66
Plant operations	Cost per square foot	\$4.93	\$6.25	\$6.09
	Square footage per student	126	131	152
Food service	Cost per meal equivalent	\$2.32	\$2.45	\$2.47
Transportation	Cost per mile	\$6.64	\$5.69	\$3.50
	Cost per rider	\$603	\$569	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,063	\$6,427	\$6,968	\$7,475	\$10,652
Classroom dollars	3,058	3,457	3,582	4,053	6,526
Nonclassroom dollars:	3,005	2,970	3,386	3,422	4,126
Administration	819	782	796	736	1,139
Plant operations	629	620	811	928	1,012
Food service	596	625	523	382	405
Transportation	220	241	271	362	443
Student support	515	551	522	578	592
Instruction support	226	151	463	436	535

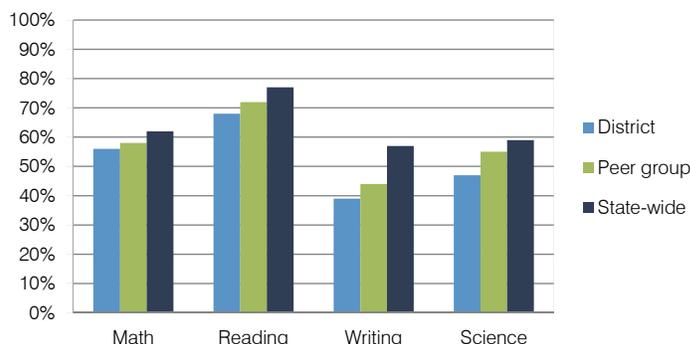
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	22%	25%	25%
Students per teacher	20.9	19.8	18.1
Average teacher salary	\$38,899	\$40,307	\$45,193
Amount from Proposition 301	\$2,723	\$2,532	\$3,195
Average years of teacher experience	6.2	7.3	11.0
Percentage of teachers in first 3 years	31%	27%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.8%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

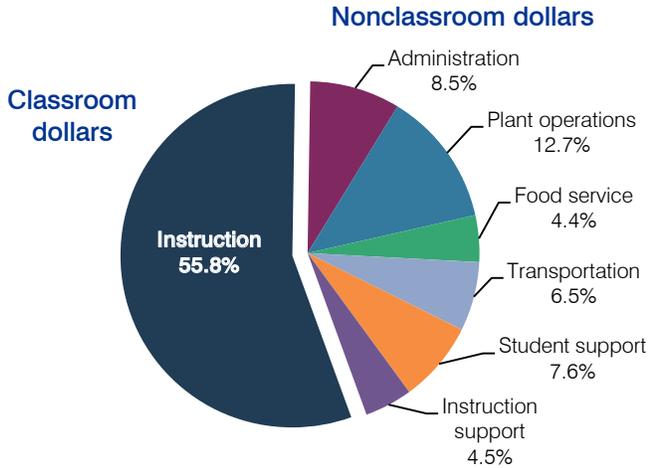
Vail Unified School District

Pima County
 Efficiency peer groups 2 and T-9, Achievement peer group 1
 Legislative district(s): 2, 10 and 14

District size / location: Large, Rural
 Students attending: 10,178
 Number of schools: 16

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 5 percent. Spending in the classroom decreased from 59.3 to 55.8 percent. Spending on transportation increased, and spending on administration, plant operations, and instruction support increased slightly. Spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$542	\$636	\$736
	Students per administrator	60	68	66
Plant operations	Cost per square foot	\$7.03	\$6.49	\$6.09
	Square footage per student	115	144	152
Food service	Cost per meal equivalent	\$1.86	\$2.34	\$2.47
Transportation	Cost per mile	\$3.04	\$2.47	\$3.50
	Cost per rider	\$918	\$704	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,523	\$6,367	\$6,835	\$7,475	\$10,652
Classroom dollars	3,759	3,555	3,705	4,053	6,526
Nonclassroom dollars:	2,764	2,812	3,130	3,422	4,126
Administration	533	542	636	736	1,139
Plant operations	822	809	929	928	1,012
Food service	263	281	316	382	405
Transportation	393	414	352	362	443
Student support	470	480	510	578	592
Instruction support	283	286	387	436	535

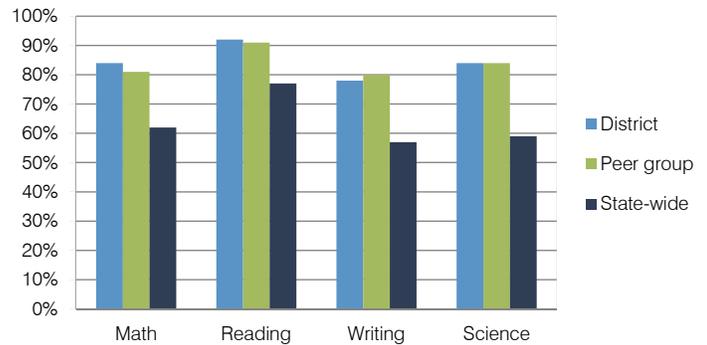
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	13	81%
B	2	13%
C	0	0%
D	0	0%
F	0	0%
Not rated	1	6%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	92%	91%	78%
Poverty rate (2011)	9%	8%	25%
Students per teacher	18.4	18.1	18.1
Average teacher salary	\$36,734	\$41,564	\$45,193
Amount from Proposition 301	\$2,760	\$3,385	\$3,195
Average years of teacher experience	7.9	10.7	11.0
Percentage of teachers in first 3 years	20%	14%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.7%, Increasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant



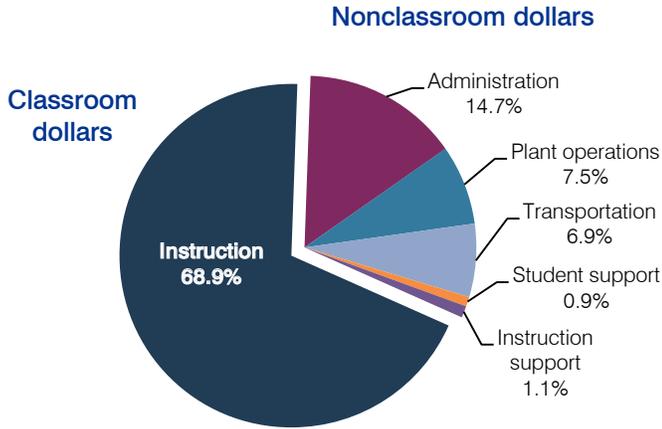
Valentine Elementary School District

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

District size / location: Very small, Rural
 Students attending: 63
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 30 percent. Spending in the classroom varied year to year, decreasing overall from 77.3 to 68.9 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration and transportation increased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,408	\$2,472	\$736
	Students per administrator	36	30	66
Plant operations	Cost per square foot	\$3.10	\$6.93	\$6.09
	Square footage per student	231	320	152
Food service	Cost per meal equivalent	N/A	\$4.88	\$2.47
Transportation	Cost per mile	\$1.88	\$1.53	\$3.50
	Cost per rider	\$667	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$13,285	\$9,546	\$15,082	\$7,475	\$10,652
Classroom dollars	7,988	6,573	7,880	4,053	6,526
Nonclassroom dollars:	5,297	2,973	7,202	3,422	4,126
Administration	1,112	1,408	2,472	736	1,139
Plant operations	3,495	716	2,126	928	1,012
Food service	0	0	756	382	405
Transportation	606	661	970	362	443
Student support	0	81	541	578	592
Instruction support	84	107	337	436	535

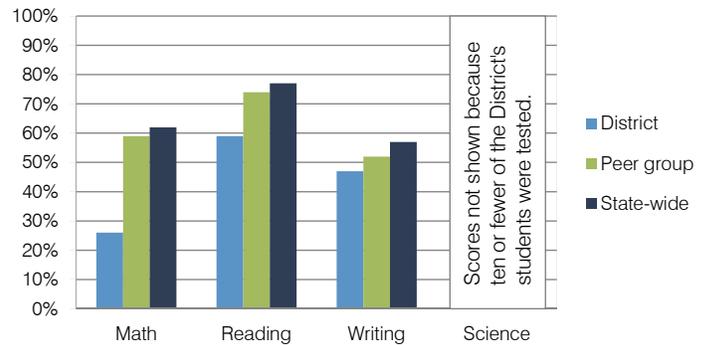
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Percentage of students who met state standards (AIMS)



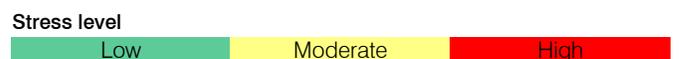
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	27%	29%	25%
Students per teacher	15.6	12.6	18.1
Average teacher salary	\$54,331	\$45,750	\$45,193
Amount from Proposition 301	\$1,500	\$2,292	\$3,195
Average years of teacher experience	15.8	13.0	11.0
Percentage of teachers in first 3 years	0%	13%	16%

Financial stress assessment

Overall financial stress level: **Low**

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



Valley Union High School District

Cochise County

Efficiency peer groups 11 and T-13, Achievement peer group 12

Legislative district(s): 14

District size / location:

Very small, Rural

Students attending:

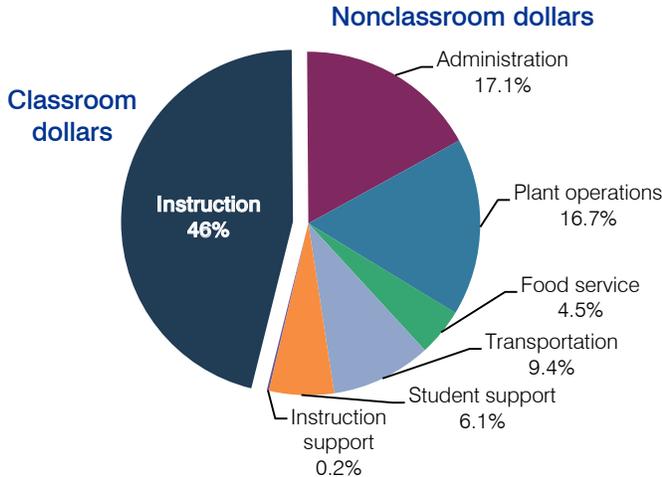
130

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 11 percent. Spending in the classroom varied year to year, decreasing overall from 49.9 to 46 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration, plant operations, and student support increased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,174	\$2,472	\$736
	Students per administrator	22	30	66
Plant operations	Cost per square foot	\$4.61	\$6.93	\$6.09
	Square footage per student	459	320	152
Food service	Cost per meal equivalent	\$5.51	\$4.88	\$2.47
Transportation	Cost per mile	\$1.89	\$1.53	\$3.50
	Cost per rider	\$2,128	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$11,503	\$12,670	\$15,082	\$7,475	\$10,652
Classroom dollars	5,289	5,834	7,880	4,053	6,526
Nonclassroom dollars:	6,214	6,836	7,202	3,422	4,126
Administration	1,968	2,174	2,472	736	1,139
Plant operations	2,000	2,113	2,126	928	1,012
Food service	529	566	756	382	405
Transportation	1,067	1,191	970	362	443
Student support	617	770	541	578	592
Instruction support	33	22	337	436	535

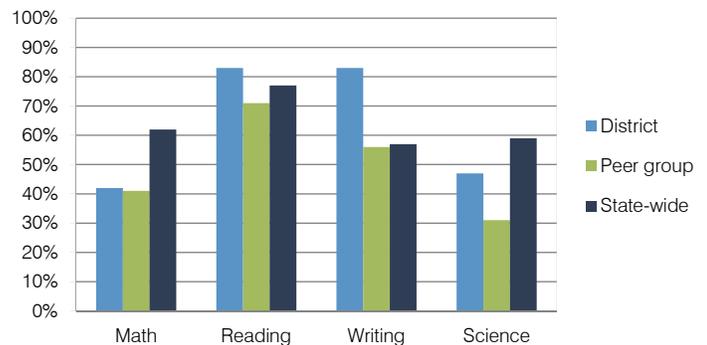
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)



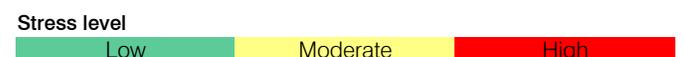
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	90%	92%	94%
Graduation rate (2011)	85%	74%	78%
Poverty rate (2011)	38%	37%	25%
Students per teacher	10.5	15.9	18.1
Average teacher salary	\$35,226	\$42,426	\$45,193
Amount from Proposition 301	\$3,462	\$5,154	\$3,195
Average years of teacher experience	8.0	9.9	11.0
Percentage of teachers in first 3 years	12%	14%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



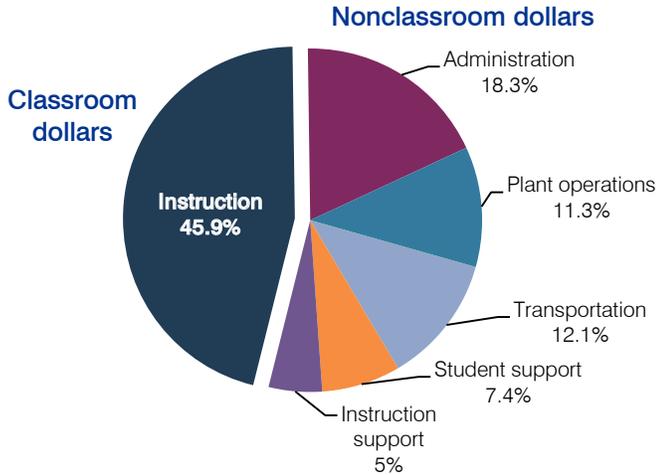
Vernon Elementary School District

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

District size / location: Very small, Rural
 Students attending: 116
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 12 percent. Spending in the classroom varied year to year, increasing overall from 39.8 to 45.9 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration, plant operations, and transportation decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,678	\$2,472	\$736
	Students per administrator	27	30	66
Plant operations	Cost per square foot	\$8.17	\$6.93	\$6.09
	Square footage per student	203	320	152
Food service	Cost per meal equivalent	N/A	\$4.88	\$2.47
Transportation	Cost per mile	\$1.02	\$1.53	\$3.50
	Cost per rider	\$1,288	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$15,677	\$14,633	\$15,082	\$7,475	\$10,652
Classroom dollars	6,834	6,711	7,880	4,053	6,526
Nonclassroom dollars:	8,843	7,922	7,202	3,422	4,126
Administration	2,969	2,678	2,472	736	1,139
Plant operations	2,086	1,656	2,126	928	1,012
Food service	267	2	756	382	405
Transportation	2,112	1,767	970	362	443
Student support	959	1,091	541	578	592
Instruction support	450	728	337	436	535

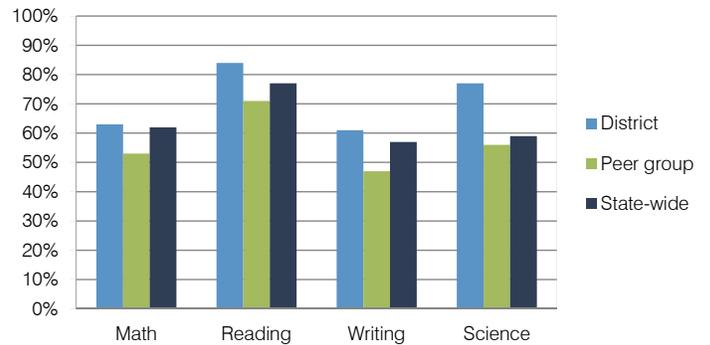
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	35%	39%	25%
Students per teacher	10.5	14.4	18.1
Average teacher salary	\$44,569	\$40,820	\$45,193
Amount from Proposition 301	\$2,629	\$2,313	\$3,195
Average years of teacher experience	10.0	11.7	11.0
Percentage of teachers in first 3 years	0%	12%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	0.5%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Washington Elementary School District

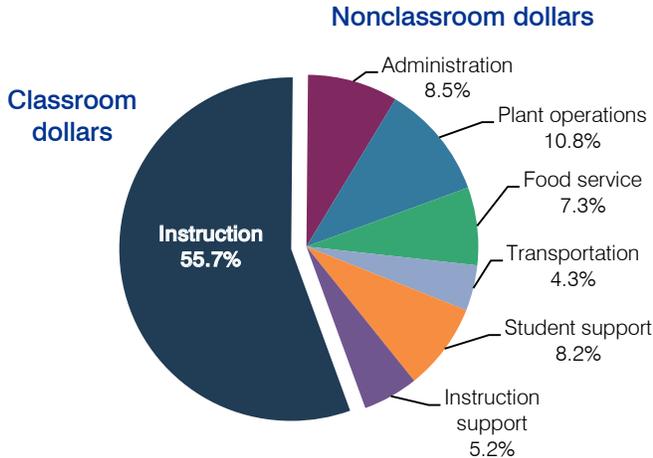
Maricopa County
 Efficiency peer groups 7 and T-3, Achievement peer group 15
 Legislative district(s): 20, 24, 28 and 30

District size / location: Very large, City
 Students attending: 20,925
 Number of schools: 32

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil increased by 3 percent. Spending in the classroom decreased from 60.1 to 55.7 percent. Overall, spending on plant operations and food service increased, while spending on all other nonclassroom remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$663	\$695	\$736
	Students per administrator	47	67	66
Plant operations	Cost per square foot	\$5.99	\$6.05	\$6.09
	Square footage per student	140	131	152
Food service	Cost per meal equivalent	\$2.22	\$2.41	\$2.47
Transportation	Cost per mile	\$4.41	\$3.80	\$3.50
	Cost per rider	\$1,094	\$940	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

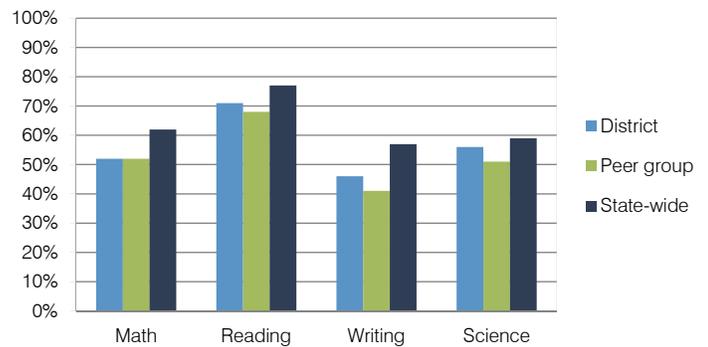
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,919	\$7,795	\$7,254	\$7,475	\$10,652
Classroom dollars	4,427	4,344	3,944	4,053	6,526
Nonclassroom dollars:	3,492	3,451	3,310	3,422	4,126
Administration	667	663	695	736	1,139
Plant operations	851	840	794	928	1,012
Food service	570	568	489	382	405
Transportation	342	339	299	362	443
Student support	646	640	526	578	592
Instruction support	416	401	507	436	535

