



A REPORT
TO THE
ARIZONA LEGISLATURE

Division of School Audits

Special Study

Arizona School District Spending (Classroom Dollars) Fiscal Year 2010

February • 2011
Report No. 11-01



Debra K. Davenport
Auditor General

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AUDITOR GENERAL

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February 28, 2011

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 2010*, 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. To provide a quick summary for your convenience, I am also including a copy of the Report Highlights.

Over the past decade, Arizona's total spending per pupil increased by 47 percent before declining 4 percent in fiscal year 2010. Despite this increase, Arizona's per-pupil spending continues to trail the national average by nearly \$2,500. Arizona districts also allocate 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 2010 was 55.9 percent, a record low since our Office began monitoring classroom dollars 10 years ago. The declining instructional percentage indicates that many districts are violating statute by using Classroom Site Fund monies to shift other monies away from the classroom.

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 have identified practices that some districts use to become more efficient and reduce their costs, 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.

This report will be released to the public on March 1, 2011.

Sincerely,

Debbie Davenport
Auditor General

REPORT HIGHLIGHTS SPECIAL STUDY

Our Conclusion

Over the past decade, Arizona's total spending per pupil increased by 47 percent before declining 4 percent in fiscal year 2010. Despite this increase, per-pupil spending in Arizona continues to trail the national average both in total and in the classroom, with the classroom dollar percentage reaching a record low 55.9 percent in fiscal year 2010. Arizona also allocates less of its resources for administration but more for plant operations and student support services than the national averages. 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.



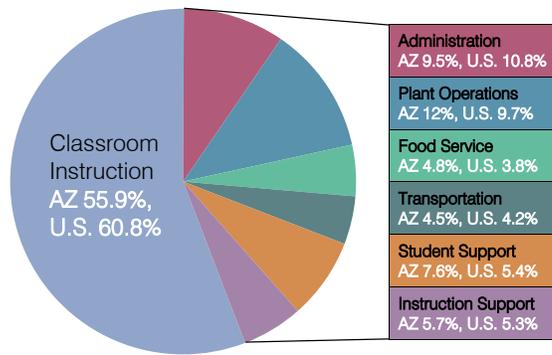
2011

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

Compared to national averages, Arizona districts spend less overall and allocate their resources differently.

operating dollars in the classroom, about 5 percentage points less than the 60.8 percent national average. Arizona's lower instructional spending is reflected in Arizona's larger class sizes, 17.3 students per teacher in 2008 compared to the national average of 15 students per teacher.

Arizona and U.S. Spending by Function Fiscal Years 2010 (Arizona) and 2008 (U.S.)



Arizona spends lower percentage on administration—In fiscal year 2010, Arizona districts spent 1.3 percentage points less than the national average on administration. This lower spending is primarily in salaries and benefits.

Despite large increase, overall spending still lower—Between fiscal years 2001 and 2009, Arizona's spending per pupil rose 47 percent before declining 4 percent in fiscal year 2010. Despite this large increase, Arizona's fiscal year 2008 per-pupil spending of \$7,813 was still nearly \$2,500 less per pupil than the 2008 national average (most recent national data available).

Arizona spends higher percentage on plant operations and student support—In fiscal year 2010, Arizona districts spent 2.3 percentage points more on plant operations than the national average primarily because Arizona spends more on energy. In addition, Arizona districts spent 2.2 percentage points more on student support costs, such as counselors and social workers, primarily because a higher percentage of Arizona's students live at or below the poverty level and require more of these services.

Arizona spends lower percentage in classroom—In fiscal year 2010, Arizona districts spent 55.9 percent of their total

Classroom spending drops to record low 55.9 percent

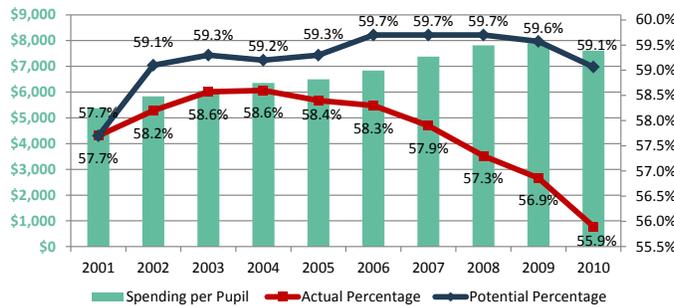
In fiscal year 2010, Arizona districts spent 55.9 percent of their available operating dollars on instruction—the lowest in the 10 years our Office has been monitoring classroom dollars.

Classroom Site Fund (CSF) monies and overall per-pupil spending in 2010. However, as shown in the figure on the next page, the percentage spent on instruction also decreased between fiscal years 2004 and 2009, when overall spending per-pupil increased nearly 20 percent. In fact, between 2001 and 2009, only 55 percent of increased spending went to instruction, while 80 percent of the 2010 spending decrease came from

Declining percentage spent on instruction indicates likely supplanting—The decline in instructional spending in fiscal year 2010 is partially explained by the decline in both available

instruction. As a result, the percentage spent on instruction has steadily declined, and the gap between districts' actual percentage spent on

Arizona Actual and Potential Classroom Dollar Percentages and Operational Spending Per Pupil Fiscal Years 2001 through 2010



instruction and what it would be had they maintained their fiscal year 2001 efforts at directing resources to the classroom has continued to grow. This widening gap indicates districts are likely using CSF monies to supplant or replace other district monies, a violation of state law.

Efficient operations enable more spending on instruction—Performance audits show that efficient districts are able to spend more on instruction. In order to devote more resources to instruction and instruction-related programs, districts should pay close attention to the efficiency in non-instructional areas. In addition, preliminary analysis suggests that districts with higher classroom dollar percentages tend to have higher student achievement, even when considering district poverty rates.

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

Although a district's efficiency can be affected by factors outside its control—such as its size, type, and location—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 which reflect a variety of efficient and inefficient practices. For example:

While one small, rural, unified district spent \$967 per pupil on administrative costs, another spent \$2,391 per pupil.

Administration—Small districts typically have higher administrative costs per pupil than larger districts, but, even when grouped by size, some districts spend significantly less on administration than their peers. More efficient districts monitored performance measures and used staffing formulas, while less efficient districts had costly benefit packages and higher staffing levels.

Plant Operations—Districts serving high school students generally have lower plant costs per square foot because they generally have more square footage than elementary schools. However,

While one medium-sized, urban, elementary district spent \$5.36 per square foot for plant operations, another spent \$8.95 per square foot.

even among similar districts, there is a wide range of costs. 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—Although food service costs are likely influenced by district size, type, and location, the wide ranges of cost per meal across peer groups indicate that operational efficiencies can be achieved regardless of these factors. More efficient districts maximized use of free federal commodities and adjusted staffing levels based on industry standards for meals per labor hour, while less efficient districts did not obtain best food prices and had poorly written vendor contracts.

While one medium-sized, rural, unified district spent \$2.20 per meal, another spent \$4.17 per meal.

Transportation—Urban districts that transport short distances typically have higher costs per mile than their rural counterparts. However, even among districts grouped by location, there is a wide range of costs. 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.

While one medium-sized, urban, elementary district spent \$3.24 per mile, another spent \$9.70 per mile.

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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 tenth annual report analyzing school district spending, has two main objectives:

- It compares Arizona and national spending levels and analyzes state-wide spending trends in seven categories—instruction, 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 peer groups' spending, and performance audit findings.
- It also presents more specific 1-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 an efficiency peer group, which includes districts of similar size, type, and location. In addition, each district's academic indicators and student and teacher information are compared with state averages and averages of a student achievement peer group, which includes districts with similar poverty rates and of similar size, type, and location. The summaries also include each district's Proposition 301 teacher performance pay plan goals and results.¹

The Appendices provide reference information including sources and descriptions of information used in the district pages (Appendix A, see pages a-1 through a-4), lists of districts in each efficiency and student achievement peer group (Appendix B, see pages b-1 through b-9), and sources and methodology for the state-wide analysis (Appendix C, see pages c-1 through c-3).

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 C (see pages c-1 through c-3) contains a detailed discussion of the scope 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.

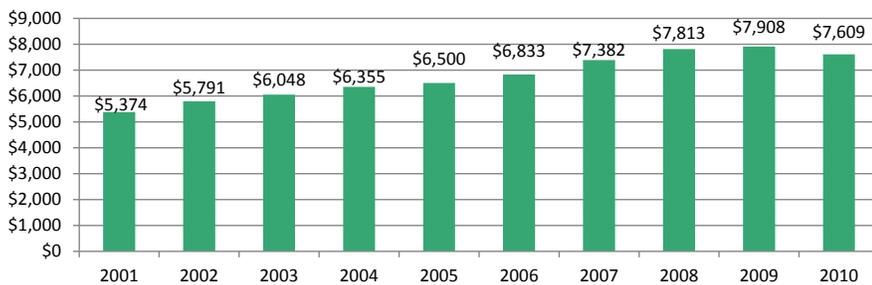
¹ In 2000, voters approved Proposition 301, which raised the state sales taxes and provided additional funds for education, primarily for teacher pay. Districts began receiving these Classroom Site Fund (CSF) monies in fiscal year 2002 and are required to direct 40 percent of CSF monies to teacher performance pay.

Arizona Spending Trends and the National Context

Total operational spending increased 47 percent between 2001 and 2009, then declined 4 percent in 2010

As shown in Figure 1, over the past decade total operational spending per pupil by Arizona districts increased steadily before slipping slightly in fiscal year 2010. Between fiscal years 2001 and 2009, per-pupil spending increased 47 percent from \$5,374 to \$7,908. Then in fiscal year 2010, per-pupil spending decreased 4 percent from the prior fiscal year to \$7,609 per pupil. Between fiscal years 2001 and 2009, 55 percent of the increase in spending went into the classroom. In contrast, between fiscal years 2009 and 2010, approximately 80 percent of this decrease came out of the classroom. Across most other operational areas, Arizona spends similar to the way it did a decade ago, with a few exceptions. In the first half of the decade, as the percentage spent on instruction initially increased, the percentages spent on administration and plant operations decreased. Since fiscal year 2005, spending on instruction decreased, while spending on plant operations increased slightly and spending on administration remained relatively stable. Meanwhile, percentages spent on student support and instruction support have steadily increased.