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	2	6%
B	10	31%
C	17	53%
D	3	10%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	31%	33%	25%
Students per teacher	17.3	17.7	18.1
Average teacher salary	\$44,250	\$41,441	\$45,193
Amount from Proposition 301	\$3,545	\$2,520	\$3,195
Average years of teacher experience	11.4	9.6	11.0
Percentage of teachers in first 3 years	16%	21%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Concentrated decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



Wellton Elementary School District

Yuma County

Efficiency peer groups 10 and T-9, Achievement peer group 19

Legislative district(s): 13

District size / location:

Small, Rural

Students attending:

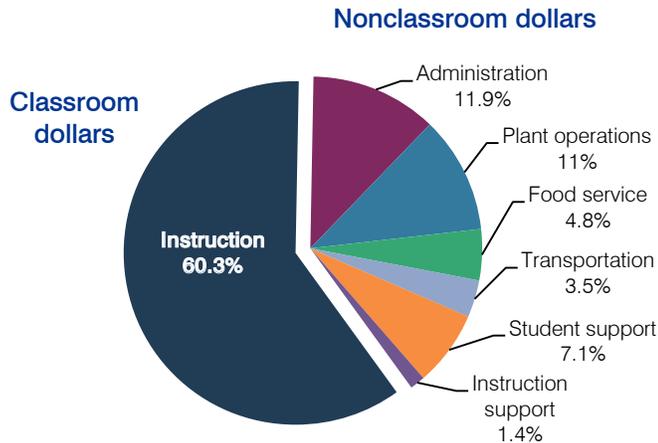
329

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 11 percent. Spending in the classroom varied year to year, ranging from a high of 63.9 to a low of 56.4 percent. Spending on administration and instruction support decreased substantially, and spending on plant operations, transportation, and student support increased. Spending on food service remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,004	\$1,168	\$736
	Students per administrator	73	54	66
Plant operations	Cost per square foot	\$5.04	\$7.54	\$6.09
	Square footage per student	185	139	152
Food service	Cost per meal equivalent	\$2.18	\$2.69	\$2.47
Transportation	Cost per mile	\$1.92	\$2.47	\$3.50
	Cost per rider	\$577	\$704	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$8,311	\$8,445	\$8,331	\$7,475	\$10,652
Classroom dollars	4,684	5,094	4,374	4,053	6,526
Nonclassroom dollars:	3,627	3,351	3,957	3,422	4,126
Administration	963	1,004	1,168	736	1,139
Plant operations	1,042	933	1,068	928	1,012
Food service	430	409	486	382	405
Transportation	227	291	515	362	443
Student support	645	598	455	578	592
Instruction support	320	116	265	436	535

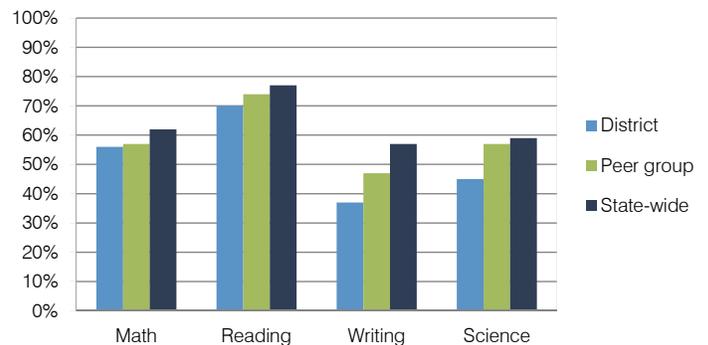
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	24%	23%	25%
Students per teacher	16.4	15.3	18.1
Average teacher salary	\$49,183	\$43,358	\$45,193
Amount from Proposition 301	\$1,684	\$2,716	\$3,195
Average years of teacher experience	14.3	12.2	11.0
Percentage of teachers in first 3 years	11%	11%	16%

Financial stress assessment

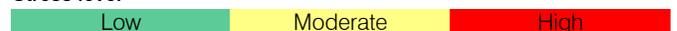
Overall financial stress level: **Moderate**

Measure: 2010 through 2012

Assessment

Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	Operating and capital
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	0.1%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



Wenden Elementary School District

La Paz County

Efficiency peer groups 11 and T-13, Achievement peer group 21

Legislative district(s): 5

District size / location:

Very small, Rural

Students attending:

95

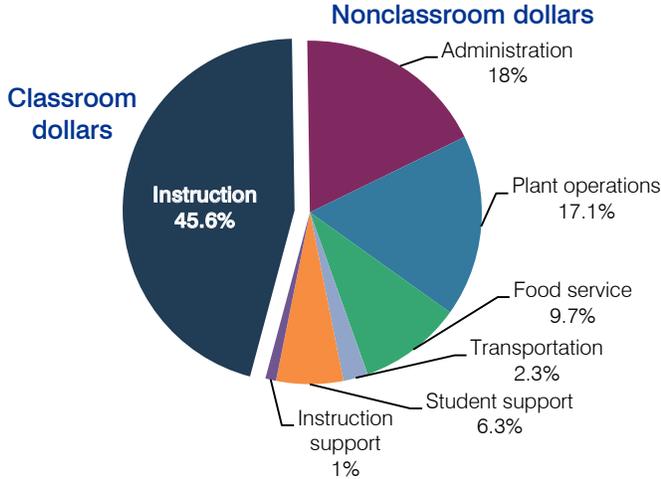
Number of schools:

1

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 7 percent. Spending in the classroom varied year to year, decreasing overall from 48.9 to 45.6 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration and student support increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,732	\$2,472	\$736
	Students per administrator	32	30	66
Plant operations	Cost per square foot	\$9.67	\$6.93	\$6.09
	Square footage per student	269	320	152
Food service	Cost per meal equivalent	\$4.73	\$4.88	\$2.47
Transportation	Cost per mile	\$1.52	\$1.53	\$3.50
	Cost per rider	\$1,259	\$1,171	\$982

Per-pupil spending by operational area

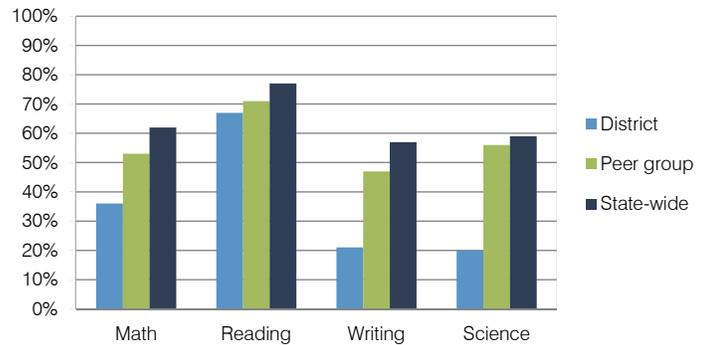
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$18,217	\$15,193	\$15,082	\$7,475	\$10,652
Classroom dollars	8,841	6,922	7,880	4,053	6,526
Nonclassroom dollars:	9,376	8,271	7,202	3,422	4,126
Administration	2,953	2,732	2,472	736	1,139
Plant operations	2,927	2,603	2,126	928	1,012
Food service	1,592	1,473	756	382	405
Transportation	208	344	970	362	443
Student support	1,167	963	541	578	592
Instruction support	529	156	337	436	535

ADE-reported district and school letter grades

District grade: **D**

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

Percentage of students who met state standards (AIMS)



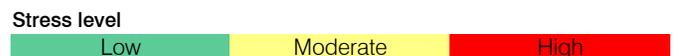
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	97%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	35%	39%	25%
Students per teacher	10.6	14.4	18.1
Average teacher salary	\$47,144	\$40,820	\$45,193
Amount from Proposition 301	\$953	\$2,313	\$3,195
Average years of teacher experience	11.3	11.7	11.0
Percentage of teachers in first 3 years	13%	12%	16%

Financial stress assessment

Overall financial stress level: **Low**

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



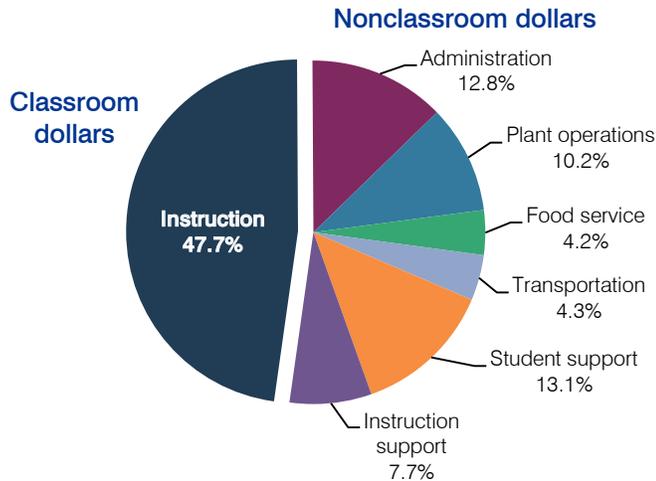
Whiteriver Unified School District

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

District size / location: Medium-Large, Town
 Students attending: 2,012
 Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 24 percent. Spending in the classroom decreased from 67.2 to 47.7 percent. Overall, spending on administration, student support, and instruction support increased substantially, while spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,492	\$748	\$736
	Students per administrator	NR	66	66
Plant operations	Cost per square foot	\$3.81	\$5.53	\$6.09
	Square footage per student	311	173	152
Food service	Cost per meal equivalent	\$2.13	\$2.56	\$2.47
Transportation	Cost per mile	\$2.96	\$3.29	\$3.50
	Cost per rider	\$601	\$644	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$11,340	\$11,672	\$7,007	\$7,475	\$10,652
Classroom dollars	5,474	5,568	3,682	4,053	6,526
Nonclassroom dollars:	5,866	6,104	3,325	3,422	4,126
Administration	1,445	1,492	748	736	1,139
Plant operations	1,231	1,186	933	928	1,012
Food service	475	490	354	382	405
Transportation	515	501	369	362	443
Student support	1,349	1,534	540	578	592
Instruction support	851	901	381	436	535

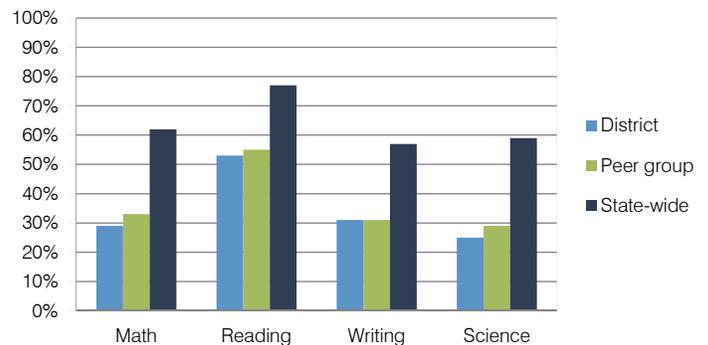
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	92%	94%
Graduation rate (2011)	47%	69%	78%
Poverty rate (2011)	53%	49%	25%
Students per teacher	15.1	14.8	18.1
Average teacher salary	\$53,942	\$42,031	\$45,193
Amount from Proposition 301	\$5,851	\$3,203	\$3,195
Average years of teacher experience	11.5	11.5	11.0
Percentage of teachers in first 3 years	12%	19%	16%

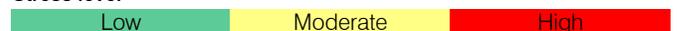
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012

Measure	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Stress level



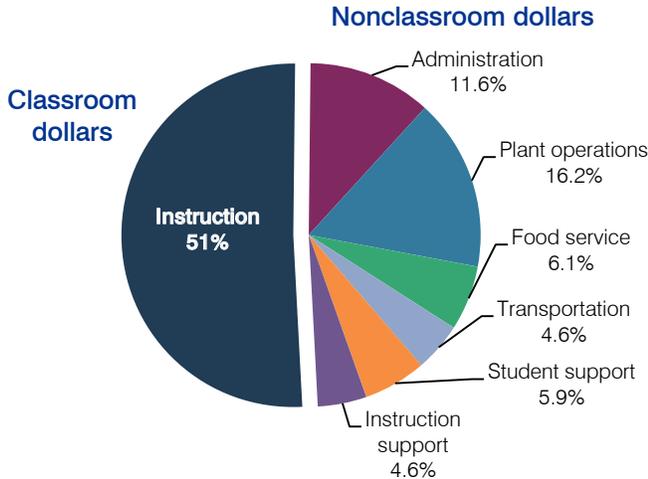
Wickenburg Unified School District

Maricopa County
 Efficiency peer groups 5 and T-11, Achievement peer group 5
 Legislative district(s): 1, 13 and 22

District size / location: Medium, Rural
 Students attending: 1,466
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 4 percent. Spending in the classroom varied year to year, decreasing overall from 57.2 to 51 percent. Spending on food service and student support increased, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$853	\$1,074	\$736
	Students per administrator	56	56	66
Plant operations	Cost per square foot	\$4.11	\$4.82	\$6.09
	Square footage per student	292	250	152
Food service	Cost per meal equivalent	\$3.37	\$2.97	\$2.47
Transportation	Cost per mile	\$1.98	\$2.21	\$3.50
	Cost per rider	\$871	\$978	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,560	\$7,391	\$8,416	\$7,475	\$10,652
Classroom dollars	3,904	3,772	4,202	4,053	6,526
Nonclassroom dollars:	3,656	3,619	4,214	3,422	4,126
Administration	913	853	1,074	736	1,139
Plant operations	1,230	1,199	1,179	928	1,012
Food service	452	453	412	382	405
Transportation	326	341	536	362	443
Student support	386	434	619	578	592
Instruction support	349	339	394	436	535

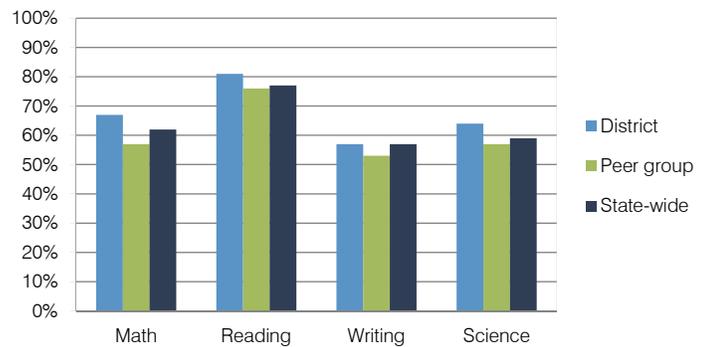
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)



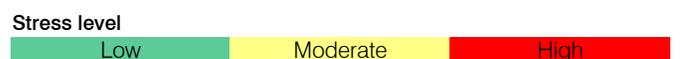
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2011)	79%	82%	78%
Poverty rate (2011)	19%	24%	25%
Students per teacher	16.1	17.0	18.1
Average teacher salary	\$38,589	\$40,636	\$45,193
Amount from Proposition 301	\$3,402	\$3,192	\$3,195
Average years of teacher experience	13.5	11.8	11.0
Percentage of teachers in first 3 years	9%	15%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

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



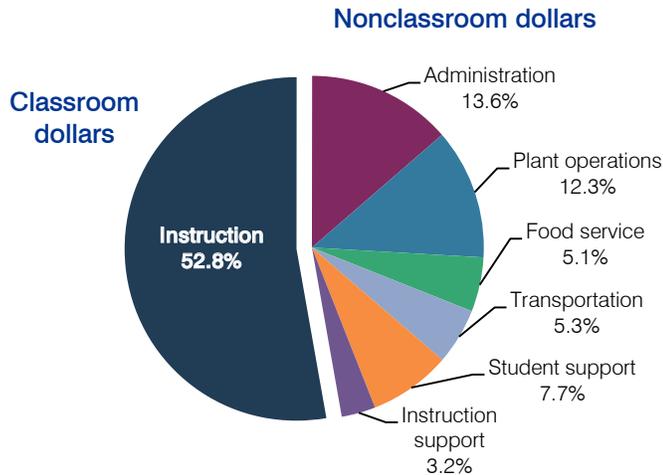
Willcox Unified School District

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

District size / location: Medium, Town
 Students attending: 1,169
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 6 percent. Spending in the classroom decreased from 60.2 to 52.8 percent. Overall, spending on administration and student support increased substantially, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,111	\$1,074	\$736
	Students per administrator	49	56	66
Plant operations	Cost per square foot	\$4.93	\$4.82	\$6.09
	Square footage per student	202	250	152
Food service	Cost per meal equivalent	\$3.70	\$2.97	\$2.47
Transportation	Cost per mile	\$2.91	\$2.02	\$3.50
	Cost per rider	\$1,603	\$1,181	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,953	\$8,150	\$8,416	\$7,475	\$10,652
Classroom dollars	4,259	4,306	4,202	4,053	6,526
Nonclassroom dollars:	3,694	3,844	4,214	3,422	4,126
Administration	1,044	1,111	1,074	736	1,139
Plant operations	909	999	1,179	928	1,012
Food service	383	413	412	382	405
Transportation	391	436	536	362	443
Student support	657	625	619	578	592
Instruction support	310	260	394	436	535

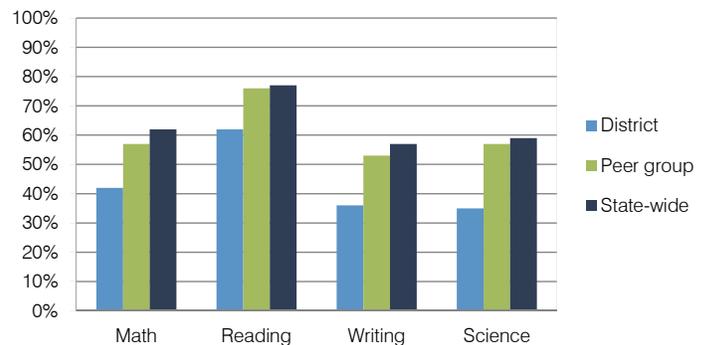
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



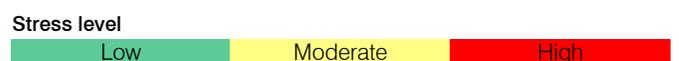
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	71%	82%	78%
Poverty rate (2011)	23%	24%	25%
Students per teacher	15.8	17.0	18.1
Average teacher salary	\$39,344	\$40,636	\$45,193
Amount from Proposition 301	\$2,827	\$3,192	\$3,195
Average years of teacher experience	13.4	11.8	11.0
Percentage of teachers in first 3 years	19%	15%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.3%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant



Williams Unified School District

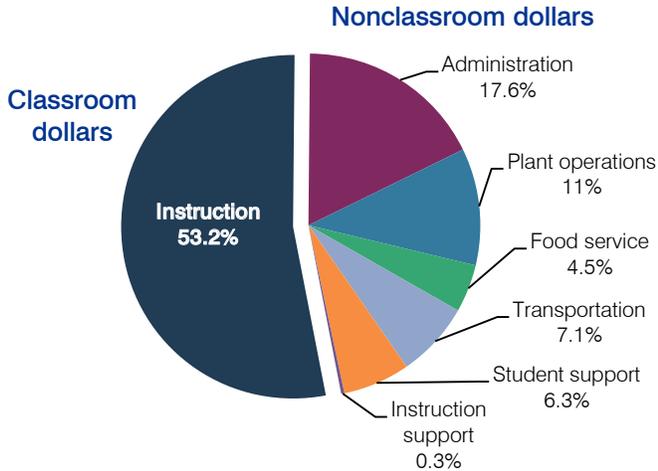
Coconino County
 Efficiency peer groups 6 and T-12, Achievement peer group 5
 Legislative district(s): 6

District size / location: Small, Rural
 Students attending: 598
 Number of schools: 2

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil increased by 4 percent. Spending in the classroom varied year to year, decreasing overall from 56.5 to 53.2 percent. Spending on administration, food service, and transportation increased and spending on plant operations decreased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,604	\$1,487	\$736
	Students per administrator	46	43	66
Plant operations	Cost per square foot	\$4.20	\$5.04	\$6.09
	Square footage per student	239	299	152
Food service	Cost per meal equivalent	\$3.17	\$3.19	\$2.47
Transportation	Cost per mile	\$1.88	\$2.02	\$3.50
	Cost per rider	\$1,089	\$1,181	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

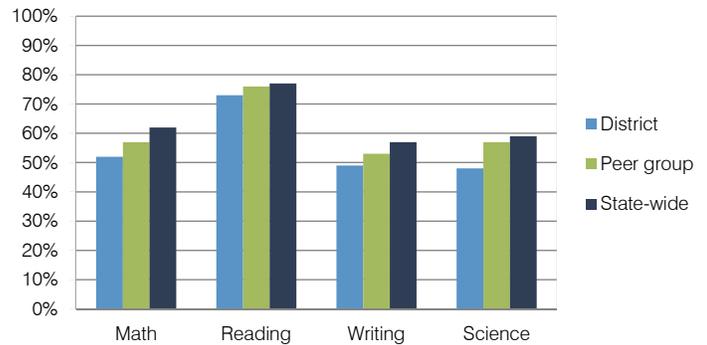
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$9,902	\$9,102	\$9,872	\$7,475	\$10,652
Classroom dollars	5,359	4,841	4,866	4,053	6,526
Nonclassroom dollars:	4,543	4,261	5,006	3,422	4,126
Administration	1,502	1,604	1,487	736	1,139
Plant operations	1,092	1,004	1,438	928	1,012
Food service	413	413	454	382	405
Transportation	587	641	510	362	443
Student support	913	569	636	578	592
Instruction support	36	30	481	436	535

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



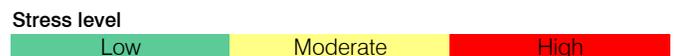
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	94%
Graduation rate (2011)	83%	82%	78%
Poverty rate (2011)	26%	24%	25%
Students per teacher	14.2	17.0	18.1
Average teacher salary	\$41,530	\$40,636	\$45,193
Amount from Proposition 301	\$4,495	\$3,192	\$3,195
Average years of teacher experience	14.7	11.8	11.0
Percentage of teachers in first 3 years	8%	15%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



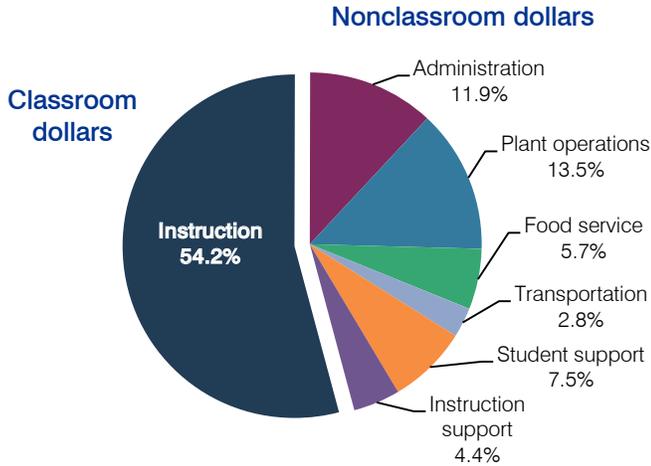
Wilson Elementary School District

Maricopa County
 Efficiency peer groups 8 and T-3, Achievement peer group 16
 Legislative district(s): 27

District size / location: Medium, City
 Students attending: 1,145
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 3 percent. Spending in the classroom varied year to year, decreasing overall from 55.6 to 54.2 percent. Spending on student support increased, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,149	\$796	\$736
	Students per administrator	47	75	66
Plant operations	Cost per square foot	\$8.19	\$6.25	\$6.09
	Square footage per student	159	131	152
Food service	Cost per meal equivalent	\$2.21	\$2.45	\$2.47
Transportation	Cost per mile	\$4.30	\$3.80	\$3.50
	Cost per rider	\$1,022	\$940	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$10,519	\$9,646	\$6,968	\$7,475	\$10,652
Classroom dollars	5,407	5,227	3,582	4,053	6,526
Nonclassroom dollars:	5,112	4,419	3,386	3,422	4,126
Administration	1,242	1,149	796	736	1,139
Plant operations	1,496	1,302	811	928	1,012
Food service	565	555	523	382	405
Transportation	225	270	271	362	443
Student support	871	723	522	578	592
Instruction support	713	420	463	436	535

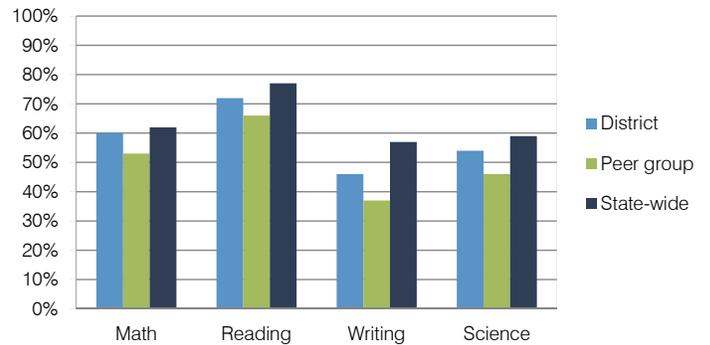
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	39%	49%	25%
Students per teacher	16.4	18.3	18.1
Average teacher salary	\$49,874	\$45,716	\$45,193
Amount from Proposition 301	\$1,881	\$2,541	\$3,195
Average years of teacher experience	11.3	9.3	11.0
Percentage of teachers in first 3 years	11%	23%	16%

Financial stress assessment

Overall financial stress level: **Low**

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



Window Rock Unified School District

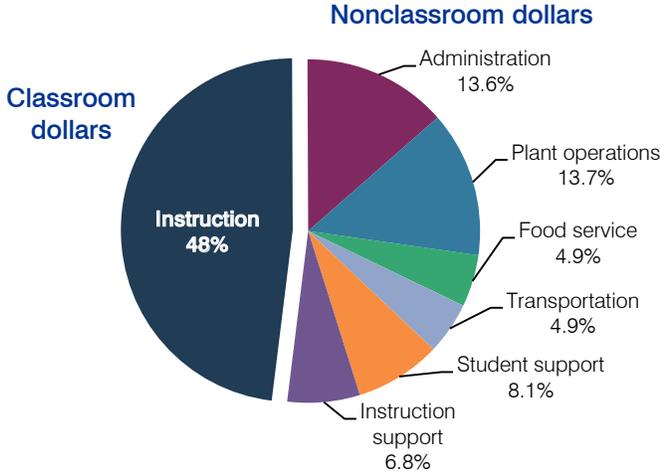
Apache County
 Efficiency peer groups 4 and T-7, Achievement peer group 7
 Legislative district(s): 7

District size / location: Medium-Large, Town
 Students attending: 2,432
 Number of schools: 6

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil increased by 12 percent. Spending in the classroom decreased from 52.4 to 48 percent. Overall, spending on administration, food service, and student support increased, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,587	\$748	\$736
	Students per administrator	46	66	66
Plant operations	Cost per square foot	\$6.64	\$5.53	\$6.09
	Square footage per student	241	173	152
Food service	Cost per meal equivalent	\$2.88	\$2.56	\$2.47
Transportation	Cost per mile	\$3.64	\$3.29	\$3.50
	Cost per rider	\$786	\$644	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

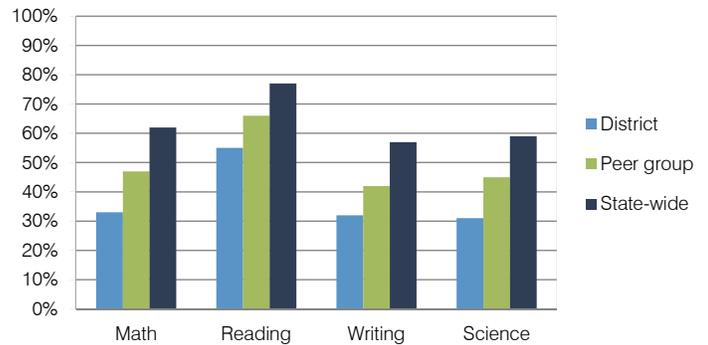
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$11,142	\$11,650	\$7,007	\$7,475	\$10,652
Classroom dollars	5,278	5,590	3,682	4,053	6,526
Nonclassroom dollars:	5,864	6,060	3,325	3,422	4,126
Administration	1,281	1,587	748	736	1,139
Plant operations	1,699	1,600	933	928	1,012
Food service	430	572	354	382	405
Transportation	475	565	369	362	443
Student support	1,067	947	540	578	592
Instruction support	912	789	381	436	535

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	1	17%
D	5	83%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



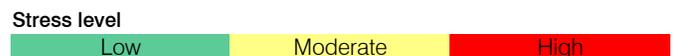
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	94%
Graduation rate (2011)	65%	76%	78%
Poverty rate (2011)	43%	40%	25%
Students per teacher	13.7	15.6	18.1
Average teacher salary	\$44,653	\$42,644	\$45,193
Amount from Proposition 301	\$2,816	\$3,127	\$3,195
Average years of teacher experience	12.0	13.0	11.0
Percentage of teachers in first 3 years	11%	13%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

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



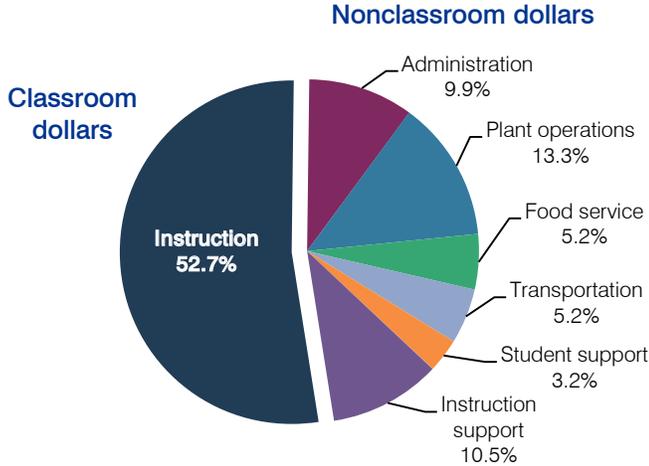
Winslow Unified School District

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

District size / location: Medium-Large, Town
 Students attending: 2,131
 Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 8 percent. Spending in the classroom decreased overall from 54.3 to 52.7 percent. Spending on transportation and food service increased, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$775	\$748	\$736
	Students per administrator	55	66	66
Plant operations	Cost per square foot	\$5.47	\$5.53	\$6.09
	Square footage per student	190	173	152
Food service	Cost per meal equivalent	\$2.58	\$2.56	\$2.47
Transportation	Cost per mile	\$2.54	\$3.29	\$3.50
	Cost per rider	\$513	\$644	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$7,611	\$7,821	\$7,007	\$7,475	\$10,652
Classroom dollars	3,995	4,122	3,682	4,053	6,526
Nonclassroom dollars:	3,616	3,699	3,325	3,422	4,126
Administration	712	775	748	736	1,139
Plant operations	1,114	1,042	933	928	1,012
Food service	359	409	354	382	405
Transportation	349	404	369	362	443
Student support	265	252	540	578	592
Instruction support	817	817	381	436	535

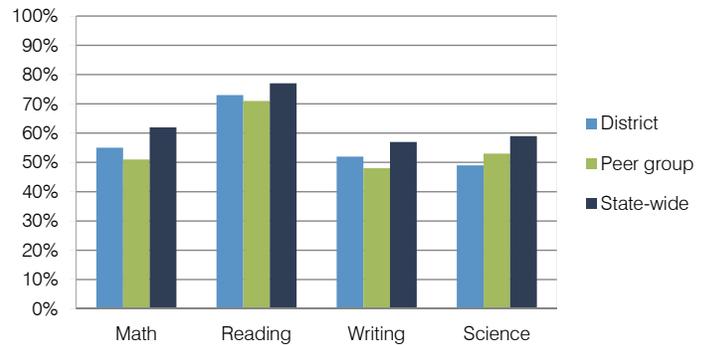
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	94%
Graduation rate (2011)	77%	80%	78%
Poverty rate (2011)	33%	31%	25%
Students per teacher	17.3	15.2	18.1
Average teacher salary	\$39,577	\$40,242	\$45,193
Amount from Proposition 301	\$1,923	\$3,191	\$3,195
Average years of teacher experience	13.5	12.0	11.0
Percentage of teachers in first 3 years	19%	16%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Stress level: **Low** Moderate High

Yarnell Elementary School District

Yavapai County

Efficiency peer groups 11 and T-13, Achievement peer group 19

Legislative district(s): 1

District size / location:

Very small, Rural

Students attending:

60

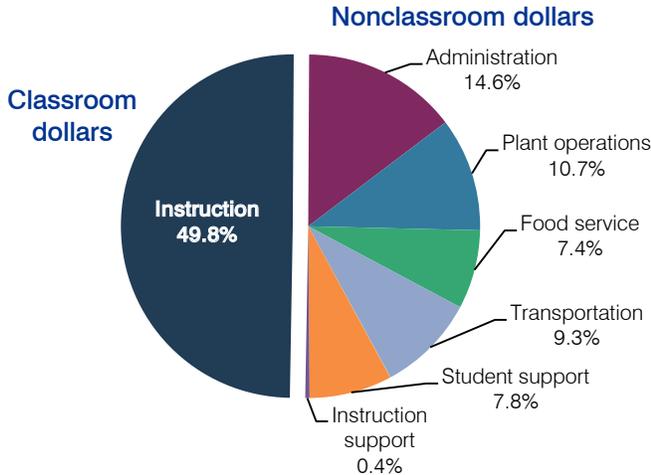
Number of schools:

1

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



ADE-reported district and school letter grades

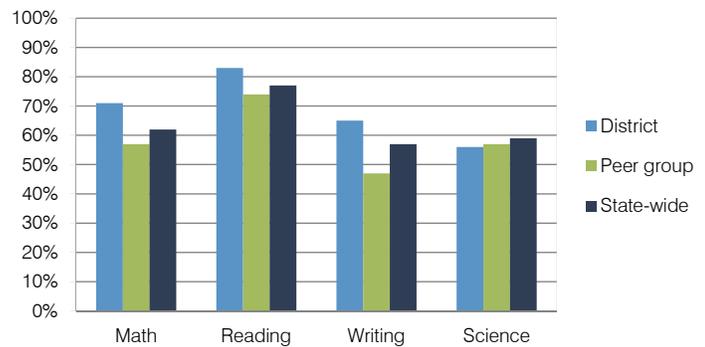
District grade: **B**

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

5-year spending trend

Total spending per pupil increased by 3 percent. Spending in the classroom varied year to year, decreasing overall from 51.6 to 49.8 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration and food service decreased, and spending on transportation and student support increased.