Figure 1: Arizona Operational Spending Per Pupil
Fiscal Years 2001 through 2010



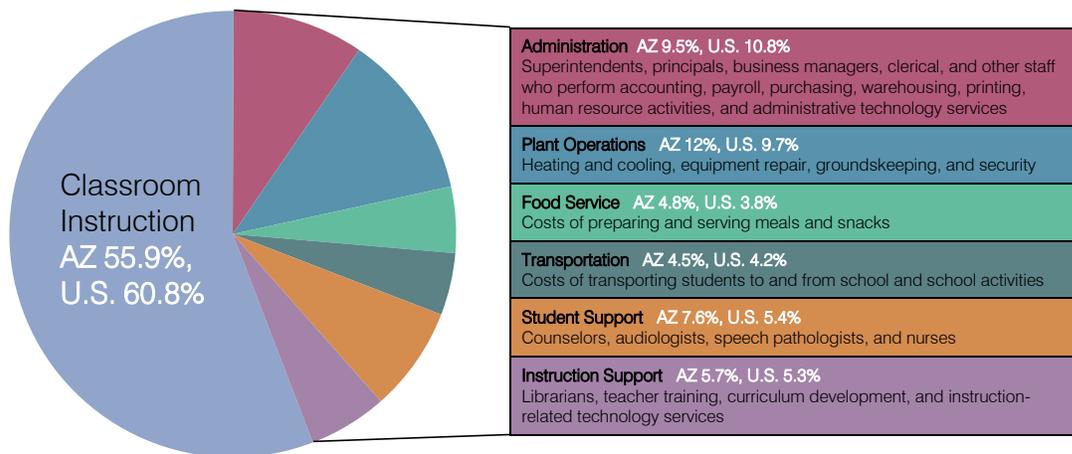
Source: Auditor General staff analysis of district-reported accounting data and Arizona Department of Education student membership data for fiscal years 2001 through 2010.

Compared to national averages, Arizona spends less overall, less on instruction and administration, and more on plant operations and student support

Compared to national averages for total spending, Arizona districts spent approximately \$2,000 to \$2,500 less per pupil between fiscal years 2001 and 2008 (the most recent year for available national data). Arizona districts also allocated their resources differently across spending areas. In fiscal year 2010, Arizona districts spent 55.9 percent of available operating dollars on instruction, a record low for the State and almost 5 percentage points below the most recent national average of 60.8 percent. The relatively low classroom dollar percentage does not appear to be due to high administration costs, as Arizona's 9.5 percent spent on administration is 1.3 percentage points lower than the national average. As shown in Figure 2 (see page 3), Arizona's higher percentage of noninstructional spending was primarily due to higher percentages spent on plant operations and student support services.

Arizona districts spent a record low 55.9 percent on instruction.

Figure 2: Comparison of Arizona and U.S. Spending by Functional Area Fiscal Years 2010 (Arizona) and 2008 (U.S.)



Source: Auditor General staff analysis of fiscal year 2010 district-reported accounting data and National Center for Education Statistics (NCES) *Revenues and Expenditures for Public Elementary and Secondary Education: School Year 2007-08*, May 2010.

Arizona’s lower spending on instruction due in part to larger class sizes—Many factors may account for Arizona’s lower percentage of classroom spending, and classroom size is likely one of them. Compared to the most recent national average, Arizona has a larger student-to-teacher ratio, which partially explains the lower instructional spending per pupil. Arizona districts averaged 17.3 students per teacher in fiscal year 2008, while the national average was 15 students per teacher. By fiscal year 2010, Arizona’s class size grew to 17.9 students per teacher.

Arizona spends less per pupil on administrative salaries and benefits—Compared to national averages, Arizona districts spent 1.3 percentage points less on administration because they paid administrators and support staff less and/or employed fewer of them. In both fiscal years 2008 and 2010, Arizona spent \$619 per pupil on administrative salaries and benefits, 30 percent less than the 2008 national average of \$878 per pupil.

Arizona appears to spend more on energy—Arizona districts spent 2.3 percentage points more on plant operations than the national average. Almost all of this higher spending was in supplies, which are primarily for energy. In fiscal year 2008, Arizona districts spent \$278 per pupil on plant operation supplies, 19 percent more than the national average of \$234.

Higher student support service costs may be related to Arizona’s student populations—Compared to the national average, Arizona districts spent 2.2 percentage points more on student support. The higher spending may be related to the State’s higher poverty rate. In fiscal year 2009 (the most recent year for available data), 21 percent of Arizona’s children lived at or below the poverty level, compared to the national average of 18 percent. Students living in poverty are more likely to use support services, such as counselors, social workers, and attendance services.

Instruction

Instruction—

Salaries and benefits for teachers, instructional aides, and coaches; and other 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.

Continuing its long decline, instructional spending drops to record low 55.9 percent

In fiscal year 2010, Arizona districts spent 55.9 percent of their available operating dollars on instruction—primarily for teachers and instructional aides. Nine years ago, 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 peaked at 58.6 percent. Despite the continued influx of additional CSF and other monies, the percentage spent on instruction has declined ever since, dropping a full percentage point between fiscal years 2009 and 2010 to a record low 55.9 percent.

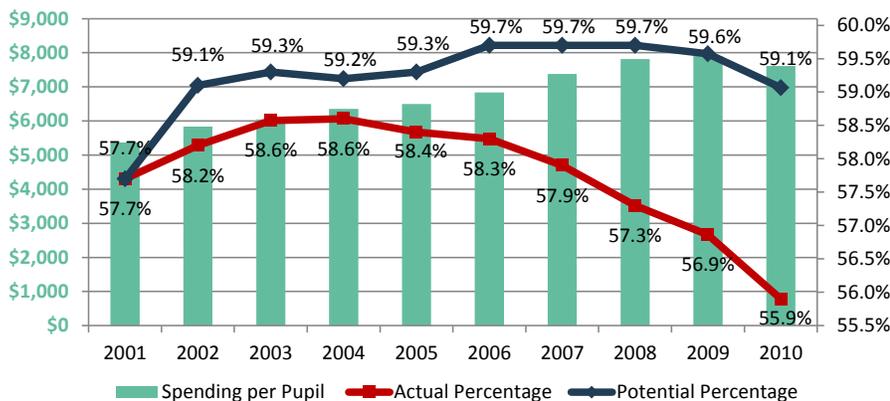
Declining percentage spent on instruction indicates likely supplanting

The declining percentage spent on instruction indicates that many districts likely used CSF monies to supplant other district monies, which is the opposite of what voters intended for CSF monies to do and a violation of A.R.S. §15-977(A). Supplanting means that districts used CSF monies to replace, rather than add to, monies being spent on instruction. If districts had continued to spend their non-CSF monies on instruction at the same rate they did prior to receiving CSF monies, the state-wide instructional (classroom dollar) percentage would have

been 59.1 percent, 3.2 percentage points higher than fiscal year 2010’s actual percentage of 55.9 (see Figure 3).

The decline in instructional spending for fiscal year 2010 reflects two factors not present in prior years: (1) a decrease in overall per pupil spending, and (2) a significant decrease in CSF monies. Overall spending dropped by nearly \$300 per pupil in fiscal year 2010, and almost one-half of this drop was from CSF monies, which are based on sales tax revenues. These decreases and the impact of having certain fixed non-instructional costs

Figure 3: Arizona Actual and Potential Classroom Dollar Percentages and Operational Spending Per Pupil Fiscal Years 2001 through 2010



Source: Auditor General staff analysis of district-reported accounting data and Arizona Department of Education student membership data for fiscal years 2001 through 2010.

partially explain the decline in instructional spending between fiscal years 2009 and 2010. However, as shown in Figure 3, the percentage spent on instruction also decreased between fiscal years 2004 and 2009, when total operational spending per pupil increased nearly 20 percent. Many districts likely supplanted, as indicated by the widening gap between the actual instructional percentage and the potential percentage had districts maintained their rate of instructional spending from non-CSF monies.

Audits show efficient operations enable more spending on instruction

Districts that run their non-instructional operations efficiently have more dollars available to spend on instruction. Performance audits of individual Arizona districts have found that efficient districts—that is districts that perform better than their peers on performance measures of operational effectiveness (see textbox)—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 on instruction. This result indicates strongly that, to devote more resources to instruction, districts should be paying close attention to their efficiency in non-instructional areas.

Performance measures:

- Administrative costs per pupil
- Students per administrator
- Cost per square foot
- Square footage per student
- Building capacity utilization
- Cost per meal
- Ratio of revenues and costs
- Cost per mile
- Cost per rider
- Bus capacity utilization

Available evidence indicates link between student achievement and percentage spent on instruction

Districts need to pay attention to their classroom dollar percentages, and elevate them if possible because available evidence supports a positive link between the percentage spent on instruction and student achievement. Student achievement outcomes are likely influenced by many factors largely outside a district's control, such as poverty level and parental involvement.¹ By contrast, the percentage of resources directed to the classroom is much more within a district's control. Preliminary analysis of Arizona districts' instructional percentages and their student achievement (as measured by the proportion of students who meet or exceed state standards on the AIMS tests) shows a statistically significant relationship—that is, a relationship that is likely to have little opportunity to have occurred by chance. On average, districts that directed more of their resources to instruction had higher passing rates on the Arizona Instrument to Measure Success (AIMS), even when the districts' poverty rates were considered. This positive relationship may reflect district leadership in ensuring both efficient operations and effective instruction.

¹ Berliner, David C. (2009). *Poverty and Potential: Out-of-School Factors and School Success*. Boulder and Tempe: Education and the Public Interest Center & Education Policy Research Unit. Conway, Karen Smith and Andrew Houtenville, "Parental Effort, School Resources, and Student Achievement," *Journal of Human Resources*, Spring 2008.

Administration

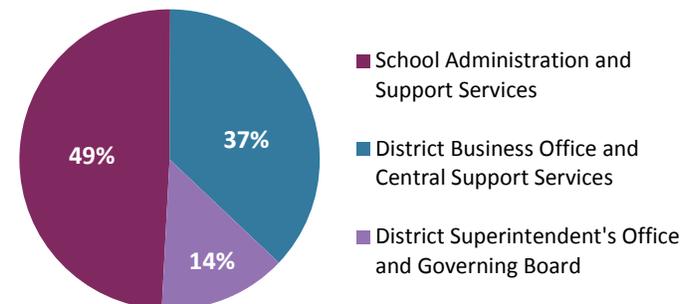
Administration—

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.

9.5 percent spent on administration, evenly split between district- and school-level costs

In fiscal year 2010, Arizona districts spent 9.5 percent of available operating dollars on administration, similar to the 9.2 to 9.5 percent spent in each of the past 5 years. Most of these costs were for salaries and benefits of administrators and support staff. As shown in Figure 4, administrative costs were split evenly between district-level expenditures, including the business and superintendent's offices, and school-level expenditures.

Figure 4: Administrative Spending by Function Detail Fiscal Year 2010

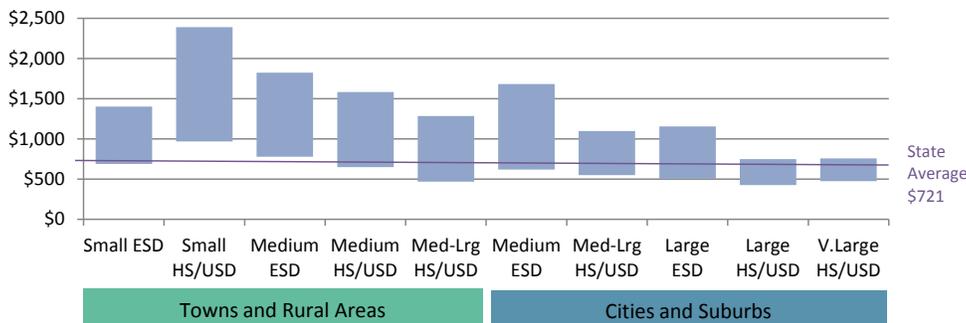


Source: Auditor General staff analysis of fiscal year 2010 district-reported accounting data.

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

Overall, fiscal year 2010 administrative costs per pupil were lower for large districts, primarily because of their economies of scale and abilities to spread costs over more students. Relative to small- and medium-sized districts, larger districts tended to have administrative costs that were near or below the state per-pupil average, as shown in Figure 5. In addition, the per-pupil costs at small- and medium-sized districts varied more, as evidenced by the wide range of costs for these districts. For example, administrative costs for small, rural districts serving high school students ranged from a low of \$967 to a high of

Figure 5: Administrative Cost Per Pupil by Efficiency Peer Group Fiscal Year 2010



Source: Auditor General staff analysis of fiscal year 2010 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.

\$2,391 per pupil. Wide ranges in administrative costs, even among large or very large districts, indicate that some districts have achieved lower costs than others and that districts at the high end of the range should work towards 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 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).
- 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 service.
- 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 excessive stipends, such as vehicle allowances or tax sheltered annuities.
- Spend significantly more than peers on meals and conference travel for employees and governing board members.
- Allow employees to use purchase cards to buy items already stocked in the district warehouse or from vendors that do not offer negotiated discounts.

Performance measures:

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

To protect districts, better controls over business processes and computer system access are needed

Performance audits continue to identify inadequate controls over payroll, purchasing, and access to the district’s computerized system, which increased the risk of errors, fraud, and misuse of sensitive information. For example, audits found districts that:

- Did not properly segregate payroll and personnel functions, increasing the risk that someone could create payments for fictitious employees or make unauthorized changes to employee pay rates.
- Paid employees prior to work being performed or prior to adequately ensuring that hours were actually worked.
- Allowed individual employees to perform nearly all aspects of purchasing, thereby significantly increasing the risk of errors and fraudulent purchases.
- Did not eliminate former employees’ access to Districts’ computerized systems or that allowed very broad access to their computerized systems, increasing the likelihood of fraud or misuse of sensitive information.

Plant Operations

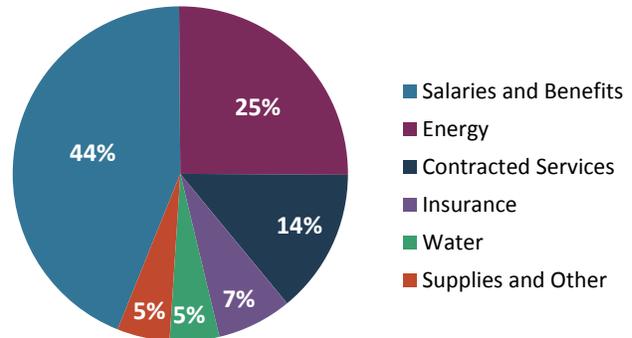
Plant Operations—

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

12 percent spent on plant operations, mostly for staffing and energy

In fiscal year 2010, Arizona districts spent 12 percent of their available operating dollars on plant operations, up slightly from the 11.4 percent spent in fiscal year 2005. As shown in Figure 6, most plant costs are in two categories: salaries and benefits of maintenance and repair staff; and energy costs, primarily for electricity. Contracted services such as garbage disposal, telephone, and contracted repair services, comprise the next largest category, at 14 percent of the total.

Figure 6: Plant Operations Spending by Category Fiscal Year 2010



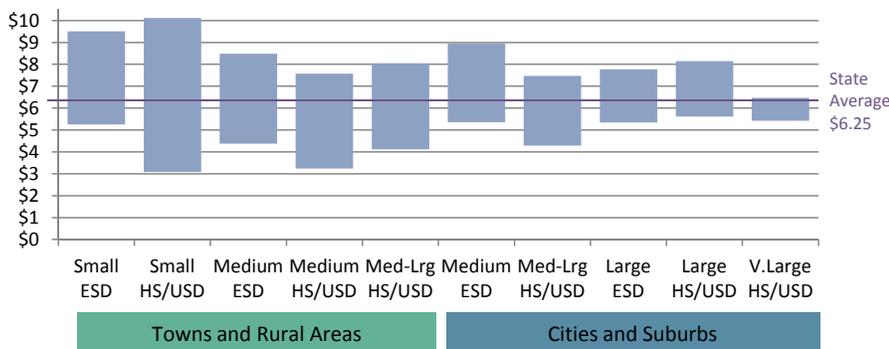
Source: Auditor General staff analysis of fiscal year 2010 district-reported accounting data.

Wide range of costs among similar districts 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 7, for fiscal year 2010, across most 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 operating efficiently, while other districts need to improve their plant operations by using the performance measures and practices identified in the next section.

Figure 7: Plant Operations Cost Per Square Foot by Efficiency Peer Group Fiscal Year 2010



Source: Auditor General staff analysis of fiscal year 2010 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.
- Update old equipment with more energy-efficient models, such as lighting and programmable thermostats.
- Employ staff who can serve multiple roles, such as drive buses and perform custodial work.

Performance measures:

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

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.

Energy conservation essential to offset rising utility rates

As shown in Figure 6 (see page 8), in fiscal year 2010, 25 percent of plant operation costs were for energy, primarily electricity, and districts appear to be using more energy than before. District spending for electricity has increased 42 percent per square foot since fiscal year 2005, significantly more than the 26 percent increase in Arizona's rates reported by the U.S. Energy Information Administration. This increase illustrates the need for improved energy conservation. Performance audits have identified measures districts have taken, or should be taking, to help reduce these costs. Some measures are as simple as replacing outdated thermostats with programmable units, while others are more complex, such as developing and implementing comprehensive energy conservation plans.

Excess building space leads to high costs

Performance audits have identified districts that had high costs caused by their operating large amounts of excess space. Until recently, districts appeared reluctant to reduce excess space—even those districts with long-standing stable or declining enrollments. Decisions to close buildings or schools can be difficult or painful. However, 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. By continuing to operate schools far below their designed capacity, school districts are wasting available operating dollars that could otherwise be spent on instruction or instruction-related programs.

Food Service

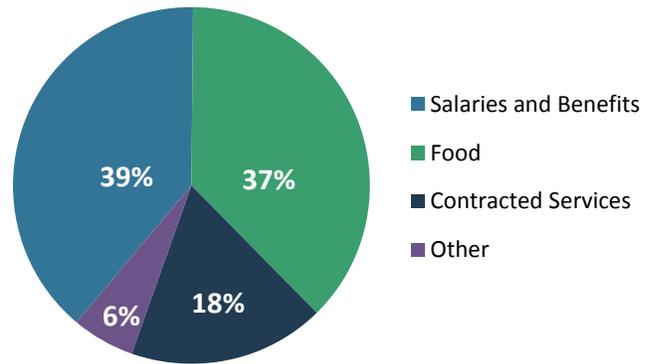
Food Service—

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

4.8 percent spent on food service, mostly for staffing and food supplies

In the past 5 fiscal years, Arizona districts have consistently spent 4.7 to 4.8 percent of their available operating dollars on food services. In fiscal year 2010, Arizona districts spent 4.8 percent on food services. As shown in Figure 8, 76 percent of these costs are evenly split between staffing and food supplies, with another 18 percent spent for contracted food services.

Figure 8: Food Service Spending by Category Fiscal Year 2010



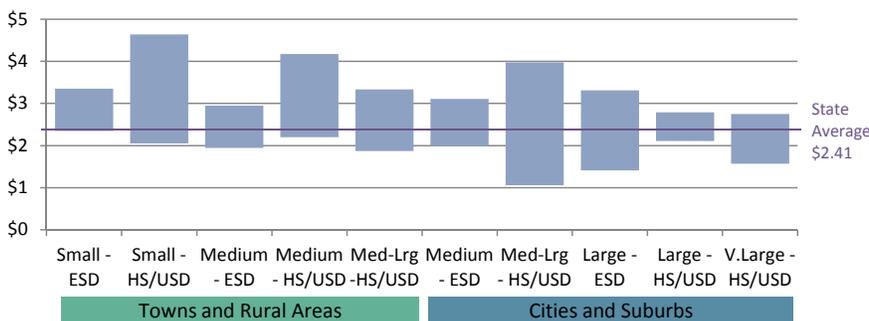
Source: Auditor General staff analysis of fiscal year 2010 district-reported accounting data.