Percentage of students who met state standards (AIMS)



Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,022	\$2,472	\$736
	Students per administrator	34	30	66
Plant operations	Cost per square foot	\$5.20	\$6.93	\$6.09
	Square footage per student	286	320	152
Food service	Cost per meal equivalent	\$4.52	\$4.88	\$2.47
Transportation	Cost per mile	\$1.72	\$1.53	\$3.50
	Cost per rider	\$1,514	\$1,171	\$982

Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	25%	23%	25%
Students per teacher	10.0	15.3	18.1
Average teacher salary	\$35,593	\$43,358	\$45,193
Amount from Proposition 301	\$1,455	\$2,716	\$3,195
Average years of teacher experience	13.4	12.2	11.0
Percentage of teachers in first 3 years	0%	11%	16%

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$15,387	\$13,850	\$15,082	\$7,475	\$10,652
Classroom dollars	8,182	6,899	7,880	4,053	6,526
Nonclassroom dollars:	7,205	6,951	7,202	3,422	4,126
Administration	2,615	2,022	2,472	736	1,139
Plant operations	1,342	1,485	2,126	928	1,012
Food service	1,075	1,027	756	382	405
Transportation	1,474	1,272	970	362	443
Student support	588	1,087	541	578	592
Instruction support	111	58	337	436	535

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant



Young Elementary School District

Gila County

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

Legislative district(s): 6

District size / location:

Very small, Rural

Students attending:

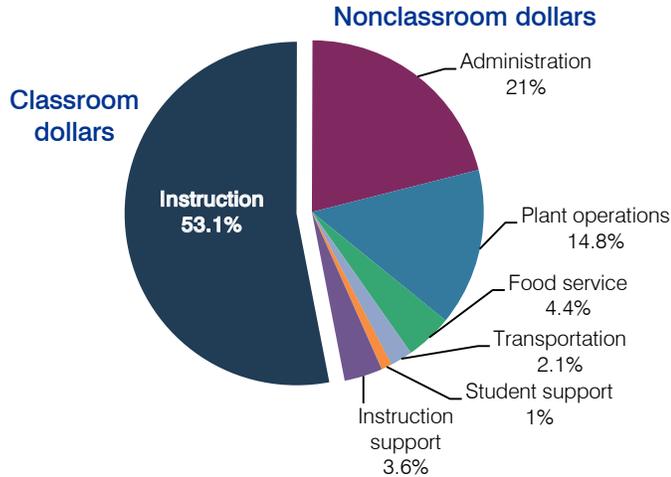
57

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil increased by 24 percent. Spending in the classroom varied year to year, ranging from a high of 56.5 to a low of 51.2 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration decreased and spending on plant operations increased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$5,453	\$2,472	\$736
	Students per administrator	18	30	66
Plant operations	Cost per square foot	\$5.88	\$6.93	\$6.09
	Square footage per student	654	320	152
Food service	Cost per meal equivalent	\$5.41	\$4.88	\$2.47
Transportation	Cost per mile	\$3.22	\$1.53	\$3.50
	Cost per rider	\$606	\$1,171	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$26,156	\$25,928	\$15,082	\$7,475	\$10,652
Classroom dollars	14,150	13,775	7,880	4,053	6,526
Nonclassroom dollars:	12,006	12,153	7,202	3,422	4,126
Administration	5,393	5,453	2,472	736	1,139
Plant operations	4,011	3,847	2,126	928	1,012
Food service	1,082	1,117	756	382	405
Transportation	473	532	970	362	443
Student support	411	271	541	578	592
Instruction support	636	933	337	436	535

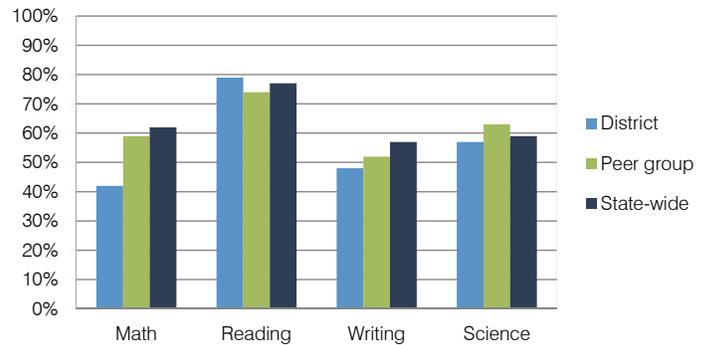
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	30%	29%	25%
Students per teacher	5.9	12.6	18.1
Average teacher salary	\$50,822	\$45,750	\$45,193
Amount from Proposition 301	\$1,877	\$2,292	\$3,195
Average years of teacher experience	17.0	13.0	11.0
Percentage of teachers in first 3 years	10%	13%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	1.6%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant



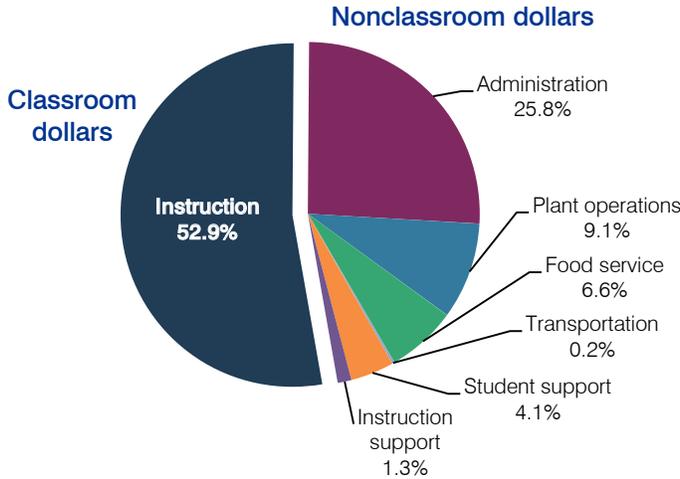
Yucca Elementary School District

Mohave County
 Efficiency peer group 11, Achievement peer group 20
 Legislative district(s): 5

District size / location: Very small, Rural
 Students attending: 24
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Student enrollment decreased by 31 percent, which contributed to the 56 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 68.2 to 52.9 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,847	\$2,472	\$736
	Students per administrator	12	30	66
Plant operations	Cost per square foot	\$4.19	\$6.93	\$6.09
	Square footage per student	323	320	152
Food service	Cost per meal equivalent	\$5.61	\$4.88	\$2.47
Transportation	Cost per mile	N/A	N/A	\$3.50
	Cost per rider	N/A	N/A	\$982

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$20,120	\$14,878	\$15,082	\$7,475	\$10,652
Classroom dollars	10,084	7,871	7,880	4,053	6,526
Nonclassroom dollars:	10,036	7,007	7,202	3,422	4,126
Administration	6,941	3,847	2,472	736	1,139
Plant operations	1,639	1,351	2,126	928	1,012
Food service	892	981	756	382	405
Transportation	9	19	970	362	443
Student support	312	608	541	578	592
Instruction support	243	201	337	436	535

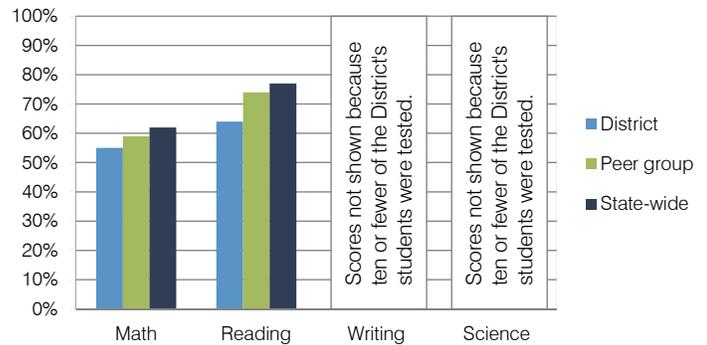
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	97%	94%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	31%	29%	25%
Students per teacher	11.8	12.6	18.1
Average teacher salary	N/A	\$45,750	\$45,193
Amount from Proposition 301	N/A	\$2,292	\$3,195
Average years of teacher experience	N/A	13.0	11.0
Percentage of teachers in first 3 years	N/A	13%	16%

Financial stress assessment

Overall financial stress level: **Low**

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

Stress level: **Low** **Moderate** **High**

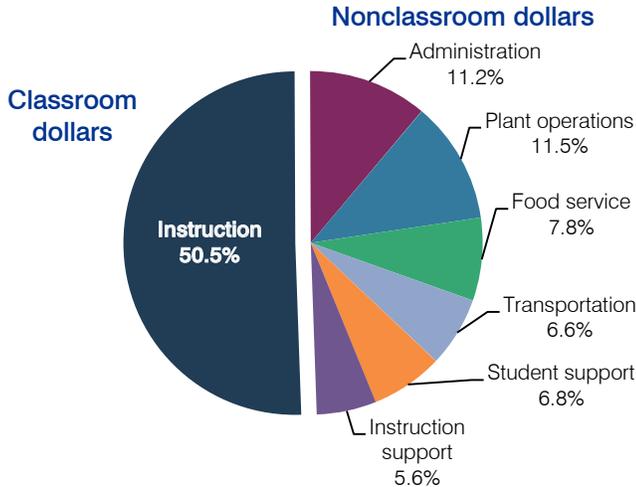
Yuma Elementary School District

Yuma County
 Efficiency peer groups 7 and T-5, Achievement peer group 14
 Legislative district(s): 4 and 13

District size / location: Large, City
 Students attending: 8,764
 Number of schools: 18

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 5 percent. Spending in the classroom varied year to year, decreasing overall from 51.9 to 50.5 percent. Spending on administration, food service, and transportation increased, and spending on student support and instruction support decreased. Spending on plant operations varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$754	\$695	\$736
	Students per administrator	64	67	66
Plant operations	Cost per square foot	\$6.21	\$6.05	\$6.09
	Square footage per student	125	131	152
Food service	Cost per meal equivalent	\$2.35	\$2.41	\$2.47
Transportation	Cost per mile	\$3.44	\$3.54	\$3.50
	Cost per rider	\$1,372	\$1,372	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,482	\$6,736	\$7,254	\$7,475	\$10,652
Classroom dollars	3,249	3,402	3,944	4,053	6,526
Nonclassroom dollars:	3,233	3,334	3,310	3,422	4,126
Administration	638	754	695	736	1,139
Plant operations	850	778	794	928	1,012
Food service	489	529	489	382	405
Transportation	385	437	299	362	443
Student support	398	456	526	578	592
Instruction support	473	380	507	436	535

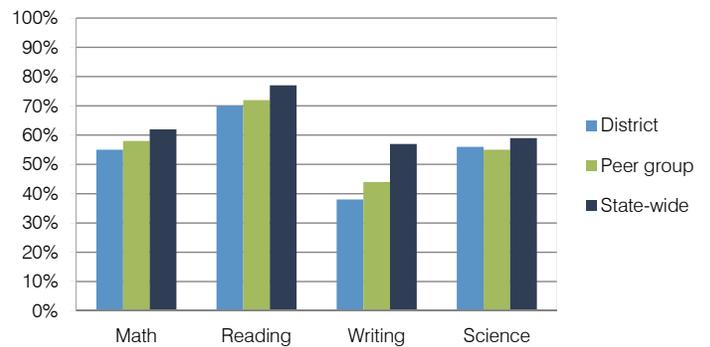
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	1	6%
B	7	39%
C	8	44%
D	2	11%
F	0	0%
Not rated	0	0%

Percentage of students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	N/A	N/A	N/A
Poverty rate (2011)	26%	25%	25%
Students per teacher	20.0	19.8	18.1
Average teacher salary	\$40,828	\$40,307	\$45,193
Amount from Proposition 301	\$3,649	\$2,532	\$3,195
Average years of teacher experience	9.9	7.3	11.0
Percentage of teachers in first 3 years	14%	27%	16%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2010 through 2012	Assessment
Number of students attending	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level: **Low** Moderate High

Yuma Union High School District

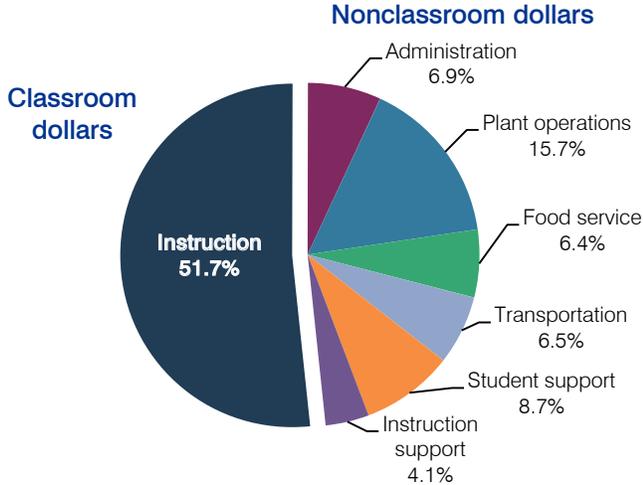
Yuma County
 Efficiency peer groups 2 and T-5, Achievement peer group 10
 Legislative district(s): 4 and 13

District size / location: Large, City
 Students attending: 10,856
 Number of schools: 6

OPERATIONAL EFFICIENCY

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 2 percent. Spending in the classroom decreased overall from 56.5 to 51.7 percent. Spending on plant operations increased substantially, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$442	\$636	\$736
	Students per administrator	54	68	66
Plant operations	Cost per square foot	\$7.64	\$6.49	\$6.09
	Square footage per student	131	144	152
Food service	Cost per meal equivalent	\$1.31	\$2.34	\$2.47
Transportation	Cost per mile	\$3.98	\$3.54	\$3.50
	Cost per rider	\$1,445	\$1,372	\$982

Very low Low Comparable High Very high

Per-pupil spending by operational area

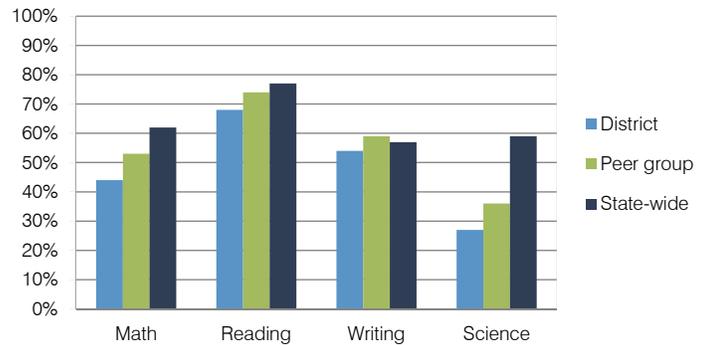
	District		Peer average	State average	National average
	2011	2012	2012	2012	2010
Total	\$6,058	\$6,412	\$6,835	\$7,475	\$10,652
Classroom dollars	3,145	3,316	3,705	4,053	6,526
Nonclassroom dollars:	2,913	3,096	3,130	3,422	4,126
Administration	473	442	636	736	1,139
Plant operations	842	1,004	929	928	1,012
Food service	379	410	316	382	405
Transportation	411	413	352	362	443
Student support	547	560	510	578	592
Instruction support	261	267	387	436	535

ADE-reported district and school letter grades

District grade: **C**

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

Percentage of students who met state standards (AIMS)



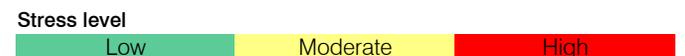
Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	94%
Graduation rate (2011)	81%	82%	78%
Poverty rate (2011)	32%	32%	25%
Students per teacher	23.6	20.9	18.1
Average teacher salary	\$44,687	\$49,006	\$45,193
Amount from Proposition 301	\$5,143	\$3,442	\$3,195
Average years of teacher experience	10.3	11.1	11.0
Percentage of teachers in first 3 years	24%	15%	16%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2010 through 2012	Assessment
Number of students attending	Concentrated decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.6%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant



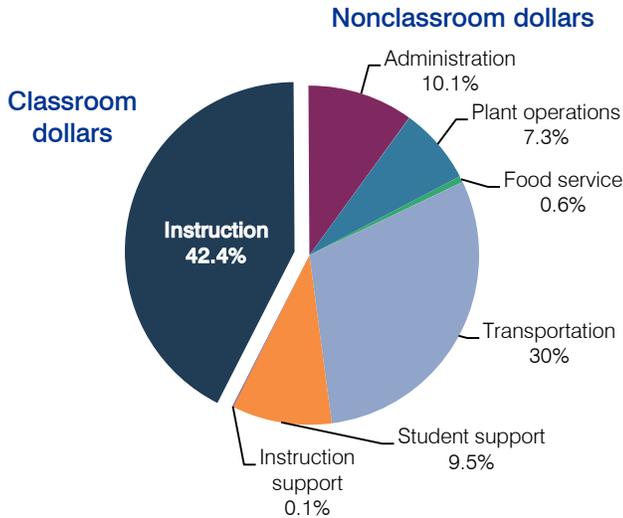
Coconino County Regional ASD

Coconino County
Students attending: 145

Ft. Huachuca ASD

Cochise County
Students attending: 918

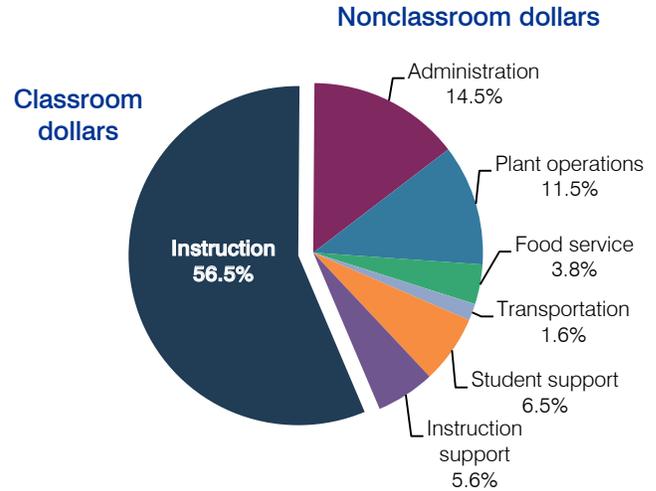
Spending by operational area



5-year spending trend

Total spending per pupil increased by 61 percent. Spending in the classroom varied year to year, increasing overall from 39.1 to 42.4 percent. Spending on administration decreased substantially, and spending on transportation increased substantially. Spending on other nonclassroom areas varied year to year.

Spending by operational area



5-year spending trend

Total spending per pupil decreased by 40 percent. Spending in the classroom decreased overall from 60.9 to 56.5 percent. Spending on instruction support increased substantially and spending on transportation decreased. Spending on other nonclassroom areas varied year to year.

Per-pupil spending by operational area

	District		State average	National average
	2011	2012	2012	2010
Total	\$14,049	\$14,846	\$7,475	\$10,652
Classroom dollars	4,918	6,291	4,053	6,526
Nonclassroom dollars:	9,131	8,555	3,422	4,126
Administration	1,482	1,500	736	1,139
Plant operations	789	1,091	928	1,012
Food service	1,316	93	382	405
Transportation	4,119	4,449	362	443
Student support	1,390	1,408	578	592
Instruction support	35	14	436	535

Per-pupil spending by operational area

	District		State average	National average
	2011	2012	2012	2010
Total	\$9,268	\$10,761	\$7,475	\$10,652
Classroom dollars	5,385	6,078	4,053	6,526
Nonclassroom dollars:	3,883	4,683	3,422	4,126
Administration	1,343	1,557	736	1,139
Plant operations	1,011	1,241	928	1,012
Food service	353	410	382	405
Transportation	145	167	362	443
Student support	614	703	578	592
Instruction support	417	605	436	535

Student and teacher measures

Measure	District	State average
Attendance rate	83%	94%
Graduation rate (2011)	39%	78%
Poverty rate (2011)	N/A	25%
Students per teacher	13.2	18.1
Average teacher salary	\$38,721	\$45,193
Amount from Proposition 301	\$1,901	\$3,195
Average years of teacher experience	9.2	11.0
Percentage of teachers in first 3 years	0%	16%

Student and teacher measures

Measure	District	State average
Attendance rate	96%	94%
Graduation rate (2011)	N/A	N/A
Poverty rate (2011)	25%	25%
Students per teacher	13.9	18.1
Average teacher salary	\$49,582	\$45,193
Amount from Proposition 301	\$2,363	\$3,195
Average years of teacher experience	14.5	11.0
Percentage of teachers in first 3 years	18%	16%

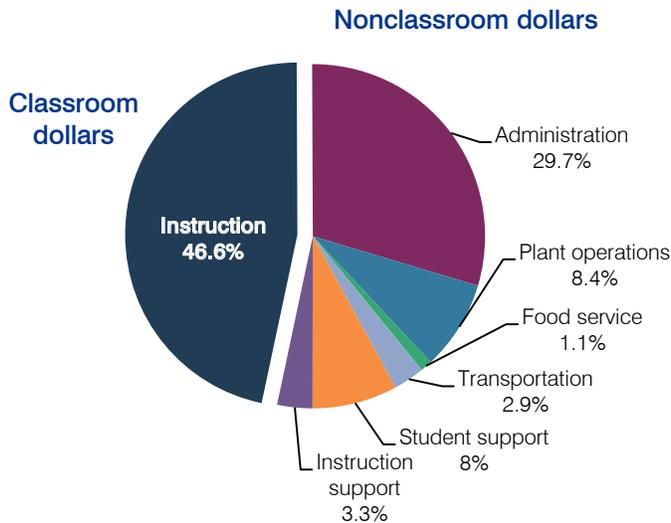
Gila County Regional School District

Gila County
Students attending: 109

Maricopa County Regional School District

Maricopa County
Students attending: 420

Spending by operational area



5-year spending trend

Student enrollment increased by 19 percent and total spending per pupil increased by 67 percent. Spending in the classroom varied year to year, decreasing overall from 55.2 to 46.6 percent. Spending on administration, plant operations, and student and instruction support increased substantially, while spending on other nonclassroom areas varied from year to year.