Wide range of costs among similar districts indicates improvement is possible across all district sizes, types, and locations

Although food service costs are likely influenced by 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 9, there were wide ranges of costs across the 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 towards improving their programs' cost-effectiveness by using performance measures and practices identified in the next section.

Figure 9: Food Service Cost Per Meal by Efficiency Peer Group Fiscal Year 2010



Source: Auditor General staff analysis of fiscal year 2010 district-reported accounting data, Arizona Department of Education meal counts, 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).
- Adjust staffing levels based on industry standards for meals per labor hour.
- Limit waste by using daily production and usage information when ordering food and planning meals.
- Maximize use of free commodities provided by the U.S. Department of Agriculture.

Performance measures:

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

Less efficient districts:

- Have poorly written contracts with food service vendors.
- Fail to monitor contracted vendor's performance.
- Fail to identify best food prices, including failing to use or ineffectively using purchasing consortiums.
- Have insufficient inventory monitoring.
- Set meal prices too low to ensure program self-sufficiency.

Self-sufficient programs:

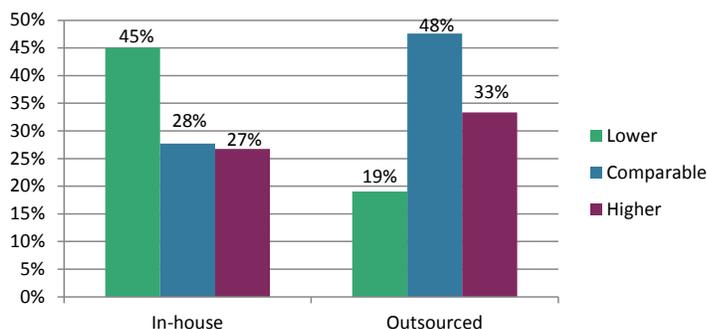
In fiscal year 2010, 63 percent of district food service programs generated enough revenues to cover operating expenses, up from 50 percent 5 years ago.

Outsourcing can be costly without effective district oversight

In fiscal year 2010, 42 districts outsourced their programs to one of five private companies. Some of these outsourced programs were very efficient and operated at a low cost per meal. However, as shown in Figure 10, only 19 percent of these districts had lower costs than their

The cost efficiency of outsourcing a food service program depends on the contract structure and level of district oversight.

Figure 10: Food Service Costs Compared to Efficiency Peers, Grouped by In-house and Outsourced Programs Fiscal Year 2010



Source: Auditor General staff analysis of fiscal year 2010 district-reported accounting data and Arizona Department of Education meal counts.

efficiency peers, on average. In contrast, 45 percent of the districts that operated their own programs had lower costs than their peers. Performance audits have shown that poor contract structures and inadequate district oversight can contribute to higher meal costs for outsourcing districts. Districts should include guaranteed profit or break-even clauses in their contracts and ensure that their vendors submit correct bills, perform well, and meet all contract terms.

Transportation

Transportation—

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

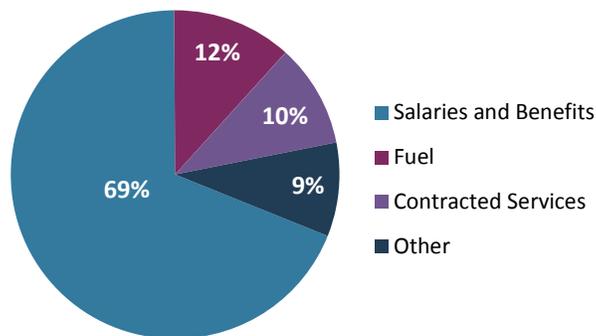
4.5 percent spent on student transportation, mostly for staffing

In fiscal year 2010, Arizona districts spent 4.5 percent of their available operating dollars on student transportation, similar to the 4.2 to 4.5 percent spent in each of the past 5 fiscal years.

As shown in Figure 11, most of the transportation costs are for salaries and benefits of bus drivers, bus aides, mechanics, and other staff. Fuel costs compose 12 percent of the transportation costs state-wide, but can compose up to 50 percent of the costs for rural districts that transport their riders long distances. Ten percent of transportation costs are spent on contracted services with vendors that provide student transportation for districts.

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

Figure 11: Transportation Spending by Category Fiscal Year 2010

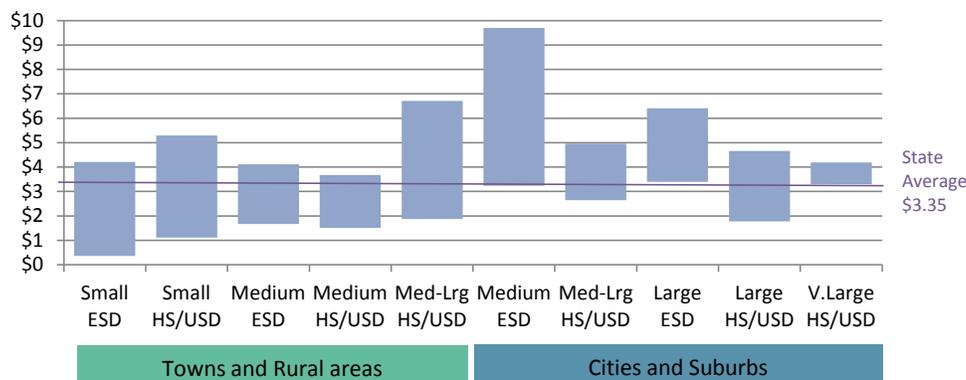


Source: Auditor General staff analysis of fiscal year 2010 district-reported accounting data.

Location is the primary factor affecting a district's cost per mile. In fiscal year 2010, the average cost per mile for medium-sized, elementary districts located in urban areas (cities and suburbs) was \$5.66, while similar districts located in towns and rural areas averaged \$3.03 per mile. Districts in urban locations tend to be 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 the high costs associated with these student

populations are spread over fewer miles. In contrast, districts in rural locations tend to have lower costs per mile because they typically travel greater distances. However, as shown in Figure 12, regardless of district location, the wide ranges of costs across efficiency peer groups show that many districts could use performance measures and practices identified in the next section to operate more efficiently.

Figure 12: Transportation Cost Per Mile by Efficiency Peer Group Fiscal Year 2010



Source: Auditor General staff analysis of fiscal year 2010 district-reported accounting data and Arizona Department of Education route reports.

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).
- Limit overtime and other 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 poorly written contracts 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
- Miles per driver
- Bus capacity utilization
- Ratio of revenues and expenditures

Half of districts, typically those driving more miles, cover costs

In addition to cost per mile and cost per rider, a district can be evaluated by its ability to cover its transportation program's costs with available state transportation funding. In fiscal year 2010, half of Arizona's districts were able to cover their costs with their allocated state transportation funding, while the other half needed to subsidize their programs with other monies. Arizona's transportation-funding formula is based primarily on the number of miles driven. The districts that covered their costs with state transportation funding typically drove 325 miles per rider, almost 60 percent more than the 204 miles per rider driven by districts that subsidized their programs.

To ensure student safety and accurate district funding, districts need to improve program oversight

Performance audits have shown that districts need to improve their oversight of operations related to student safety and accuracy of data reporting. First, to help ensure student safety, districts should use vehicles that are safe and well maintained, with properly certified drivers. Performance audits have identified instances in which districts have not done so. Second, districts should use accurate data for state transportation funding reports and performance measures. However, audits have found that districts are not always keeping accurate records of their mileage and rider counts, which impacts not only performance measures but state funding as well. Finally, districts should monitor these measures and adjust operations as needed.

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.

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

In fiscal year 2010, Arizona districts spent 7.6 percent of available operating dollars on student support services, slightly higher than the 7.2 percent spent 5 years ago. This increase is likely a reflection of the overall increase in the State's poverty rate, from 18.5 to 21 percent, and increase in the percentage of students with special needs, from 11 to 11.8 percent during the same period. Most student support service costs (83 percent) were for the salaries and benefits of attendance clerks, social workers, guidance counselors, nurses, and specialists such as audiologists and speech pathologists. Fifteen percent of the districts' support service costs paid for these services from contracted vendors, and the remaining 2 percent of costs paid for supplies.

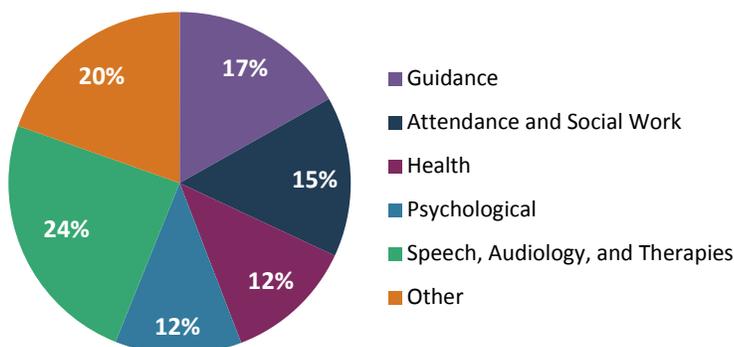
Student support services directed toward economically disadvantaged students and students with special needs

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 appears to be related to the percentages of district students who live in poverty and/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.

Costs are spread across a variety of support services

Although state-wide detail on student support spending is not available, Figure 13 shows this detail for fiscal year 2010 for 120 districts that classified their student support spending at a more detailed level. These districts' costs composed 75 percent of the State's spending in this area. As shown in Figure 13, these districts' spending was spread fairly evenly across a variety of support services, including guidance counseling, activities related to attendance and social work, health, and psychological services. Further, almost one-quarter of support service costs paid for specialists in speech pathology, audiology, and occupational/physical therapy. Finally, 20 percent of these districts' spending was for other, unspecified types of student support services.

Figure 13: Student Support Spending by Function Detail
Fiscal Year 2010



Source: Auditor General staff analysis of fiscal year 2010 district-reported accounting data for 120 districts that classified student support costs in detail.

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.