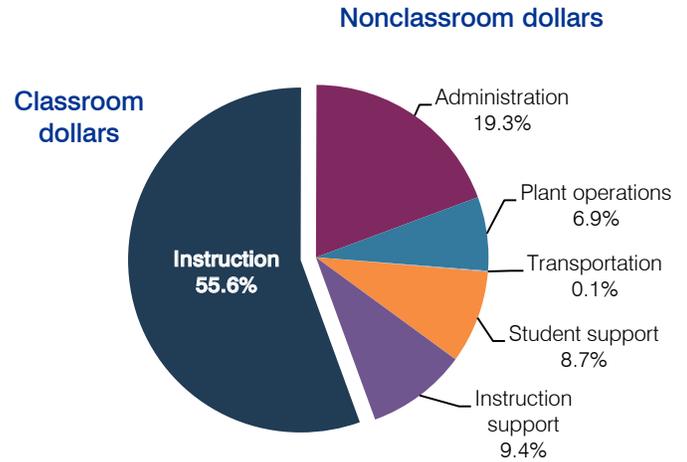
Per-pupil spending by operational area

	District		State average	National average
	2011	2012	2012	2010
Total	\$10,746	\$10,501	\$7,475	\$10,652
Classroom dollars	4,456	4,894	4,053	6,526
Nonclassroom dollars:	6,290	5,607	3,422	4,126
Administration	3,223	3,119	736	1,139
Plant operations	435	884	928	1,012
Food service	42	117	382	405
Transportation	311	305	362	443
Student support	1,106	838	578	592
Instruction support	1,173	344	436	535

Student and teacher measures

Measure	District	State average
Attendance rate	93%	94%
Graduation rate (2011)	38%	78%
Poverty rate (2011)	N/A	25%
Students per teacher	13.0	18.1
Average teacher salary	\$34,400	\$45,193
Amount from Proposition 301	\$1,518	\$3,195
Average years of teacher experience	13.5	11.0
Percentage of teachers in first 3 years	24%	16%

Spending by operational area



5-year spending trend

Total spending per pupil increased by 5 percent. Spending in the classroom varied year to year, increasing from 43.6 to 55.6 percent. Spending on administration, plant operations, transportation, and student support decreased substantially, and spending on instruction support increased substantially.

Per-pupil spending by operational area

	District		State average	National average
	2011	2012	2012	2010
Total	\$8,876	\$8,719	\$7,475	\$10,652
Classroom dollars	4,541	4,844	4,053	6,526
Nonclassroom dollars:	4,335	3,875	3,422	4,126
Administration	1,785	1,680	736	1,139
Plant operations	666	604	928	1,012
Food service	0	0	382	405
Transportation	18	13	362	443
Student support	1,269	757	578	592
Instruction support	597	821	436	535

Student and teacher measures

Measure	District	State average
Attendance rate	97%	94%
Graduation rate (2011)	3%	78%
Poverty rate (2011)	N/A	25%
Students per teacher	15.5	18.1
Average teacher salary	\$48,002	\$45,193
Amount from Proposition 301	\$3,197	\$3,195
Average years of teacher experience	10.0	11.0
Percentage of teachers in first 3 years	33%	16%

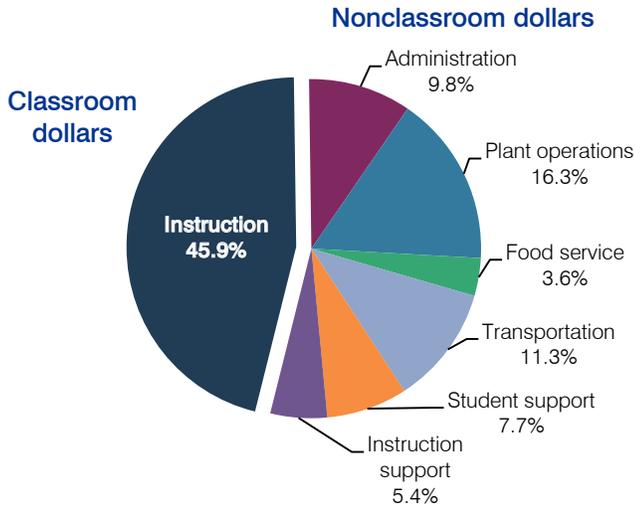
Mary C. O'Brien ASD

Pinal County
Students attending: 207

Navajo County ASD

Navajo County
Students attending: 12

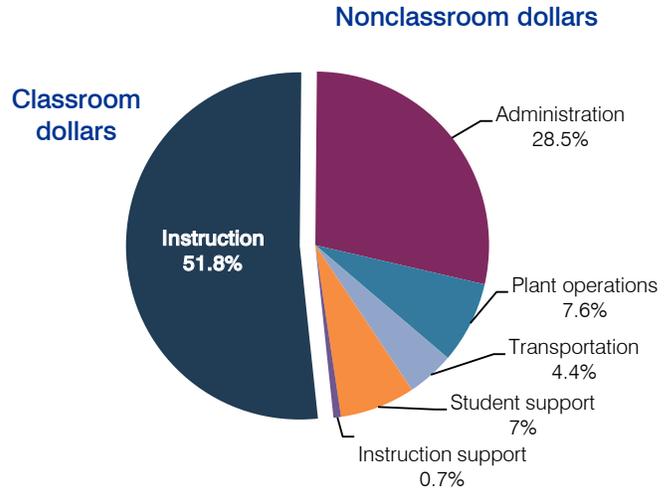
Spending by operational area



5-year spending trend

Total spending per pupil decreased by 3 percent. Spending in the classroom varied year to year, decreasing overall from 51.6 to 45.9 percent. Spending on plant operations and transportation increased substantially, spending on administration increased, and spending on instruction support decreased substantially. Spending on other nonclassroom areas varied year to year.

Spending by operational area



5-year spending trend

The District does not have a 5-year trend because fiscal year 2011 was the District's first year of operation.

Per-pupil spending by operational area

	District		State average	National average
	2011	2012	2012	2010
Total	\$20,704	\$21,541	\$7,475	\$10,652
Classroom dollars	8,988	9,880	4,053	6,526
Nonclassroom dollars:	11,716	11,661	3,422	4,126
Administration	2,196	2,120	736	1,139
Plant operations	3,260	3,505	928	1,012
Food service	727	772	382	405
Transportation	2,418	2,438	362	443
Student support	2,044	1,668	578	592
Instruction support	1,071	1,158	436	535

Per-pupil spending by operational area

	District		State average	National average
	2011	2012	2012	2010
Total	\$135,045	\$52,731	\$7,475	\$10,652
Classroom dollars	51,668	27,293	4,053	6,526
Nonclassroom dollars:	83,377	25,438	3,422	4,126
Administration	38,922	15,033	736	1,139
Plant operations	12,143	4,035	928	1,012
Food service	0	0	382	405
Transportation	6,702	2,307	362	443
Student support	24,941	3,689	578	592
Instruction support	669	374	436	535

Student and teacher measures

Measure	District	State average
Attendance rate	94%	94%
Graduation rate (2011)	33%	78%
Poverty rate (2011)	N/A	25%
Students per teacher	9.9	18.1
Average teacher salary	\$51,176	\$45,193
Amount from Proposition 301	\$3,178	\$3,195
Average years of teacher experience	13.7	11.0
Percentage of teachers in first 3 years	16%	16%

Student and teacher measures

Measure	District	State average
Attendance rate	89%	94%
Graduation rate (2011)	N/A	N/A
Poverty rate (2011)	N/A	25%
Students per teacher	12.5	18.1
Average teacher salary	N/A	\$45,193
Amount from Proposition 301	N/A	\$3,195
Average years of teacher experience	N/A	11.0
Percentage of teachers in first 3 years	N/A	16%

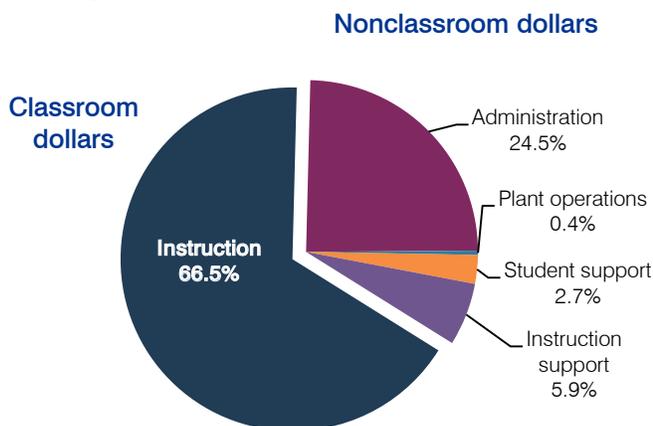
Pima ASD

Pima County
Students attending: 93

Santa Cruz County Regional School District

Santa Cruz County
Students attending: 41

Spending by operational area



5-year spending trend

Total spending per pupil increased by 26 percent. Spending in the classroom varied year to year, decreasing slightly overall from 66.9 to 66.5 percent. Spending on administration and instruction support increased, and spending on student support decreased substantially.

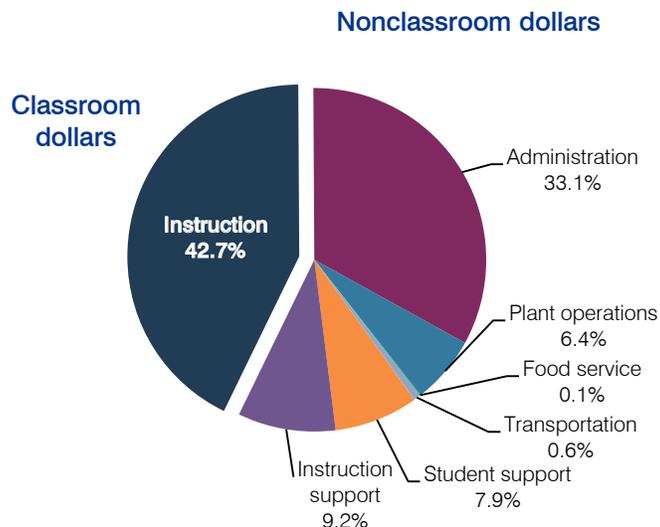
Per-pupil spending by operational area

	District		State average	National average
	2011	2012	2012	2010
Total	\$10,344	\$10,088	\$7,475	\$10,652
Classroom dollars	6,833	6,712	4,053	6,526
Nonclassroom dollars:	3,511	3,376	3,422	4,126
Administration	2,618	2,472	736	1,139
Plant operations	121	44	928	1,012
Food service	0	0	382	405
Transportation	0	0	362	443
Student support	359	267	578	592
Instruction support	413	593	436	535

Student and teacher measures

Measure	District	State average
Attendance rate	89%	94%
Graduation rate (2011)	N/A	N/A
Poverty rate (2011)	N/A	25%
Students per teacher	13.4	18.1
Average teacher salary	\$53,313	\$45,193
Amount from Proposition 301	\$4,604	\$3,195
Average years of teacher experience	19.2	11.0
Percentage of teachers in first 3 years	17%	16%

Spending by operational area



5-year spending trend

Student enrollment increased 27 percent, which contributed to the 63 percent decrease in total spending per pupil. Spending in the classroom varied year to year, increasing overall from 22.8 to 42.7 percent. Spending on administration and student support decreased substantially and spending on instruction support increased substantially.

Per-pupil spending by operational area

	District		State average	National average
	2011	2012	2012	2010
Total	\$30,755	\$21,049	\$7,475	\$10,652
Classroom dollars	10,596	8,993	4,053	6,526
Nonclassroom dollars:	20,159	12,056	3,422	4,126
Administration	6,157	6,969	736	1,139
Plant operations	1,268	1,336	928	1,012
Food service	17	14	382	405
Transportation	188	125	362	443
Student support	5,606	1,670	578	592
Instruction support	6,923	1,942	436	535

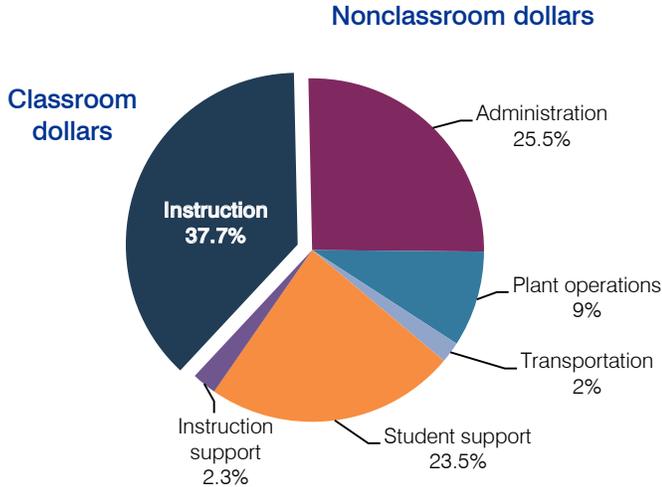
Student and teacher measures

Measure	District	State average
Attendance rate	91%	94%
Graduation rate (2011)	N/A	N/A
Poverty rate (2011)	N/A	25%
Students per teacher	20.5	18.1
Average teacher salary	N/A	\$45,193
Amount from Proposition 301	N/A	\$3,195
Average years of teacher experience	N/A	11.0
Percentage of teachers in first 3 years	N/A	16%

Yavapai ASD

Yavapai County
Students attending: 63

Spending by operational area



5-year spending trend

Total spending per pupil increased by 56 percent. Spending in the classroom varied year to year, decreasing overall from 49.6 to 37.7 percent. Spending on instruction support decreased substantially, and spending on plant operations and student support increased substantially. Spending on other nonclassroom areas remained fairly stable.

Per-pupil spending by operational area

	District		State average	National average
	2011	2012	2012	2010
Total	\$12,747	\$13,514	\$7,475	\$10,652
Classroom dollars	5,410	5,098	4,053	6,526
Nonclassroom dollars:	7,337	8,416	3,422	4,126
Administration	3,503	3,439	736	1,139
Plant operations	848	1,216	928	1,012
Food service	0	0	382	405
Transportation	197	272	362	443
Student support	2,354	3,175	578	592
Instruction support	435	314	436	535

Student and teacher measures

Measure	District	State average
Attendance rate	92%	94%
Graduation rate (2011)	42%	78%
Poverty rate (2011)	N/A	25%
Students per teacher	14.3	18.1
Average teacher salary	\$44,240	\$45,193
Amount from Proposition 301	\$2,552	\$3,195
Average years of teacher experience	23.2	11.0
Percentage of teachers in first 3 years	0%	16%

Appendix A

This appendix lists the 208 districts organized into efficiency, transportation, and student achievement peer groups. Table 8 (see pages a-1 through a-4) presents districts organized into efficiency peer groups based on district size, type, and location. Within each efficiency peer group, the districts are listed in order of their fiscal year 2012 classroom dollar percentages. Table 8 also presents the classroom dollar percentages of the State's nine accommodation school districts listed separately. Table 9 (see pages a-5 through a-10) presents districts organized into transportation peer groups based on miles per rider. Within each transportation peer group, the districts are listed in order of their overall cost measure that equally considers fiscal year 2012 cost per mile and cost per rider. Further, some districts are excluded from the peer average because extreme values in their costs would skew the average. Table 10 (see pages a-11 through a-16) presents districts organized into student achievement peer groups based on district type, poverty, and location. Within each student achievement peer group, the districts are listed in order of their district-wide passing rates on the Spring 2012 Arizona's Instrument to Measure Standards (AIMS).