5.7 percent spent on instruction support, mostly for staffing

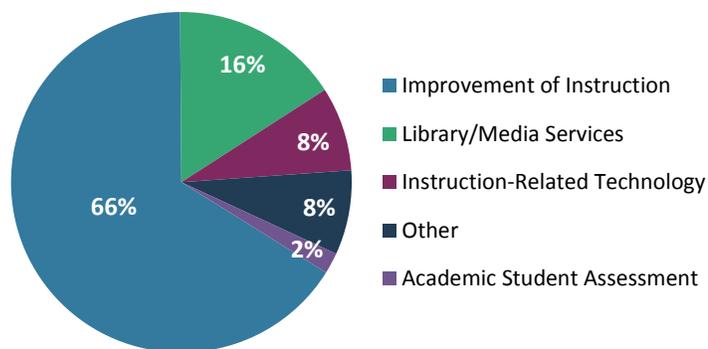
In fiscal year 2010, Arizona districts spent 5.7 percent of available operating dollars on instruction support. Most costs (81 percent) were for salaries and benefits of employees who train teaching staff and develop curriculum, and staff who provide library/media and instruction-related information technology services. Fourteen percent of the costs were for contracted services, such as teacher-training workshops, and the remaining 5 percent were for supplies and other costs.

Although the percentage spent on instruction support in fiscal year 2010 is 1.1 percentage points higher than the 4.6 percent spent in fiscal year 2005, 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 previously been grouped with non-instruction-related technology services in administration.

Majority of costs are for improving instruction

Although detail on instruction support spending is not available state-wide, Figure 14 shows this detail for fiscal year 2010 for 55 districts that classified their instruction support spending at a more detailed level. These districts' costs composed 39 percent of the State's spending in this area. As shown in Figure 14, the majority of these districts' spending on instruction support (66 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 composed 16 percent of instruction support spending in fiscal year 2010, a decrease from the 31 percent spent in this area 5 years ago. The reduction appears to be driven by a 15 percent decrease in the number of librarians since fiscal year 2005.

Figure 14: Instruction Support Spending by Function Detail Fiscal Year 2010



Source: Auditor General staff analysis of fiscal year 2010 district-reported accounting data for 55 districts that classified instructional support costs in detail.

Figure 15: Map of Arizona Counties



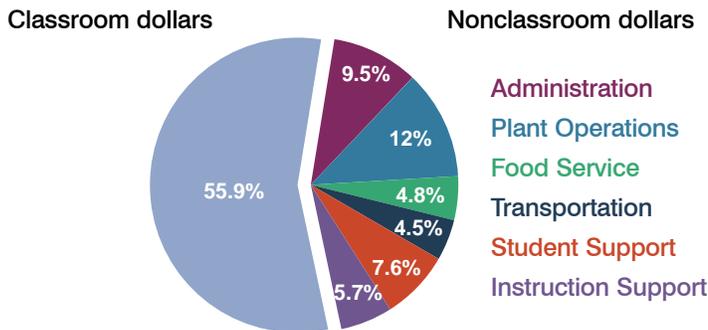
State of Arizona

Total current expenditures: \$7,023,742,036
 Number of districts: 239

Students attending: 923,073
 Number of schools: 1,452

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 17 percent. Spending in the classroom has decreased significantly from 58.4 to 55.9 percent. Spending on plant operations, student support, and instruction support has increased and spending on transportation has increased slightly. Meanwhile, spending on administration and food services has remained stable.

Cost measures and other related measures

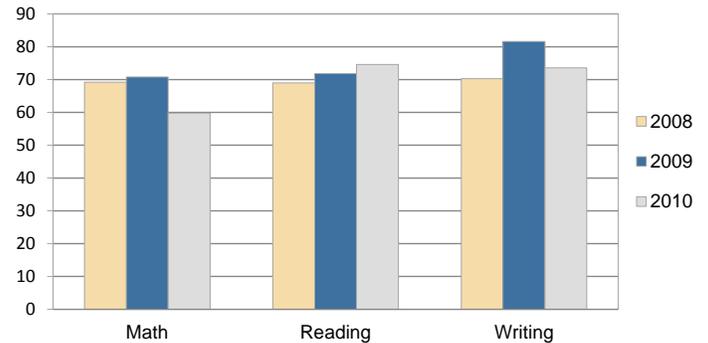
Operational Area	Measure	2008	2009	2010
Administration	Cost per pupil	\$720	\$729	\$721
	Students per administrator	63	66	66
Plant Operations	Cost per square foot	\$6.28	\$6.40	\$6.25
	Square footage per student	140	144	146
Food Service	Cost per meal equivalent	NR	\$2.53	\$2.41
Transportation	Cost per mile	\$3.49	\$3.36	\$3.35
	Miles per rider	259	271	282

Per-pupil spending by function

	2008	State 2009	State 2010	National 2008
Total	\$7,814	\$7,908	\$7,609	\$10,297
Classroom dollars	\$4,481	\$4,497	\$4,253	\$6,262
Nonclassroom dollars:	\$3,333	\$3,411	\$3,356	\$4,035
Administration	720	729	721	1,109
Plant Operations	881	920	914	1,003
Food Service	373	382	366	390
Transportation	346	343	342	438
Student Support	577	594	581	556
Instruction Support	436	443	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

1,028 schools met all applicable AYP objectives for NCLB. 420 did not because they failed to meet 1 or more of the following objectives: percent tested (34); academic progress (352); attendance rate (39); graduation rate (76). 4 schools were not eligible for AYP determinations.

Student and teacher information

Measure	2008	2009	2010
Attendance rate	95%	95%	94%
Graduation rate	75%	76%	N/A
Poverty rate	19%	21%	N/A
Student/teacher ratio	17.3	17.1	17.9
Average teacher salary	\$44,967	\$45,209	\$47,077
Average years' experience	9.8	9.7	10.6
Percent of teachers in first 3 years	27%	16%	20%

Proposition 301

Teacher and other staff pay

Most teachers earned between \$2,123 and \$5,425 (\$3,140 on average) in additional pay. Other positions, such as librarians, speech pathologists, audiologists, and counselors, also received additional pay.

Performance pay plan goals and results

Type of goal	Goal set?	Goal met?		
		Yes	Partially	No
Student achievement	208	152	49	7
Dropout/graduation rates	38	31	3	4
Student attendance	75	61	10	4
Parent/student satisfaction	100	94	6	
Teacher attendance	28	19	8	1
Teacher professional development	128	97	29	2
Teacher evaluations	70	59	11	
Tutoring	37	32	5	
Other	102	79	23	

Agua Fria Union High School District

Maricopa County

Peer groups: Efficiency 3, Achievement 13

Legislative district(s): 12 and 13

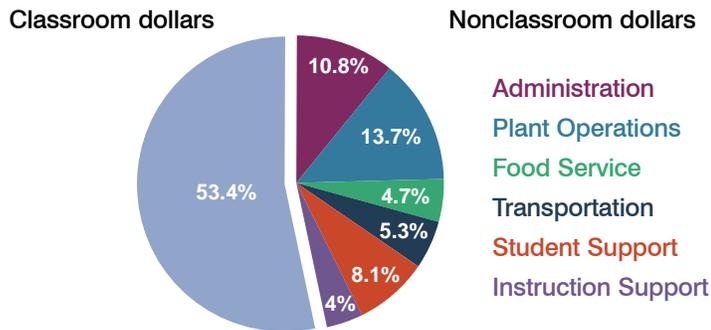
District size: Medium-Large

Students attending: 6,404

Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 5 percent. Spending in the classroom varied year to year, increasing significantly overall from 51.3 to 53.4 percent. Spending on plant operations decreased significantly, spending on student support increased, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$756	\$748	\$721
	Students per administrator	60	70	66
Plant Operations	Cost per square foot	\$6.75	\$5.70	\$6.25
	Square footage per student	141	155	146
Food Service	Cost per meal equivalent	\$2.72	\$2.62	\$2.41
Transportation	Cost per mile	\$3.13	\$3.40	\$3.35
	Miles per rider	366	252	282

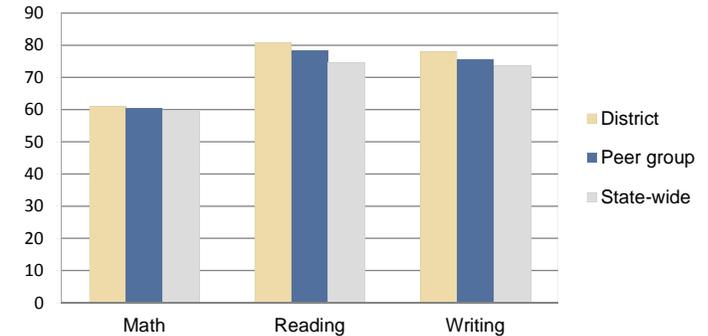


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,482	\$6,984	\$7,096	\$7,609	\$10,297
Classroom dollars	\$4,016	\$3,731	\$3,889	\$4,253	\$6,262
Nonclassroom dollars:	\$3,466	\$3,253	\$3,207	\$3,356	\$4,035
Administration	793	756	748	721	1,109
Plant Operations	1,042	954	874	914	1,003
Food Service	333	329	322	366	390
Transportation	416	374	396	342	438
Student Support	590	563	578	581	556
Instruction Support	292	277	289	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

3 schools met all applicable AYP objectives for NCLB. 1 school did not because its attendance and graduation rates were not sufficient.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	92%	93%	94%
Graduation rate (2009)	79%	83%	76%
Poverty rate (2009)	14%	16%	21%
Student/teacher ratio	20.6	19.9	17.9
Average teacher salary	\$48,608	\$45,843	\$47,077
Average years' experience	8.0	8.9	10.6
Percent of teachers in first 3 years	20%	22%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$4,458 in additional pay, and each librarian, counselor, diversity coordinator, and teacher mentor earned between \$4,541 and \$4,587.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

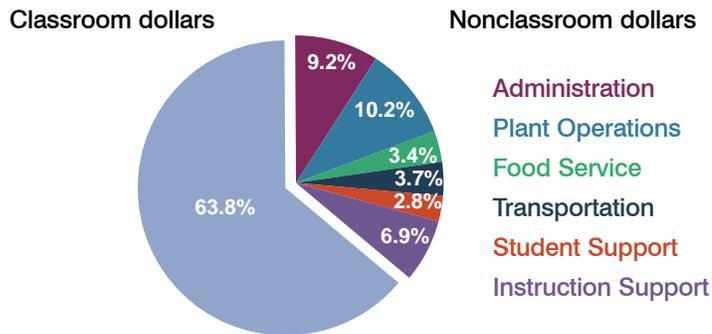
Aguila Elementary School District

Maricopa County
Peer groups: Efficiency 12, Achievement 6
Legislative district(s): 4

District size: Very Small
Students attending: 144
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function

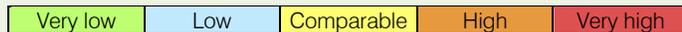


5-year trend

Total spending per pupil increased by 36 percent. Spending in the classroom was very inconsistent year to year, increasing significantly overall from 55.1 to 63.8 percent. Spending on food service and instruction support decreased significantly, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,172	\$2,444	\$721
	Students per administrator	33	32	66
Plant Operations	Cost per square foot	\$5.90	\$7.59	\$6.25
	Square footage per student	221	297	146
Food Service	Cost per meal equivalent	\$1.73	\$4.85	\$2.41
Transportation	Cost per mile	\$4.14	\$1.87	\$3.35
	Miles per rider	211	611	282

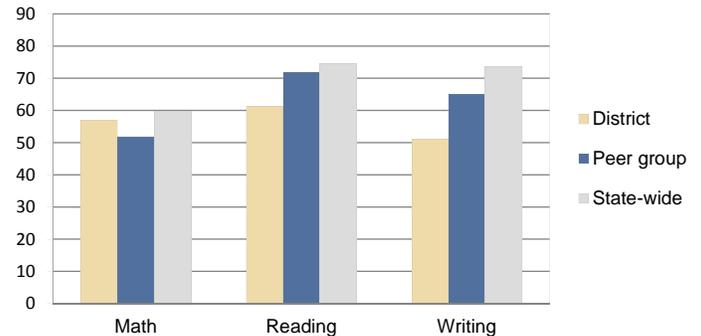


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$13,045	\$12,793	\$15,187	\$7,609	\$10,297
Classroom dollars	\$8,105	\$8,167	\$8,084	\$4,253	\$6,262
Nonclassroom dollars:	\$4,940	\$4,626	\$7,103	\$3,356	\$4,035
Administration	1,297	1,172	2,444	721	1,109
Plant Operations	1,242	1,304	2,188	914	1,003
Food Service	893	428	751	366	390
Transportation	403	473	924	342	438
Student Support	317	363	473	581	556
Instruction Support	788	886	323	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school did not meet all applicable AYP objectives for NCLB because some of its students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	94%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	30%	27%	21%
Student/teacher ratio	12.0	13.1	17.9
Average teacher salary	\$39,201	\$42,747	\$47,077
Average years' experience	12.9	13.8	10.6
Percent of teachers in first 3 years	9%	9%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,532 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

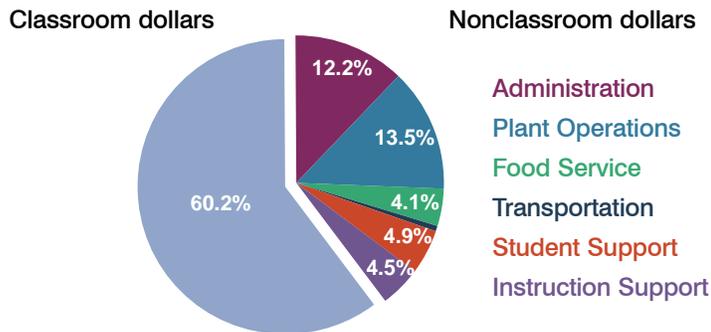
Ajo Unified School District

Pima County
Peer groups: Efficiency 6, Achievement 21
Legislative district(s): 25

District size: Small
Students attending: 428
Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by function

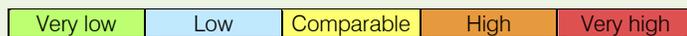


5-year trend

Total spending per pupil increased by 20 percent. Spending in the classroom increased significantly overall from 55 to 60.2 percent. Spending on administration decreased significantly, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,086	\$1,447	\$721
	Students per administrator	46	42	66
Plant Operations	Cost per square foot	NR	\$5.76	\$6.25
	Square footage per student	250	276	146
Food Service	Cost per meal equivalent	\$2.72	\$3.00	\$2.41
Transportation	Cost per mile	NR	\$2.53	\$3.35
	Miles per rider	243	375	282

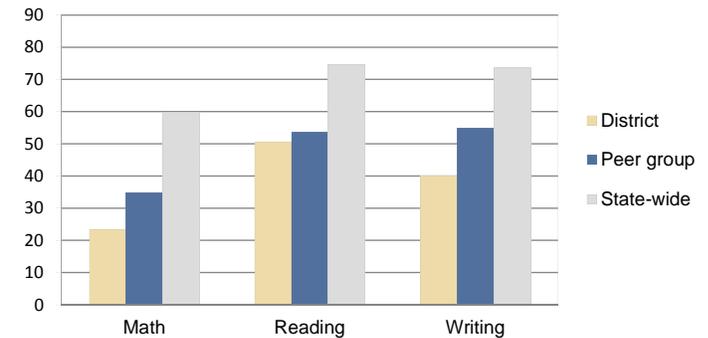


Per-pupil spending by function

	District		Peer	State	National
	2009	2010	2010	2010	2008
Total	\$9,036	\$8,915	\$9,887	\$7,609	\$10,297
Classroom dollars	\$5,365	\$5,366	\$5,054	\$4,253	\$6,262
Nonclassroom dollars:	\$3,671	\$3,549	\$4,833	\$3,356	\$4,035
Administration	1,088	1,086	1,447	721	1,109
Plant Operations	1,219	1,202	1,462	914	1,003
Food Service	330	366	424	366	390
Transportation	45	52	445	342	438
Student Support	477	439	625	581	556
Instruction Support	512	404	430	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools did not meet all applicable AYP objectives for NCLB. 1 school did not because some students did not demonstrate sufficient academic progress. 1 school did not because its graduation rate was not sufficient.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	92%	91%	94%
Graduation rate (2009)	63%	63%	76%
Poverty rate (2009)	36%	42%	21%
Student/teacher ratio	14.3	14.7	17.9
Average teacher salary	\$42,004	\$42,282	\$47,077
Average years' experience	14.4	12.3	10.6
Percent of teachers in first 3 years	30%	15%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,877 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	<input type="checkbox"/>
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	<input checked="" type="checkbox"/>

■ = yes, □ = no, ▲ = partially, and - = no goal set

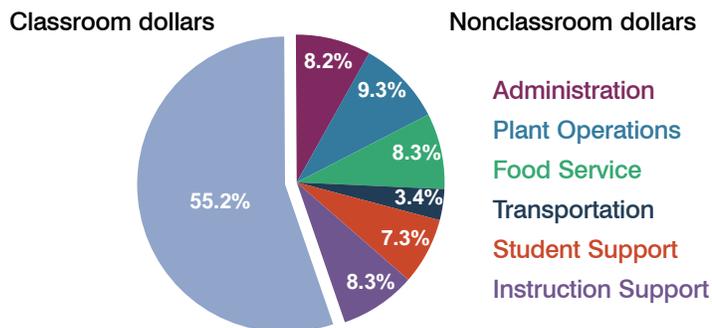
Alhambra Elementary School District

Maricopa County
Peer groups: Efficiency 8, Achievement 7
Legislative district(s): 13, 14, and 15

District size: Large
Students attending: 13,583
Number of schools: 15

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 18 percent. Spending in the classroom decreased year to year, decreasing significantly overall from 61.8 to 55.2 percent. Spending on instruction support increased significantly, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$611	\$701	\$721
	Students per administrator	72	69	66
Plant Operations	Cost per square foot	\$5.88	\$6.48	\$6.25
	Square footage per student	117	123	146
Food Service	Cost per meal equivalent	\$2.81	\$2.36	\$2.41
Transportation	Cost per mile	\$6.41	\$4.82	\$3.35
	Miles per rider	109	180	282

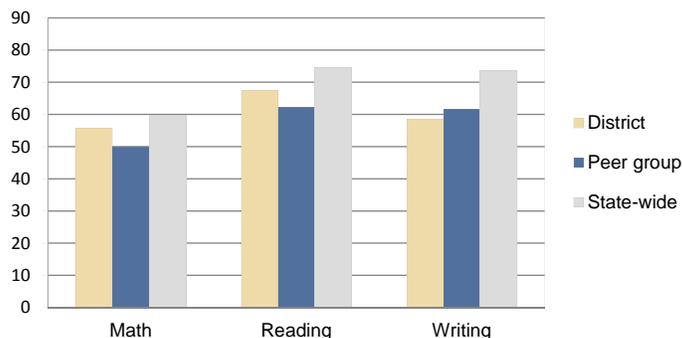
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,654	\$7,397	\$7,513	\$7,609	\$10,297
Classroom dollars	\$4,341	\$4,084	\$4,190	\$4,253	\$6,262
Nonclassroom dollars:	\$3,313	\$3,313	\$3,323	\$3,356	\$4,035
Administration	544	611	701	721	1,109
Plant Operations	670	687	794	914	1,003
Food Service	646	614	476	366	390
Transportation	230	250	279	342	438
Student Support	581	538	536	581	556
Instruction Support	642	613	537	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

13 schools met all applicable AYP objectives for NCLB. 2 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	94%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	33%	30%	21%
Student/teacher ratio	22.5	17.8	17.9
Average teacher salary	\$60,308	\$46,904	\$47,077
Average years' experience	9.1	8.7	10.6
Percent of teachers in first 3 years	24%	28%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$2,192 in additional pay, and each librarian, speech pathologist, counselor, and teacher on assignment earned between \$1,121 and \$2,214.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	▲
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	▲
Teacher evaluations	■
Tutoring	■
Other	-