**Table 8: Districts grouped by peer group and ranked by classroom dollar percentage
Fiscal year 2012**

Peer group		Classroom dollar percentage		Classroom dollar percentage	
Number	Description	District name	District name	District name	District name
1	Very large unified and union high school districts in cities and suburbs	Peer group average	56.9%		
		Chandler USD	60.9%	Mesa USD	57.3%
		Gilbert USD	60.1%	Paradise Valley USD	55.8%
		Deer Valley USD	58.9%	Dysart USD	54.9%
		Scottsdale USD	58.7%	Phoenix UHSD	54.5%
		Peoria USD	57.6%	Tucson USD	50.6%
2	Large unified and union high school districts in cities and suburbs	Peer group average	54.3%		
		Tolleson UHSD	56.4%	Marana USD	54.2%
		Glendale UHSD	56.2%	Tempe UHSD	53.8%
		Vail USD	55.8%	Florence USD	53.4%
		Higley USD	55.3%	Yuma UHSD	51.7%
		Amphitheater USD	54.9%	Sunnyside USD	50.4%
3	Medium-large and medium unified and union high school districts in cities and suburbs	Peer group average	53.5%		
		Tanque Verde USD	57.9%	Buckeye UHSD	53.3%
		Humboldt USD	56.0%	Cave Creek USD	53.2%
		Prescott USD	55.7%	Catalina Foothills USD	52.6%
		Apache Junction USD	54.6%	Agua Fria UHSD	51.9%
		Fountain Hills USD	54.3%	Flowing Wells USD	51.9%
		Queen Creek USD	53.6%	Casa Grande UHSD	47.2%

Table 8 (continued)

Peer group		Classroom dollar percentage		Classroom dollar percentage	
Number	Description	District name	District name	District name	District name
4	Medium-large unified and union high school districts in towns and rural areas	Peer group average	52.1%		
		Safford USD	61.2%	Colorado River UHSD	52.3%
		Snowflake USD	56.1%	Douglas USD	52.3%
		Payson USD	55.4%	Nogales USD	51.5%
		Blue Ridge USD	55.0%	J. O. Combs USD	50.9%
		Lake Havasu USD	53.9%	Chino Valley USD	49.6%
		Sahuarita USD	53.8%	Page USD	49.4%
		Santa Cruz Valley USD	53.5%	Chinle USD	49.0%
		Sierra Vista USD	53.2%	Window Rock USD	48.0%
		Show Low USD	52.8%	Whiteriver USD	47.7%
		Winslow USD	52.7%	Coolidge USD	47.6%
Kingman USD	52.6%	Maricopa USD	47.0%		
5	Medium unified and union high school districts in towns and rural areas	Peer group average	49.2%		
		Mingus UHSD	58.0%	St. Johns USD	49.0%
		Thatcher USD	57.7%	Bisbee USD	48.5%
		Pima USD	57.2%	Nadaburg USD	47.6%
		Morenci USD	57.0%	Tombstone USD	47.3%
		Mammoth-San Manuel USD	56.0%	Saddle Mountain USD	46.4%
		Holbrook USD	54.4%	Globe USD	46.3%
		Benson USD	54.1%	Tuba City USD	42.7%
		Camp Verde USD	53.5%	Sanders USD	42.1%
		Miami USD	53.5%	San Carlos USD	41.5%
		Sedona-Oak Creek Joint USD	53.4%	Ganado USD	41.3%
		Willcox USD	52.8%	Kayenta USD	41.3%
		Round Valley USD	52.6%	Baboquivari USD	40.1%
		Parker USD	52.3%	Red Mesa USD	39.9%
Wickenburg USD	51.0%	Pinon USD	38.9%		
6	Small unified and union high school districts in towns and rural areas	Peer group average	49.0%		
		St. David USD	54.9%	Heber-Overgaard USD	48.4%
		Littlefield USD	54.3%	Joseph City USD	47.8%
		Williams USD	53.2%	Antelope UHSD	47.7%
		Bagdad USD	52.9%	Ash Fork Joint USD	47.4%
		Superior USD	52.2%	Hayden-Winkelman USD	46.1%
		Ray USD	51.8%	Gila Bend USD	45.4%
		Fredonia-Moccasini USD	50.4%	Ft. Thomas USD	45.2%
		Ajo USD	50.3%	Mayer USD	44.5%
		Duncan USD	50.1%	Santa Cruz Valley UHSD	43.2%
		Grand Canyon USD	50.0%	Cedar USD	43.1%
		Colorado City USD	49.1%		
7	Very large and large elementary school districts in cities and suburbs	Peer group average	54.6%		
		Kyrene ESD	60.2%	Alhambra ESD	55.5%
		Litchfield ESD	58.2%	Pendergast ESD	54.2%
		Cartwright ESD	56.8%	Tempe ESD	52.7%
		Glendale ESD	55.8%	Yuma ESD	50.5%
		Washington ESD	55.7%	Roosevelt ESD	46.4%
8	Medium-large and medium elementary school districts in cities and suburbs	Peer group average	51.6%		
		Liberty ESD	59.3%	Laveen ESD	51.4%
		Wilson ESD	54.2%	Crane ESD	51.1%
		Littleton ESD	53.9%	Creighton ESD	50.3%
		Union ESD	53.8%	Tolleson ESD	50.2%
		Fowler ESD	53.3%	Casa Grande ESD	49.8%
		Madison ESD	53.1%	Balsz ESD	49.2%
		Avondale ESD	52.2%	Phoenix ESD	48.8%
		Buckeye ESD	52.0%	Osborn ESD	47.0%
		Isaac ESD	51.9%	Murphy ESD	46.9%

Table 8 (continued)

Peer group		Classroom dollar percentage		Classroom dollar percentage	
Number	Description	District name	District name	District name	District name
9	Medium-large and medium elementary school districts in towns and rural areas	Peer group average	49.4%		
		Bullhead City ESD	59.6%	Eloy ESD	47.0%
		Mohave Valley ESD	54.3%	Somerton ESD	46.6%
		Stanfield ESD	51.8%	Riverside ESD	46.0%
		Cottonwood-Oak Creek ESD	50.6%	Toltec ESD	44.9%
		Palominas ESD	50.3%	Altar Valley ESD	44.1%
		Gadsden ESD	48.2%		
10	Small elementary school districts in towns and rural areas	Peer group average	52.2%		
		Wellton ESD	60.3%	Santa Cruz ESD	51.5%
		Naco ESD	58.8%	Beaver Creek ESD	51.3%
		Clarkdale-Jerome ESD	57.5%	Arlington ESD	49.6%
		Continental ESD	55.4%	Sacaton ESD	46.5%
		Palo Verde ESD	52.2%	Oracle ESD	46.4%
		Red Rock ESD	51.7%	Quartzsite ESD	45.7%
11	Very small school districts in towns and rural areas	Peer group average	51.7%		
		Blue ESD	79.1%	Tonto Basin ESD	52.0%
		Valentine ESD	68.9%	Pine Strawberry ESD	51.9%
		Crown King ESD	64.4%	Seligman USD	51.8%
		Double Adobe ESD	61.5%	Apache ESD	51.7%
		Hillside ESD	59.7%	Maine Consolidated ESD	50.2%
		Patagonia ESD	59.1%	Sentinel ESD	50.2%
		Topock ESD	58.7%	San Fernando ESD	49.9%
		Aguila ESD	58.5%	Yarnell ESD	49.8%
		McNary ESD	58.5%	Congress ESD	49.6%
		Bonita ESD	58.1%	Clifton USD	48.8%
		Pearce ESD	58.0%	Canon ESD	47.1%
		Alpine ESD	57.9%	Bouse ESD	46.9%
		Sonoita ESD	57.9%	Paloma ESD	46.2%
		Kirkland ESD	57.8%	Valley UHSD	46.0%
		Elfrida ESD	56.6%	Vernon ESD	45.9%
		Owens-Whitney ESD	55.6%	McNeal ESD	45.6%
		Bowie USD	54.9%	Wenden ESD	45.6%
		Cochise ESD	54.6%	Peach Springs USD	43.9%
		Skull Valley ESD	54.3%	Bicentennial UHSD	42.4%
		Hyder ESD	54.1%	Mohawk Valley ESD	42.3%
		Pomerene ESD	53.9%	Ash Creek ESD	41.0%
		Young ESD	53.1%	Concho ESD	40.3%
		Yucca ESD	52.9%	Patagonia UHSD	39.2%
		Morristown ESD	52.7%	Hackberry ESD	38.5%
		Picacho ESD	52.3%	Salome Consolidated ESD	34.5%
		Solomon ESD	52.3%	Mobile ESD	30.3%
San Simon USD	52.2%				

Table 8 (concluded)

Peer group		Classroom dollar percentage		Classroom dollar percentage
Description	District name		District name	
Accommodation districts	Group average	49.5%		
	Pima ASD	66.5%	Mary C. O'Brien ASD	45.9%
	Ft. Huachuca ASD	56.5%	Santa Cruz County Regional SD	42.7%
	Maricopa County Regional SD	55.6%	Coconino County Regional ASD	42.4%
	Navajo County ASD	51.8%	Yavapai ASD	37.7%
	Gila County Regional SD	46.6%		

Source: Auditor General staff analysis of fiscal year 2012 district-reported accounting data, Arizona Department of Education student membership data, and U.S. Census Bureau location designations reported in the National Center for Education Statistics' Common Core of Data.

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**Table 9: Districts grouped by transportation peer group and ranked by cost per mile and cost per rider
Fiscal year 2012**

Peer group			Cost	Cost
Number	Description	District name	per mile	per rider
T-1	Districts in cities and suburbs traveling less than 141 miles per rider	Peer group average	\$5.69	\$569
		Sunnyside USD	2.94	269
		Fowler ESD	4.37	351
		Crane ESD	4.77	441
		Laveen ESD	5.56	506
		Murphy ESD	5.96	542
		Union ESD	6.64	603
		Littleton ESD	5.86	715
		Alhambra ESD	7.09	830
		Phoenix ESD	6.80	871
		Glendale ESD	8.02	865
T-2	Districts in cities and suburbs traveling between 141 and 230 miles per rider	Peer group average	4.84	844
		Catalina Foothills USD	3.00	613
		Avondale ESD	3.51	650
		Prescott USD	3.27	733
		Buckeye ESD	3.93	634
		Tempe ESD	4.60	720
		Tolleson ESD	4.48	751
		Balsz ESD	4.42	900
		Flowing Wells USD	5.39	799
		Osborn ESD	4.72	922
		Dysart USD	4.92	979
		Cartwright ESD	5.87	1,012
		Roosevelt ESD	5.71	1,108
		Madison ESD	6.66	959
		Creighton ESD	7.26	1,041
T-3	Districts in cities and suburbs traveling between 231 and 280 miles per rider	Peer group average	3.80	940
		Queen Creek USD	3.01	725
		Fountain Hills USD	3.17	758
		Litchfield ESD	3.41	795
		Kyrene ESD	3.40	881
		Tempe UHSD	3.59	860
		Apache Junction USD	3.54	932
		Gilbert USD	3.64	961
		Chandler USD	3.79	932
		Paradise Valley USD	3.81	974
		Pendergast ESD	3.97	955
		Wilson ESD	4.30	1,022
		Washington ESD	4.41	1,094
Isaac ESD	5.85	1,413		

Table 9 (continued)

Peer group			Cost	Cost
Number	Description	District name	per mile	per rider
T-4	Districts in cities and suburbs traveling between 281 and 336 miles per rider	Peer group average	\$3.62	\$1,088
		Humboldt USD	2.81	844
		Amphitheater USD	2.99	864
		Liberty ESD	3.00	956
		Marana USD	3.24	996
		Casa Grande ESD	3.50	995
		Tanque Verde USD	3.39	1,111
		Tolleson UHSD	3.98	1,136
		Agua Fria UHSD	3.90	1,183
		Deer Valley USD	4.00	1,169
		Higley USD	4.31	1,287
		Mesa USD	4.66	1,428
T-5	Districts in cities and suburbs traveling more than 336 miles per rider	Peer group average	3.54	1,372
		Flagstaff USD	2.05	900
		Buckeye UHSD	2.60	1,176
		Peoria USD	3.02	1,031
		Cave Creek USD	3.20	1,117
		Casa Grande UHSD	3.45	1,172
		Yuma ESD	3.44	1,372
		Yuma UHSD	3.98	1,445
		Scottsdale USD	4.31	1,621
		Tucson USD	4.30	2,454
		Glendale UHSD	5.63	2,043
Phoenix UHSD	N/A	954		
T-6	Districts in towns and rural areas traveling less than 141 miles per rider	Peer group average	3.84	416
		Nogales USD	2.69	171
		Gadsden ESD	3.65	247
		Safford USD	3.42	362
		Bullhead City ESD	3.82	332
		Clarkdale-Jerome ESD	3.67	366
		St. David USD	3.16	438
		Mohave Valley ESD	3.42	417
		Thatcher USD	3.39	473
		Riverside ESD	3.68	505
		Globe USD	4.59	409
		Superior USD	4.80	563
		Colorado City USD	4.68	586
		Eloy ESD	4.55	611
Toltec ESD	NR	396		

Table 9 (continued)

Peer group			Cost	Cost
Number	Description	District name	per mile	per rider
T-7	Districts in towns and rural areas traveling between 141 and 230 miles per rider	Peer group average	\$3.29	644
		Gila Bend USD	1.56	319
		Winslow USD	2.54	513
		Somerton ESD	3.01	499
		Whiteriver USD	2.96	601
		Cottonwood-Oak Creek ESD	3.14	662
		Quartzsite ESD	3.14	664
		Mingus UHSD	3.63	642
		Maricopa USD	3.52	672
		Chino Valley USD	3.27	741
		Window Rock USD	3.64	786
		Sedona-Oak Creek Joint USD	3.70	809
		Miami USD	3.71	819
		Snowflake USD	5.04	1,027
		Continental ESD	NR	356
T-8	Districts in towns and rural areas traveling between 231 and 280 miles per rider	Peer group average	2.87	726
		Red Rock ESD	0.52	132
		Mammoth-San Manuel USD	1.82	444
		Bagdad USD	1.87	506
		Beaver Creek ESD	2.48	605
		Littlefield USD	2.44	621
		Stanfield ESD	2.39	634
		Benson USD	2.96	781
		Santa Cruz Valley USD	3.12	770
		J. O. Combs USD	3.18	780
		Palo Verde ESD	3.30	871
		Sierra Vista USD	3.38	916
		Morenci USD	3.52	898
		San Carlos USD	3.96	990
		Naco ESD	7.52	1,806
Palominas ESD	NR	620		
T-9	Districts in towns and rural areas traveling between 281 and 336 miles per rider	Peer group average	2.47	704
		Wellton ESD	1.92	577
		Ajo USD	2.09	586
		Sahuarita USD	2.12	639
		Ft. Thomas USD	2.75	780
		Parker USD	2.80	800
		Blue Ridge USD	2.84	952
		Vail USD	3.04	918

Table 9 (continued)

Peer group			Cost	Cost
Number	Description	District name	per mile	per rider
T-10	Districts in towns and rural areas traveling between 337 and 420 miles per rider	Peer group average	\$2.26	\$935
		Joseph City USD	1.49	622
		Altar Valley ESD	1.91	680
		Hayden-Winkelman USD	1.93	774
		Tombstone USD	1.95	774
		Page USD	1.98	812
		Sanders USD	2.29	934
		Show Low USD	2.42	902
		Saddle Mountain USD	2.32	949
		Ash Fork Joint USD	2.60	1,015
		Tuba City USD	2.59	1,023
		Ganado USD	2.85	1,048
		Payson USD	3.15	1,186
		Baboquivari USD	3.25	1,295
		Sacaton ESD	3.72	1,359
Douglas USD	4.19	1,520		
T-11	Districts in towns and rural areas traveling between 421 and 510 miles per rider	Peer group average	2.21	978
		Pima USD	1.29	576
		Duncan USD	1.45	718
		Heber-Overgaard USD	1.49	719
		Camp Verde USD	1.76	867
		Wickenburg USD	1.98	871
		Kingman USD	2.10	945
		Arlington ESD	2.02	1,021
		Nadaburg USD	2.19	988
		Mayer USD	2.26	1,079
		Kayenta USD	2.50	1,257
		Colorado River UHSD	2.73	1,279
		Chinle USD	3.11	1,390
		Fredonia-Moccasin USD	3.21	1,414
		Lake Havasu USD	3.72	NR
T-12	Districts in towns and rural areas traveling more than 510 miles per rider	Peer group average	2.02	1,181
		Santa Cruz ESD	0.86	862
		Grand Canyon USD	1.18	710
		Holbrook USD	1.40	775
		Antelope UHSD	1.45	995
		Round Valley USD	1.77	980
		Williams USD	1.88	1,089
		Oracle ESD	1.95	1,191
		Ray USD	2.13	1,153
		Florence USD	2.19	1,153
		St. Johns USD	2.04	1,431
		Coolidge USD	2.41	1,271
		Red Mesa USD	2.36	1,498
		Cedar USD	2.06	1,683
		Santa Cruz Valley UHSD	2.58	1,449
Willcox USD	2.91	1,603		
Pinon USD	3.09	1,735		
Bisbee USD	3.53	1,867		

Table 9 (continued)

Peer group			Cost	Cost
Number	Description	District name	per mile	per rider
T-13	Very small districts in towns and rural areas	Peer group average	\$1.53	\$1,171
		Double Adobe ESD	0.48	222
		Cochise ESD	0.92	286
		Aguila ESD	0.81	585
		Congress ESD	0.94	629
		Owens-Whitney ESD	0.27	1,226
		Skull Valley ESD	1.23	527
		McNeal ESD	0.87	817
		Clifton USD	1.51	355
		Elfrida ESD	1.39	621
		Solomon ESD	1.72	370
		Paloma ESD	1.61	504
		McNary ESD	0.69	1,213
		Tonto Basin ESD	1.27	764
		San Simon USD	0.79	1,164
		Hillside ESD	1.29	781
		Mobile ESD	1.61	656
		Alpine ESD	0.76	1,337
		Morristown ESD	1.53	780
		Salome Consolidated ESD	1.55	763
		Sonoita ESD	1.04	1,162
		Vernon ESD	1.02	1,288
		Valentine ESD	1.88	667
		Topock ESD	1.81	717
		Ash Creek ESD	1.20	1,246
		Canon ESD	1.55	1,087
		Kirkland ESD	2.10	786
		Wenden ESD	1.52	1,259
		Hyder ESD	1.65	1,192
		Picacho ESD	2.54	531
		Bonita ESD	2.18	818
		Bowie USD	1.53	1,320
		Concho ESD	0.92	1,812
	Pearce ESD	2.09	968	
	Bouse ESD	2.43	856	
	Bicentennial UHSD	1.35	1,776	
	Yarnell ESD	1.72	1,514	
	Seligman USD	1.43	1,772	
	Mohawk Valley ESD	2.54	994	
	Young ESD	3.22	606	
	Hackberry ESD	1.66	1,853	
	Peach Springs USD	3.41	692	
	Valley UHSD	1.89	2,128	
	Patagonia ESD	0.80	3,203	
	Pomerene ESD	3.75	974	

Table 9 (concluded)

Peer group			Cost per mile	Cost per rider
Number	Description	District name		
T-13 (concluded)	Very small districts in towns and rural areas	Maine Consolidated ESD	\$2.93	\$1,648
		Pine Strawberry ESD	3.21	2,155
		Apache ESD	2.27	3,329
		San Fernando ESD	1.34	4,319
		Patagonia UHSD	1.02	4,679
		Sentinel ESD	2.10	4,752

Source: Auditor General staff analysis of fiscal year 2012 district-reported accounting data, Arizona Department of Education route reports, and U.S. Census Bureau location designations reported in the National Center for Education Statistics' Common Core of Data.

**Table 10: Districts grouped by student achievement peer group and ranked by percentage of students passing Arizona’s Instrument to Measure Standards (AIMS)
Fiscal year 2012**

Peer group		District name	Percentage of students passing			
Number	Description		Math	Reading	Writing	Science
1	Unified school districts with poverty rates below 11 percent in cities and suburbs	Peer group average	81%	92%	80%	84%
		Catalina Foothills USD	83%	94%	85%	91%
		Tanque Verde USD	84%	93%	84%	89%
		Vail USD	84%	92%	78%	84%
		Cave Creek USD	82%	92%	82%	82%
		Higley USD	78%	90%	74%	79%
		Gilbert USD	77%	88%	75%	78%
2	Unified school districts with poverty rates between 11 and 19 percent in cities and suburbs	Peer group average	72%	86%	70%	72%
		Scottsdale USD	77%	89%	72%	77%
		Chandler USD	77%	87%	74%	74%
		Fountain Hills USD	72%	88%	74%	77%
		Deer Valley USD	72%	87%	72%	79%
		Queen Creek USD	76%	89%	77%	67%
		Paradise Valley USD	71%	84%	69%	72%
		Marana USD	68%	85%	67%	72%
		Peoria USD	71%	84%	66%	68%
Dysart USD	66%	79%	60%	59%		
3	Unified school districts with poverty rates above 19 percent in cities and suburbs	Peer group average	63%	79%	59%	63%
		Prescott USD	76%	90%	73%	74%
		Humboldt USD	68%	84%	62%	71%
		Amphitheater USD	67%	82%	65%	71%
		Mesa USD	67%	80%	60%	62%
		Apache Junction USD	59%	78%	60%	57%
		Flagstaff USD	58%	73%	52%	64%
		Florence USD	58%	73%	49%	58%
		Tucson USD	50%	70%	49%	50%
4	Unified school districts with poverty rates between 10 and 18 percent in towns and rural areas	Peer group average	54%	74%	53%	53%
		Sahuarita USD	63%	82%	69%	65%
		Sierra Vista USD	66%	83%	66%	63%
		San Simon USD	68%	81%	64%	61%
		Morenci USD	63%	78%	49%	58%
		J. O. Combs USD	57%	78%	53%	60%
		Saddle Mountain USD	60%	77%	47%	61%
		Maricopa USD	55%	72%	53%	53%
		Bagdad USD	44%	71%	50%	49%
		Grand Canyon USD	37%	65%	39%	53%
		Seligman USD	44%	68%	37%	33%
		Clifton USD ¹	31%	54%	-	27%

Table 10 (continued)

Peer group		District name	Percentage of students passing			
Number	Description		Math	Reading	Writing	Science
5	Unified school districts with poverty rates between 18 and 27 percent in towns and rural areas	Peer group average	57%	76%	53%	57%
		Lake Havasu USD	73%	87%	70%	73%
		Thatcher USD	72%	86%	71%	71%
		Benson USD	67%	84%	58%	80%
		Pima USD	66%	82%	60%	71%
		Chino Valley USD	65%	80%	57%	72%
		Wickenburg USD	67%	81%	57%	64%
		Sedona-Oak Creek Joint USD	58%	80%	63%	66%
		Blue Ridge USD	68%	78%	59%	60%
		Safford USD	62%	79%	56%	61%
		Tombstone USD	57%	81%	62%	56%
		Santa Cruz Valley USD	63%	79%	52%	49%
		Nadaburg USD	55%	74%	43%	66%
		Duncan USD	48%	72%	60%	55%
		Mammoth-San Manuel USD	57%	76%	48%	48%
		Williams USD	52%	73%	49%	48%
		Mayer USD	51%	65%	45%	46%
		Fredonia-Moccasini USD	47%	64%	39%	47%
		Coolidge USD	38%	62%	43%	39%
		Willcox USD	42%	62%	36%	35%
Superior USD	35%	65%	32%	27%		
6	Unified school districts with poverty rates between 27 and 36 percent in towns and rural areas	Peer group average	51%	71%	48%	53%
		St. David USD	70%	82%	62%	77%
		Snowflake USD	73%	84%	66%	66%
		Joseph City USD	63%	81%	71%	68%
		St. Johns USD	64%	82%	59%	63%
		Round Valley USD	59%	76%	56%	68%
		Payson USD	56%	79%	56%	67%
		Ray USD	54%	74%	51%	60%
		Winslow USD	55%	73%	52%	49%
		Kingman USD	54%	73%	48%	53%
		Ash Fork Joint USD	48%	70%	50%	53%
		Page USD	51%	61%	41%	42%
		Globe USD	46%	65%	36%	42%
		Parker USD	46%	65%	40%	38%
		Tuba City USD	39%	54%	33%	41%
		Gila Bend USD	24%	54%	29%	26%
		Bowie USD	14%	59%	19%	38%

Table 10 (continued)

Peer group		District name	Percentage of students passing			
Number	Description		Math	Reading	Writing	Science
7	Unified school districts with poverty rates between 36 and 45 percent in towns and rural areas	Peer group average	46%	66%	42%	45%
		Heber-Overgaard USD	69%	85%	64%	64%
		Show Low USD	63%	81%	58%	66%
		Nogales USD	69%	82%	60%	54%
		Flowing Wells USD ²	63%	78%	59%	65%
		Colorado City USD	54%	76%	45%	67%
		Bisbee USD	48%	77%	56%	47%
		Holbrook USD	52%	71%	45%	50%
		Miami USD	52%	68%	36%	57%
		Sunnyside USD ²	48%	67%	41%	43%
		Ganado USD	39%	63%	42%	40%
		Sanders USD	38%	54%	28%	37%
		Red Mesa USD	36%	52%	34%	33%
		Window Rock USD	33%	55%	32%	31%
		Chinle USD	32%	57%	28%	27%
Ft. Thomas USD	31%	48%	25%	26%		
Peach Springs USD	16%	41%	22%	9%		
8	Unified school districts with poverty rates greater than 45 percent in towns and rural areas	Peer group average	33%	55%	31%	29%
		Camp Verde USD	58%	74%	42%	47%
		Littlefield USD	42%	68%	44%	51%
		Douglas USD	46%	66%	46%	38%
		Kayenta USD	39%	57%	44%	26%
		Hayden-Winkelman USD	34%	60%	31%	27%
		Ajo USD	31%	57%	23%	34%
		Whiteriver USD	29%	53%	31%	25%
		Pinon USD	32%	54%	26%	26%
		Cedar USD	24%	45%	19%	17%
		Baboquivari USD	21%	42%	17%	17%
		San Carlos USD	12%	27%	16%	11%
9	Union high school districts with poverty rates between 14 and 23 percent in cities and suburbs	Peer group average	62%	82%	72%	44%
		Tempe UHSD	74%	88%	80%	60%
		Agua Fria UHSD	64%	85%	75%	44%
		Buckeye UHSD	58%	79%	68%	45%
		Tolleson UHSD	50%	77%	65%	27%
10	Union high school districts with poverty rates greater than 23 percent in cities and suburbs	Peer group average	53%	74%	59%	36%
		Glendale UHSD	64%	79%	70%	53%
		Casa Grande UHSD	56%	79%	59%	38%
		Phoenix UHSD	48%	70%	53%	27%
		Yuma UHSD	44%	68%	54%	27%
11	Union high school districts with poverty rates less than 27 percent in towns and rural areas	Peer group average	59%	80%	67%	44%
		Mingus UHSD	68%	79%	72%	45%
		Patagonia UHSD	52%	86%	67%	50%
		Antelope UHSD	58%	74%	62%	38%

Table 10 (continued)

Peer group		District name	Percentage of students passing			
Number	Description		Math	Reading	Writing	Science
12	Union high school districts with poverty rates greater than 27 percent in towns and rural areas	Peer group average	41%	72%	56%	32%
		Valley UHSD	42%	83%	83%	47%
		Colorado River UHSD	40%	74%	57%	32%
		Santa Cruz Valley UHSD	33%	66%	41%	32%
		Bicentennial UHSD	50%	63%	44%	15%
13	Elementary school districts with poverty rates between 10 and 21 percent in cities and suburbs	Peer group average	68%	82%	60%	72%
		Kyrene ESD	77%	88%	74%	82%
		Litchfield ESD	74%	86%	69%	82%
		Madison ESD	73%	85%	61%	78%
		Liberty ESD	61%	80%	57%	68%
14	Elementary school districts with poverty rates between 21 and 28 percent in cities and suburbs	Peer group average	58%	72%	44%	55%
		Crane ESD	62%	75%	49%	61%
		Casa Grande ESD	63%	74%	42%	59%
		Laveen ESD	63%	73%	48%	53%
		Pendergast ESD	58%	74%	49%	51%
		Avondale ESD	54%	70%	46%	57%
		Yuma ESD	55%	70%	38%	56%
		Buckeye ESD	54%	71%	41%	52%
15	Elementary school districts with poverty rates between 28 and 37 percent in cities and suburbs	Peer group average	52%	68%	41%	51%
		Tempe ESD	58%	75%	51%	57%
		Washington ESD	52%	71%	46%	56%
		Fowler ESD	59%	71%	41%	51%
		Glendale ESD	51%	65%	40%	55%
		Tolleson ESD	51%	69%	36%	48%
		Roosevelt ESD	43%	59%	32%	40%
16	Elementary school districts with poverty rates greater than 37 percent in cities and suburbs	Peer group average	54%	66%	36%	45%
		Wilson ESD	60%	72%	46%	54%
		Osborn ESD	56%	67%	45%	50%
		Alhambra ESD	53%	67%	35%	51%
		Creighton ESD	53%	66%	38%	47%
		Cartwright ESD	56%	68%	35%	42%
		Phoenix ESD	51%	66%	34%	46%
		Isaac ESD	50%	62%	32%	47%
		Balsz ESD	55%	63%	34%	39%
17	Elementary school districts with poverty rates less than 17 percent in towns and rural areas	Peer group average	63%	80%	60%	79%
		Maine Consolidated ESD	74%	85%	67%	84%
		Pomerene ESD	70%	87%	64%	85%
		Mobile ESD ¹	50%	78%	-	-
		Oracle ESD	57%	72%	48%	68%
		Blue ESD ¹	-	-	-	-
		San Fernando ESD ¹	-	-	-	-

Table 10 (continued)

Peer group		District name	Percentage of students passing			
Number	Description		Math	Reading	Writing	Science
18	Elementary school districts with poverty rates between 17 and 21 percent in towns and rural areas	Peer group average	58%	76%	52%	60%
		Bonita ESD	69%	76%	52%	72%
		Skull Valley ESD ¹	53%	80%	-	-
		Continental ESD	66%	79%	57%	57%
		Morristown ESD	49%	79%	56%	55%
		Beaver Creek ESD	55%	66%	41%	57%
19	Elementary school districts with poverty rates between 21 and 26 percent in towns and rural areas	Peer group average	58%	74%	47%	57%
		Clarkdale-Jerome ESD	71%	85%	63%	84%
		Hillside ESD ¹	63%	84%	62%	-
		Yarnell ESD	71%	83%	65%	56%
		Red Rock ESD	56%	77%	49%	82%
		Quartzsite ESD	52%	66%	35%	56%
		Wellton ESD	56%	70%	37%	45%
		Paloma ESD	42%	62%	45%	36%
		Toltec ESD	49%	66%	23%	41%
		Apache ESD ¹	-	-	-	-
20	Elementary school districts with poverty rates between 26 and 34 percent in towns and rural areas	Peer group average	59%	75%	52%	63%
		Alpine ESD	95%	100%	84%	94%
		Congress ESD	90%	94%	77%	89%
		Sonoita ESD	71%	91%	74%	93%
		Santa Cruz ESD	69%	84%	77%	66%
		Pine Strawberry ESD	64%	82%	65%	79%
		Owens-Whitney ESD ¹	68%	82%	58%	-
		Palo Verde ESD	72%	79%	64%	61%
		Hyder ESD	78%	73%	44%	77%
		Bouse ESD ¹	64%	75%	60%	-
		Sentinel ESD ¹	55%	90%	50%	-
		Cottonwood-Oak Creek ESD	58%	77%	46%	66%
		Aguila ESD	68%	72%	40%	56%
		Yucca ESD ¹	55%	64%	-	-
		McNeal ESD	45%	70%	50%	69%
		Mohave Valley ESD	54%	73%	42%	58%
		Young ESD	42%	79%	48%	57%
		Double Adobe ESD ¹	47%	67%	40%	-
		Picacho ESD	52%	63%	33%	50%
		Stanfield ESD	52%	65%	31%	45%
		Valentine ESD ¹	26%	59%	47%	-
Riverside ESD	41%	60%	30%	40%		
Naco ESD	25%	41%	21%	12%		
Crown King ESD ¹	-	-	-	-		

Table 10 (concluded)

Peer group	Peer group	District name	Percentage of students passing			
			Math	Reading	Writing	Science
21	Elementary school districts with poverty rates between 34 and 44 percent in towns and rural areas	Peer group average	53%	71%	47%	56%
		Kirkland ESD ¹	76%	79%	82%	-
		Palominas ESD	77%	86%	63%	79%
		Vernon ESD	63%	84%	61%	77%
		Topock ESD	66%	83%	60%	70%
		Concho ESD	65%	82%	45%	78%
		Solomon ESD	73%	81%	49%	65%
		Elfrida ESD	51%	74%	53%	88%
		Pearce ESD	46%	74%	35%	89%
		Mohawk Valley ESD	52%	77%	40%	56%
		Somerton ESD	57%	71%	46%	42%
		Altar Valley ESD	56%	69%	31%	54%
		Salome Consolidated ESD	39%	59%	58%	41%
		Gadsden ESD	51%	58%	41%	35%
		Eloy ESD	45%	60%	32%	27%
		Wenden ESD	36%	67%	21%	20%
McNary ESD	32%	59%	39%	12%		
Hackberry ESD ¹	14%	50%	-	-		
22	Elementary school districts with poverty rates greater than 44 percent in towns and rural areas	Peer group average	50%	72%	45%	59%
		Cochise ESD	87%	89%	79%	94%
		Tonto Basin ESD	59%	78%	48%	69%
		Arlington ESD	60%	77%	44%	70%
		Bullhead City ESD	59%	73%	43%	57%
		Canon ESD	56%	72%	41%	48%
		Patagonia ESD	34%	70%	46%	58%
		Ash Creek ESD ¹	9%	64%	-	-
		Sacaton ESD	33%	52%	12%	20%

¹ Scores are not shown because the District tested ten or fewer students.

² Although they are urban districts, Flowing Wells USD and Sunnyside USD were included in group 7 to better match poverty rates.

Source: Auditor General staff analysis of fiscal year 2012 Arizona Department of Education Arizona's Instrument to Measure Standards (AIMS) data and fiscal year 2011 U.S. Census Bureau poverty rates and fiscal year 2012 location designations reported in the National Center for Education Statistics' Common Core of Data.

Appendix B

Definition of the classroom dollar percentage

The definition of classroom dollars used in this report is based on the same definition developed by the U.S. Department of Education's National Center for Education Statistics for "instruction." The classroom dollar percentage is the amount spent for classroom purposes divided by the total amount spent for day-to-day operations, or total operational spending. The calculation excludes monies spent for debt repayment; capital outlay, such as purchasing land, buildings, and equipment; and programs outside the scope of preschool through grade-12 education, such as adult education and community services.

Total operational spending includes classroom and nonclassroom expenses as shown below:

Classroom dollars

- **Classroom personnel**—Salaries and benefits for teachers, teachers' aides, substitute teachers, graders, and guest lecturers.
- **General instructional supplies**—Paper, pencils, crayons, etc.
- **Instructional aids**—Textbooks, workbooks, software, films, etc.
- **Activities**—Field trips, athletics, and co-curricular activities such as choir and band.
- **Tuition**—Paid to out-of-state and private institutions.

Nonclassroom dollars

- **Administration**—Salaries and benefits for superintendents; principals; business managers; and clerical and other staff who perform accounting, payroll, purchasing, warehousing, printing, human resource activities, and administrative technology services; and other costs related to these services and the governing board.
- **Plant operations and maintenance**—Salaries, benefits, and other costs related to equipment repair, building maintenance, custodial services, groundskeeping, and security; and costs for heating, cooling, and property insurance.
- **Food service**—Salaries, benefits, food supplies, and other costs related to preparing, transporting, and serving meals and snacks.
- **Transportation**—Salaries, benefits, and other costs related to maintaining buses and transporting students to and from school and school activities.
- **Student support services**—Salaries and benefits for attendance clerks, social workers, counselors, nurses, audiologists, and speech pathologists and other costs related to these support services to students.

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

Scope

All of the State's 239 school districts were included in calculating the state-wide classroom dollar percentage. However, some districts were excluded from further analysis as follows:

- When calculating individual district classroom dollar percentages, transporting districts were excluded. These districts transport all of their students to other districts and, therefore, do not have classroom expenditures.
- When analyzing state-wide trends in the efficiency of district operations, very small districts, i.e., those serving fewer than 200 students, as well as accommodation districts and joint technological education districts (JTED) were also excluded. Accommodation districts and JTEDs often operate differently than most school districts in terms of the services they provide, the students they serve, and the programs they offer. Additionally, these districts and very small districts often have wide ranges of operational costs and would, thereby, distort the analysis of factors generally affecting districts of other types and sizes.

Source and methodology

To analyze the most current expenditure data available for Arizona's districts, auditors obtained fiscal year 2012 school district Annual Financial Reports (AFRs) and Classroom Site Fund Narrative Results Summaries (CSF Narratives) from the Arizona Department of Education (ADE). In addition, all of the State's 239 school districts provided auditors with fiscal year 2012 accounting data. The information used to prepare this report was not audited; however, it was subject to certain quality control procedures to help ensure its reasonableness. For example, instead of auditing the AFRs, CSF Narratives, and accounting data to the underlying district records, auditors performed analytical procedures using the financial data and interviewed school district officials about anomalies or variances. Auditors corrected any data errors prior to calculating classroom dollar percentages and other measures analyzed for, and presented in, this report.

Other information related to the analyses presented in this report was obtained from ADE, such as school district staffing levels, academic achievement indicators, bus mileage, and average daily membership counts; and from the Arizona School Facilities Board (SFB), such as square footage and number of schools. In addition, auditors obtained national-level financial data from the National Center for Education Statistics, and district-level poverty rates and locations relative to population centers from the U.S. Census Bureau.

District peer groups

To compare the school districts' efficiency and effectiveness, auditors developed three types of district peer groups. The peer groups are presented in Table 8, Table 9, and Table 10, in Appendix A, pages a-1, a-5, and a-11, respectively.