■ = yes, □ = no, ▲ = partially, and - = no goal set

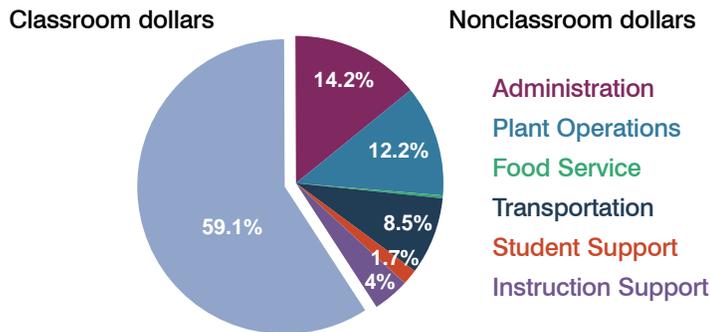
Alpine Elementary School District

Apache County
Peer groups: Efficiency 12, Achievement 8
Legislative district(s): 5

District size: Very Small
Students attending: 54
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 33 percent. Spending in the classroom varied year to year, increasing significantly overall from 51.4 to 59.1 percent. Spending on plant operations and student support decreased significantly, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,194	\$2,444	\$721
	Students per administrator	36	32	66
Plant Operations	Cost per square foot	\$6.85	\$7.59	\$6.25
	Square footage per student	275	297	146
Food Service	Cost per meal equivalent	N/A	\$4.85	\$2.41
Transportation	Cost per mile	\$0.73	\$1.87	\$3.35
	Miles per rider	1,277	611	282

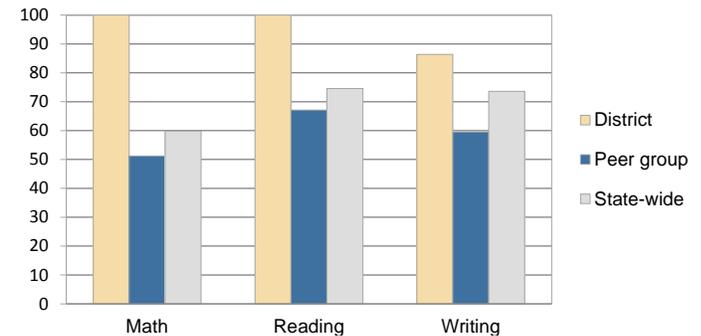


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$16,499	\$15,424	\$15,187	\$7,609	\$10,297
Classroom dollars	\$9,629	\$9,122	\$8,084	\$4,253	\$6,262
Nonclassroom dollars:	\$6,870	\$6,302	\$7,103	\$3,356	\$4,035
Administration	2,614	2,194	2,444	721	1,109
Plant Operations	1,860	1,881	2,188	914	1,003
Food Service	56	50	751	366	390
Transportation	1,356	1,302	924	342	438
Student Support	259	265	473	581	556
Instruction Support	725	610	323	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	96%	94%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	35%	34%	21%
Student/teacher ratio	9.8	14.4	17.9
Average teacher salary	\$51,102	\$43,616	\$47,077
Average years' experience	8.7	11.0	10.6
Percent of teachers in first 3 years	0%	20%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$2,550 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

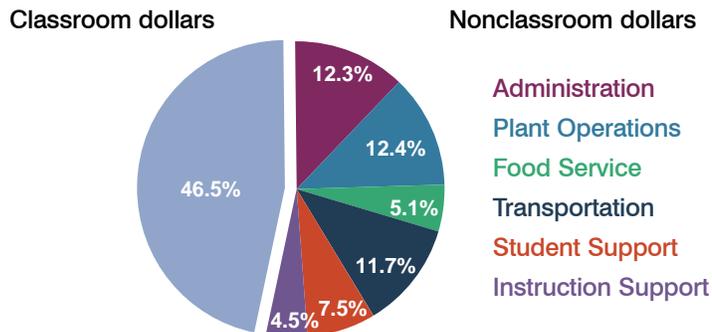
Altar Valley Elementary School District

Pima County
Peer groups: Efficiency 10, Achievement 8
Legislative district(s): 25 and 27

District size: Medium
Students attending: 656
Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 11 percent. Spending in the classroom decreased overall from 47.5 to 46.5 percent. Spending on transportation and instruction support increased, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,217	\$1,019	\$721
	Students per administrator	45	65	66
Plant Operations	Cost per square foot	\$8.49	\$6.70	\$6.25
	Square footage per student	145	130	146
Food Service	Cost per meal equivalent	\$2.47	\$2.42	\$2.41
Transportation	Cost per mile	\$2.21	\$3.03	\$3.35
	Miles per rider	364	196	282

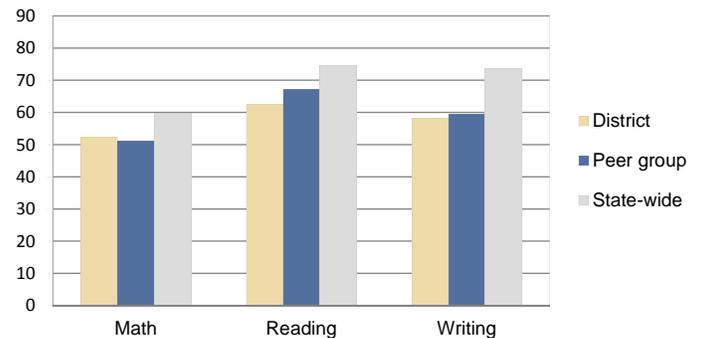
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$9,983	\$9,919	\$7,810	\$7,609	\$10,297
Classroom dollars	\$4,754	\$4,610	\$4,011	\$4,253	\$6,262
Nonclassroom dollars:	\$5,229	\$5,309	\$3,799	\$3,356	\$4,035
Administration	1,200	1,217	1,019	721	1,109
Plant Operations	1,204	1,234	916	914	1,003
Food Service	592	507	503	366	390
Transportation	1,027	1,159	432	342	438
Student Support	749	748	478	581	556
Instruction Support	457	444	451	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	94%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	33%	34%	21%
Student/teacher ratio	14.6	14.4	17.9
Average teacher salary	\$34,983	\$43,616	\$47,077
Average years' experience	9.2	11.0	10.6
Percent of teachers in first 3 years	30%	20%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$1,304 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

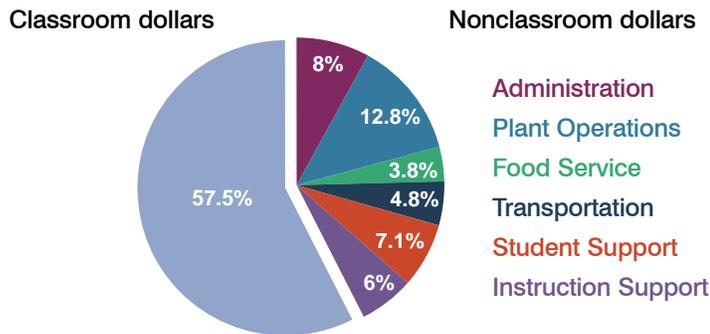
Amphitheater Unified School District

Pima County
Peer groups: Efficiency 2, Achievement 18
Legislative district(s): 26, 27, and 28

District size: Large
Students attending: 15,065
Number of schools: 20

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 30 percent. Spending in the classroom varied year to year, increasing slightly overall from 56.9 to 57.5 percent. Spending on student and instruction support increased, while spending on administration decreased.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$643	\$627	\$721
	Students per administrator	57	68	66
Plant Operations	Cost per square foot	\$6.31	\$6.54	\$6.25
	Square footage per student	164	142	146
Food Service	Cost per meal equivalent	\$2.67	\$2.52	\$2.41
Transportation	Cost per mile	\$2.91	\$3.31	\$3.35
	Miles per rider	278	323	282

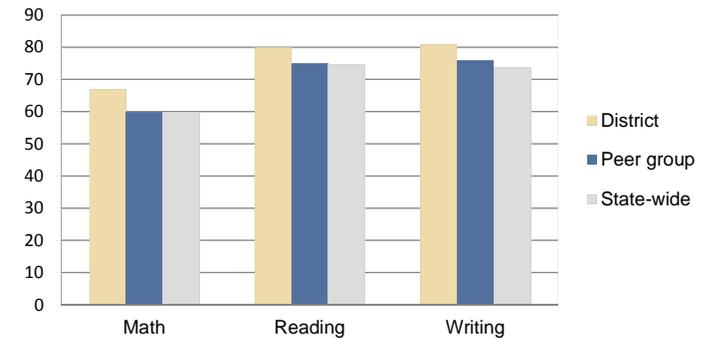


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$8,589	\$8,089	\$7,166	\$7,609	\$10,297
Classroom dollars	\$5,022	\$4,652	\$4,025	\$4,253	\$6,262
Nonclassroom dollars:	\$3,567	\$3,437	\$3,141	\$3,356	\$4,035
Administration	652	643	627	721	1,109
Plant Operations	1,052	1,034	917	914	1,003
Food Service	326	311	308	366	390
Transportation	398	390	326	342	438
Student Support	578	575	539	581	556
Instruction Support	561	484	424	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

15 schools met all applicable AYP objectives for NCLB. 5 did not because they failed to meet 1 or more of the following objectives: academic progress (5); attendance rate (1); graduation rate (1).