- To compare administration, plant operations, and food service cost measures relative to peer groups', auditors developed operational efficiency peer groups using district size, type, and location because these factors are associated with school districts' cost measures in these areas. The six district size categories are defined below (see page b-4). The two district type categories are elementary and high school/unified. Auditors grouped unified districts with high school districts because both districts serve high school students. The two location categories are town/rural areas and cities/suburbs. The U.S. Census Bureau classifies districts by distance and population density into four main categories: city, suburban area, town, and rural area. Auditors grouped together districts located in city and suburban areas and then also grouped together districts located in town and rural areas. Considering these three factors, auditors created 11 operational efficiency peer groups to use to compare the efficiency of district operations. These peer groups are labeled 1 through 11, and each includes between 10 and 53 districts.
- To compare districts' transportation cost measures relative to peer groups', auditors developed transportation efficiency peer groups using miles per rider and location because these factors are associated with school districts' transportation cost measures. Auditors grouped together districts based on similar miles per rider and location. For districts with unreliable mileage or rider counts in fiscal year 2012, auditors placed these districts into peer groups using historical data over the past 5 fiscal years. Considering miles per rider and location, auditors created 13 transportation efficiency peer groups to compare the efficiency of transportation operations. These peer groups are labeled T1 through T13, and each includes between 7 and 50 districts.
- To compare districts' academic indicators, auditors developed student achievement peer groups using poverty rates, district type, and location. Considering these factors, auditors created 22 achievement peer groups to compare student achievement. These peer groups are labeled 1 through 22, and each includes between 3 and 23 districts.

Individual district pages

The following describes the data sources, definitions, and methodology for the state page (see page 19) and individual district pages (see pages 20 through 232). This information is organized into three sections: background information, such as the number of district schools; operational efficiency measures, such as classroom and nonclassroom spending, and other cost measures; and student achievement, teacher measures, and financial assessment such as the percentage of students passing AIMS and average teacher salaries. "N/A" indicates that information is not available, not applicable, or not appropriate to include because it could reveal personal information about a small number of district employees or students. "NR" indicates that auditors determined that the District's information is not reliable and is therefore not being reported or included in peer averages. Further, some districts are excluded from the peer average for certain cost measures because extreme values in their costs would skew the average. All information is for fiscal year 2012 unless otherwise indicated.

Background information

- **County**—Auditor General staff analysis of ADE-provided county data. For district boundaries encompassing more than one county, the county in which the district office resides is presented.
- **Location**—Auditor General staff analysis of the National Center for Education Statistics' fiscal year 2011 urban-centric locale codes that use geocoding and population information to assign a designation based on proximity to population clusters. The four main categories are: city, suburb, town, and rural.
- **Students attending/District size**—Auditor General staff analysis of ADE-provided, school district-reported attending average daily membership (ADM) counts. ADM numbers are rounded to the nearest whole number. District sizes were categorized as follows:

Size	Students attending
Very large	20,000+
Large	8,000 to 19,999
Medium-Large	2,000 to 7,999
Medium	600 to 1,999
Small	200 to 599
Very small	Fewer than 200
- **Number of schools**—Auditor General staff analysis of ADE's ADM reports, *SFB Building Inventory Reports*, and district-provided information on the *School District Employee Report* provided by ADE.

Operational efficiency

- **Spending by operational area**—Auditor General staff analysis of district-reported accounting data and AFRs.
- **5-year spending trend**—Auditor General staff analysis of district-reported accounting data and AFRs, and ADE-provided, school district-reported ADM for fiscal years 2007 through 2012. The following criteria were used to describe changes in operational percentages:
 - Decreased substantially—2 percentage point or larger decrease
 - Decreased—1 to 1.9 percentage point decrease
 - Decreased slightly—0.5 to 0.9 percentage point decrease
 - Increased slightly—0.5 to 0.9 percentage point increase
 - Increased—1 to 1.9 percentage point increase
 - Increased substantially—2 percentage point or larger increaseFor districts that were very small during the 5-year trend period, additional auditor judgment beyond the above criteria was necessary to more accurately reflect the 5-year spending trend.
- **Cost measures relative to peer averages**—Auditor General staff compared a district's cost measures, such as cost per square foot, and other related measures, such as square footage per student, to those of its peer group averages. Auditors identified whether the district's cost measures were higher, lower, or comparable to its peer averages, and indicated the determination by a color bar for each operational cost area. The cost measures and relativity to peer district averages is explained in more detail below. When

comparing cost measures, auditors also took into consideration other measures that could impact costs, such as the effect of very high square footage per student on the plant operations cost per square foot. In addition, for the 53 very small districts, auditors provided comparative information but did not identify the relative costs with a color bar because the spending patterns of these districts are highly variable and result in less meaningful group averages.

Administration—

- Cost per pupil: Auditor General staff analysis of administrative costs divided by the number of students, using district-reported accounting data and ADE-provided ADM data.
- Students per administrator: The number of students divided by the number of administrative full-time equivalent employees (FTEs), using ADE-provided ADM data and district-provided information on the *School District Employee Report*.
- Performance measure: Administration costs per pupil were compared to the peer district average.

Plant operations—

- Cost per square foot: Auditor General staff analysis of plant operations and maintenance costs divided by the total square footage, using district-reported accounting data and *SFB Building Inventory Reports*.
- Square footage per student: Auditor General staff analysis of the total square footage divided by the number of students, using ADE-provided ADM data and *SFB Building Inventory Reports*.
- Performance measures: Cost per square foot and square footage per student were compared to the peer district average. When evaluating a district's cost per square foot, auditors also considered the impact of the district's having very high or very low square footage per student. The overall cost measure for plant operations was then based on the evaluation of cost per square foot compared to the peer district average.

Food service—

- Cost per meal equivalent: Auditor General staff analysis of food service costs divided by the total number of meals served, using district-reported accounting data and AFRs.
- Performance measure: Cost per meal was compared to the peer district average.

Transportation—

- Cost per mile: Auditor General staff analysis of transportation costs divided by the miles driven, using district-reported accounting data and ADE transportation route reports.
- Cost per rider: Auditor General staff analysis of transportation costs divided by the riders transported, using district-reported accounting data and ADE transportation route reports.
- Performance measures: Cost per mile and cost per rider were compared to the peer district averages. The overall cost measure for transportation equally considers how a district compares to its transportation peer group in cost per mile and cost per rider.

- **Per-pupil spending by operational area**

District—Auditor General staff analysis of fiscal years 2011 and 2012 district-reported accounting data and AFRs, and ADE-provided ADM data.

Peer average—Auditor General staff analysis of districts' per-pupil expenditures. The group averages exclude districts with extreme or unreliable values and were calculated by adding individual districts' per-pupil expenditures in each operational area and dividing by the number of districts in each peer group.

State average—Auditor General staff analysis of district-reported accounting data and AFRs, and ADE-provided ADM data. The State's per-pupil amounts were calculated by adding individual districts' expenditures in each operational area and dividing by the total number of district students (ADM).

National average—National Center for Educational Statistics' fiscal year 2010 data, the most recently available national data.

Student achievement and teacher measures

- **ADE-reported district and school letter grades**—District and school letter grades provided by ADE as of October 2012. Letter grades not published by ADE are listed as "N/A" for districts and "not rated" for schools. Because alternative schools were calculated using a different method, the schools that received an alternative letter grade were included in the not rated category. Additionally, because some schools share a campus and on-line schools may not have a campus, the number of schools with letter grades may differ from the number of schools in the header of the individual district pages.
- **Percentage of students who met state standards (AIMS)**—Auditor General staff analysis of the Spring 2012 AIMS' Math, Reading, Writing, and Science test results as provided by ADE in January 2013. The district and state-wide percentages were calculated by dividing the total number of students who met or exceeded the state standards for their grade by the total number of students who took the test. Auditors aggregated test results across grade levels and included results for grades 3 through 8 and high school grade 10, as applicable. The peer group average percentages were calculated by adding individual districts' percentages of students who met or exceeded grade-level standards and dividing by the number of districts in each peer group. In fiscal year 2012, the AIMS Writing test was suspended for grades 3, 4, and 8. For those districts that tested ten or fewer students for any section of the test, the results are not shown and these districts' student scores are not included in peer group averages.
- **Student and teacher measures**
 - Attendance rate**—School district attendance rates provided by ADE in November 2012. The district- and state-level attendance rates were calculated by dividing the number of student attendance days by the number of student membership days as of the district's 100th-day membership count. The group average percentages were calculated by adding individual districts' attendance rates and dividing by the number of districts in each peer group.

Graduation rate—For districts serving high school students, the fiscal year 2011 4-year cohort graduation rates, provided by ADE in November 2012. The group average percentages were calculated by adding individual districts' graduation rates and dividing by the number of districts in each peer group.

Poverty rate—Auditor General staff analysis of U.S. Census Bureau fiscal year 2011 *Small Area Income and Poverty Estimates* published in December 2012. District- and state-level poverty rates were calculated by dividing the number of children ages 5 to 17 years old who were living at or below the federal poverty level by the total number of children ages 5 to 17 years old. The group average percentages were calculated by adding individual districts' poverty rates and dividing by the number of districts in each peer group.

Students per teacher—Auditor General staff analysis of ADE-provided ADM data and certified teacher FTEs as reported by districts on their CSF Narrative. The district- and state-level ratios were calculated by dividing total ADM by total certified teacher FTEs, and the group average ratios were calculated by adding individual districts' student-teacher ratios and dividing by the number of districts in each peer group.

Average teacher salary—Auditor General staff analysis of total available operating dollars for preschool through grade-12 instructional programs spent on certified teacher salaries (excluding salaries for substitute teachers) from district-reported accounting records and the total number of certified teacher FTEs from district-reported CSF Narratives. The district- and state-level averages were calculated by dividing the total teacher salaries by total teacher FTEs, and the group average percentages were calculated by adding individual districts' average teacher salaries and dividing by the number of districts in each peer group.

Amount from Proposition 301—Auditor General staff analysis of the total Proposition 301 monies spent on teacher salaries and the total number of teachers from district-reported accounting data and CSF Narratives. The district- and state-level averages were calculated by totaling the Proposition 301 amount paid to teachers and dividing by the teacher FTEs. The peer group average was calculated by adding individual districts' average teacher salary amounts from Proposition 301 monies and dividing by the number of districts in each peer group.

Average years of teacher experience—Auditor General staff analysis of district-reported certified teacher FTEs and years of experience obtained from ADE in October 2012. The number of years of experience includes the actual, uncapped number of years of experience for each certified teacher. The district- and state-level years of experience were calculated by weighting each number of years of experience by the total FTEs for that number of years. The group averages were calculated by adding individual districts' average years of experience and dividing by the number of districts in each peer group.

Percent of teachers in first 3 years—Auditor General staff analysis of district-reported certified teacher FTEs and years of experience obtained from ADE in October 2012. The district- and state-level percentages were calculated by dividing the number of certified teachers in their first 3 years by the total number of certified teachers. The group average percentages were calculated by adding individual district's percentage of teachers in their first 3 years and dividing by the number of districts in each peer group.

Financial stress assessment

Auditor General staff developed six key local measures to determine Arizona districts' financial stress. Each measure was assessed as high, moderate, or low as explained in more detail below. In addition to the six key measures, auditors also determined an overall financial stress level based on the results of the six measures. The assessment determinations are indicated by a color bar.

Overall financial stress level—Auditor General staff took into consideration the individual measures' financial stress assessments for each district giving equal weight to each applicable measure. For purposes of this report, the following terminology was used to describe the overall financial stress level:

- **High**—Districts with three or more individual measures found to be at a high financial stress level
- **Low**—Districts with no measures found to be at a high financial stress level and more than half of their measures found to be at a low financial stress level; and districts with one measure found to be at a high financial stress level and at least two-thirds of their measures found to be at a low financial stress level
- **Moderate**—Districts that were not designated as high or low as described above

Number of students attending—Auditor General staff analysis of ADE-provided attending ADM counts for fiscal years 2010 through 2012 to determine the direction and extent of change in the number of students attending from fiscal years 2010 to 2012. When analyzing the change in number of students attending, auditors also took into consideration the relative size of the district based on the district size categories, described above on page b-4. In addition, for districts with moderate decreases in their number of attending students, further analysis was done to determine if the decrease was concentrated at one or more schools. For purposes of this report, the following terminology was used to describe changes in the number of students attending:

Large decrease—Districts with decreases of at least:

- Very small and small districts: 15 percent
- Medium and medium-large districts: 10 percent
- Large and very large districts: 5 percent

Concentrated decrease—Districts with decreases that approached but did not exceed the percentage points for a large decrease designation described above and that had decreases at one or more schools that exceeded the percentage points for a large decrease

Moderate decrease—Districts not found to have a concentrated decrease as described above but had the following decreases:

- Very small and small districts: between 5 and 15 percent
- Medium and medium-large districts: between 3 and 10 percent
- Large and very large districts: between 2 and 5 percent

Increase—Districts with an increase greater than:

- Very small and small districts: 5 percent
- Medium and medium-large districts: 3 percent
- Large and very large districts: 2 percent

Steady—Districts with an increase or decrease of no more than:

- Very small and small districts: 5 percent
- Medium and medium-large districts: 3 percent
- Large and very large districts: 2 percent

Small school adjustment—Districts eligible for a small school adjustment in accordance with A.R.S. §15-949, as follows¹:

- Elementary school districts with 125 or fewer students
- Union high school districts with 100 or fewer students
- Unified school districts with student counts of 125 or fewer elementary or 100 or fewer high school students

Spending exceeded operating/capital budgets—Auditor General staff analysis of the Maintenance and Operation, Unrestricted Capital Outlay, and Soft Capital Allocation Funds' overspending for fiscal years 2010 through 2012, using district-reported budget limit and expenditure data obtained from ADE. When analyzing overspending, auditors excluded approved emergency overspending. In addition, auditors also took into consideration the amount and frequency of overspending. For purposes of this report, the following terminology were used to describe the operating and capital overspending:

- **Operating only**—Districts with overspending in their Maintenance and Operation Fund that was more than \$1,000 or occurred in more than 1 year.
- **Capital only**—Districts with overspending in their Unrestricted Capital Outlay and/or Soft Capital Allocation Fund(s) that was more than \$1,000 or occurred in more than one fund or year.
- **Operating and capital**—Districts with both operating and capital overspending.
- **2011, isolated**—Districts with overspending only in fiscal year 2011 that was less than their portion of the state-wide budget reduction made in the last month of that fiscal year.
- **< \$1,000, isolated**—Districts with overspending less than \$1,000 and only one instance of overspending.
- **No overspending**—Districts with no operating or capital overspending.

Spending increase election results—Auditor General staff analysis of district-reported election results for operating and capital budget overrides and bond authorizations from January 1, 2010, through December 31, 2012, obtained from ADE and confirmed with county and independent reports of election results. In assessing this measure, auditors considered only the most recent election result for each override type. For purposes of this report, the following terminology was used to describe the spending increase election results:

- **Voter-approved**—Districts that received voter-approval in their most recent election for each override type and bond authorization sought.
- **Voter-rejected**—Districts that did not receive voter-approval in their most recent election for each override type and bond authorization sought.

¹ Arizona law allows districts with 125 or fewer elementary or 100 or fewer high school students to increase their funding through a small school adjustment.

- **Mixed election results**—Districts that received voter-approval in their most recent election for some but not all override types or bond authorizations sought.
- **No election held**—Districts that did not hold any override or bond elections.

Operating reserve percentage—Auditor General staff analysis of each district's Maintenance and Operation Fund allowable budget balance carryforward for fiscal years 2010 through 2012 divided by the district's Revenue Control Limit for each year, using district-reported budget limit and expenditure data obtained from ADE. In assessing this measure, auditors considered the 3-year average operating reserve percentage within the 4 percent maximum allowed by state law, the direction of change in the reserve percentage, and the Impact Aid Fund accounting changes made in fiscal year 2011 that affected the amount of operating reserve some districts held in their Maintenance and Operation Fund. For purposes of this report, the following terminology was used to describe the operating reserve:

- **Steady**—Districts with reserve percentages that did not change more than 0.3 percentage points in total.
- **Increasing**—Districts with reserve percentages that increased by more than 0.3 percentage points in total and did not decrease by more than 0.3 percentage points in any 1 year.
- **Decreasing**—Districts with reserve percentages that decreased by more than 0.3 percentage points in total and did not increase by more than 0.3 percentage points in any 1 year.
- **Varying**—Districts with reserve percentages that were not designated as steady, increasing, or decreasing as described above.
- **Impact Aid Fund reserve**—Districts with adequate monies held in their Impact Aid Fund to compensate for their smaller operating reserves in their Maintenance and Operation Fund.

Years of capital reserve held—Auditor General staff analysis of each district's total Unrestricted Capital Outlay and Soft Capital Allocation Funds' spending capacity for fiscal years 2010 through 2012 divided by the total adjusted Capital Outlay Revenue Limit and Soft Capital Allocation for each year, using district-reported budget limit and expenditure data obtained from ADE. In assessing this measure, auditors considered the 3-year average capital reserve held and the Impact Aid Fund accounting changes made in fiscal year 2011 that affected the amount of capital reserve some districts held in their Unrestricted Capital Outlay Fund. For purposes of this report, the following terminology was used to describe the capital reserve held:

- **More than 3 years**—Districts with average capital spending capacity more than three times their average combined adjusted Capital Outlay Revenue Limit and Soft Capital Allocation.
- **1 to 3 years**—Districts with average capital spending capacity between one and three times their average combined adjusted Capital Outlay Revenue Limit and Soft Capital Allocation.
- **Less than 1 year**—Districts with average capital spending capacity less than their average combined adjusted Capital Outlay Revenue Limit and Soft Capital Allocation.
- **Impact Aid Fund reserve**—Districts with adequate monies held in their Impact Aid Fund to compensate for their smaller capital reserves in their Unrestricted Capital Outlay and Soft Capital Allocation Funds.

Current financial and internal control status—Auditor General staff analysis of district-submitted audited financial statements and related required reports for fiscal year 2011 for districts receiving annual audits, or for fiscal year 2010 for districts receiving biennial audits. For purposes of this report, the following terminology was used to describe the financial and internal control status:

- **Compliant**—Districts that substantially complied with the financial and internal control requirements prescribed in the *Uniform System of Financial Records for Arizona School Districts* (USFR).
- **Marginally compliant**—Districts that substantially complied with the financial and internal control requirements prescribed in the USFR, but were sent a letter emphasizing the need to address existing deficiencies to continue to comply with the USFR in future years.
- **Noncompliant**—Districts that did not substantially comply with the financial and internal control requirements prescribed in the USFR or that have not submitted their most recently required audit.
- **Not assessed**—Districts that were not required by state or federal law to have an annual or biennial financial or single audit and did not otherwise choose to have an audit.