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	94%	94%
Graduation rate (2009)	84%	82%	76%
Poverty rate (2009)	20%	19%	21%
Student/teacher ratio	16.3	17.2	17.9
Average teacher salary	\$49,255	\$48,446	\$47,077
Average years' experience	12.4	11.4	10.6
Percent of teachers in first 3 years	12%	18%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$4,278 in additional pay, and each aide, librarian, speech pathologist, audiologist, counselor, psychologist, nurse, therapist, and social worker earned between \$409 and \$5,972.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

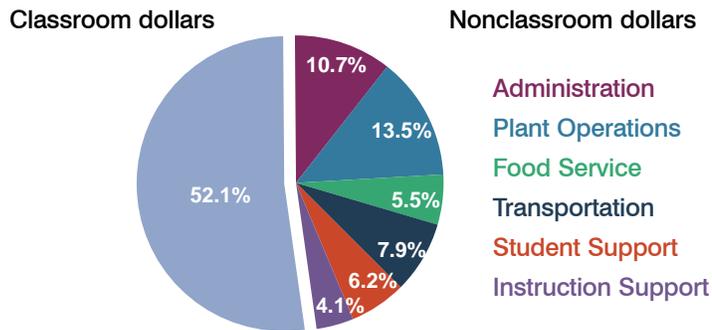
Antelope Union High School District

Yuma County
Peer groups: Efficiency 6, Achievement 12
Legislative district(s): 24

District size: Small
Students attending: 321
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 12 percent. Spending in the classroom varied year to year, decreasing overall from 53.7 to 52.1 percent. Spending on student and instruction support increased significantly, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$967	\$1,447	\$721
	Students per administrator	66	42	66
Plant Operations	Cost per square foot	\$3.58	\$5.76	\$6.25
	Square footage per student	341	276	146
Food Service	Cost per meal equivalent	\$2.89	\$3.00	\$2.41
Transportation	Cost per mile	\$1.66	\$2.53	\$3.35
	Miles per rider	408	375	282

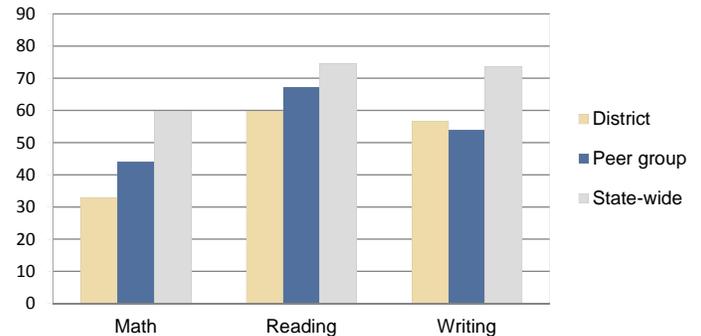
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer	State	National
	2009	2010	2010	2010	2008
Total	\$9,656	\$9,036	\$9,887	\$7,609	\$10,297
Classroom dollars	\$5,017	\$4,710	\$5,054	\$4,253	\$6,262
Nonclassroom dollars:	\$4,639	\$4,326	\$4,833	\$3,356	\$4,035
Administration	993	967	1,447	721	1,109
Plant Operations	1,220	1,219	1,462	914	1,003
Food Service	524	495	424	366	390
Transportation	690	720	445	342	438
Student Support	587	558	625	581	556
Instruction Support	625	367	430	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school did not meet all applicable AYP objectives for NCLB because some of its students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	93%	94%
Graduation rate (2009)	77%	73%	76%
Poverty rate (2009)	25%	30%	21%
Student/teacher ratio	17.6	16.1	17.9
Average teacher salary	\$47,781	\$41,651	\$47,077
Average years' experience	15.2	12.3	10.6
Percent of teachers in first 3 years	6%	22%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$6,540 in additional pay, and each counselor earned \$6,420.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	■
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▲ = partially, and - = no goal set

Apache Elementary School District

Cochise County
Peer groups: Efficiency 12, Achievement 4
Legislative district(s): 25

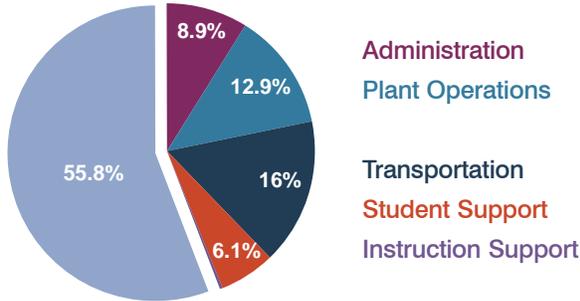
District size: Very Small
Students attending: 7
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function

Classroom dollars

Nonclassroom dollars



5-year trend

Student enrollment decreased by 46 percent, which contributed to the 144 percent increase in total spending per pupil. Spending in the classroom varied year to year, increasing significantly overall from 53.2 to 55.8 percent. Spending on administration and plant operations decreased significantly, while spending on student support increased significantly.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,356	\$2,444	\$721
	Students per administrator	5	32	66
Plant Operations	Cost per square foot	\$13.78	\$7.59	\$6.25
	Square footage per student	246	297	146
Food Service	Cost per meal equivalent	N/A	\$4.85	\$2.41
Transportation	Cost per mile	\$2.63	\$1.87	\$3.35
	Miles per rider	1,594	611	282



Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$40,794	\$26,284	\$15,187	\$7,609	\$10,297
Classroom dollars	\$22,411	\$14,667	\$8,084	\$4,253	\$6,262
Nonclassroom dollars:	\$18,383	\$11,617	\$7,103	\$3,356	\$4,035
Administration	3,853	2,356	2,444	721	1,109
Plant Operations	6,408	3,386	2,188	914	1,003
Food Service	0	0	751	366	390
Transportation	5,576	4,196	924	342	438
Student Support	2,546	1,603	473	581	556
Instruction Support	0	76	323	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)

Information is not shown because the District has fewer than 10 students.

Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	20%	20%	21%
Student/teacher ratio	7.0	12.9	17.9
Average teacher salary	N/A	\$45,161	\$47,077
Average years' experience	N/A	13.5	10.6
Percent of teachers in first 3 years	0%	8%	20%

Proposition 301

Teacher and other staff pay

The teacher earned \$1,640 in additional pay, and an instructional aide earned \$372.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	■
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

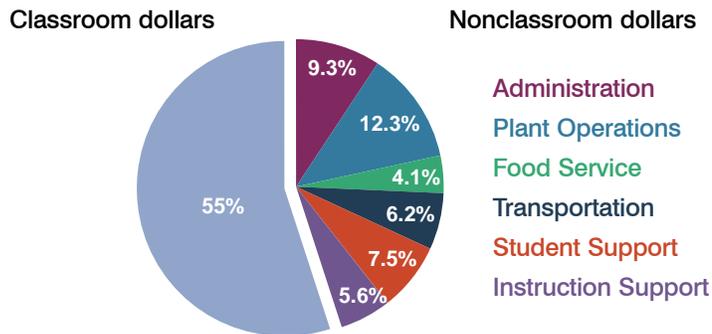
Apache Junction Unified School District

Pinal County
Peer groups: Efficiency 3, Achievement 17
Legislative district(s): 22 and 23

District size: Medium-Large
Students attending: 5,232
Number of schools: 8

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 21 percent. Spending in the classroom varied year to year, increasing overall from 53.3 to 55 percent. Spending on plant operations decreased, while spending in other nonclassroom areas remained stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$687	\$748	\$721
	Students per administrator	59	70	66
Plant Operations	Cost per square foot	\$6.15	\$5.70	\$6.25
	Square footage per student	148	155	146
Food Service	Cost per meal equivalent	\$2.41	\$2.62	\$2.41
Transportation	Cost per mile	\$3.79	\$3.40	\$3.35
	Miles per rider	197	252	282

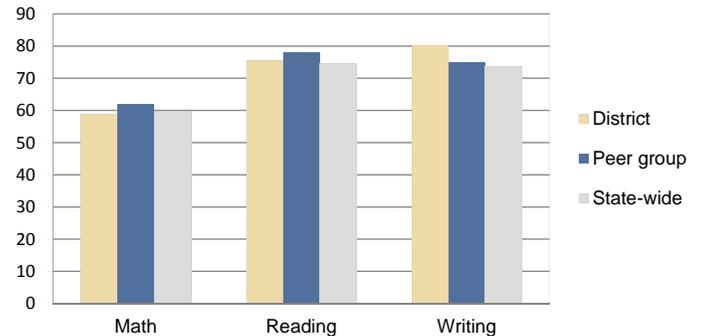


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,976	\$7,427	\$7,096	\$7,609	\$10,297
Classroom dollars	\$4,539	\$4,082	\$3,889	\$4,253	\$6,262
Nonclassroom dollars:	\$3,437	\$3,345	\$3,207	\$3,356	\$4,035
Administration	708	687	748	721	1,109
Plant Operations	974	912	874	914	1,003
Food Service	334	308	322	366	390
Transportation	447	458	396	342	438
Student Support	594	562	578	581	556
Instruction Support	380	418	289	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

7 schools met all applicable AYP objectives for NCLB. 1 school did not because it failed to meet the percentage of students tested objective and some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	94%	94%
Graduation rate (2009)	67%	80%	76%
Poverty rate (2009)	17%	15%	21%
Student/teacher ratio	17.4	17.9	17.9
Average teacher salary	\$45,880	\$42,418	\$47,077
Average years' experience	11.7	11.1	10.6
Percent of teachers in first 3 years	9%	18%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$4,797 in additional pay, and each librarian, speech pathologist, counselor, and specialist earned between \$500 and \$5,845.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	▲
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▲ = partially, and - = no goal set

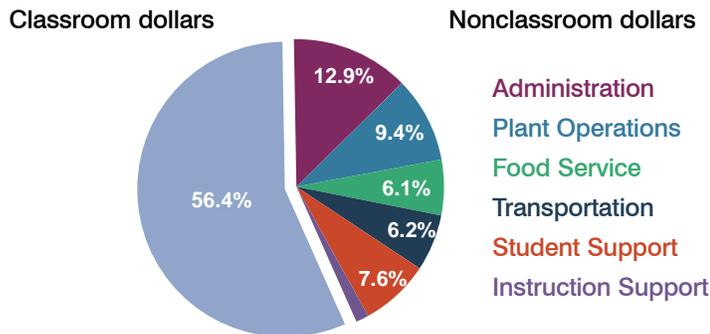
Arlington Elementary School District

Maricopa County
Peer groups: Efficiency 11, Achievement 9
Legislative district(s): 25

District size: Small
Students attending: 256
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 19 percent. Spending in the classroom varied year to year, increasing significantly overall from 54.2 to 56.4 percent. Spending on plant operations decreased significantly, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,350	\$1,128	\$721
	Students per administrator	54	68	66
Plant Operations	Cost per square foot	\$6.90	\$7.21	\$6.25
	Square footage per student	143	148	146
Food Service	Cost per meal equivalent	\$2.80	\$2.70	\$2.41
Transportation	Cost per mile	\$1.32	\$2.00	\$3.35
	Miles per rider	NR	222	282

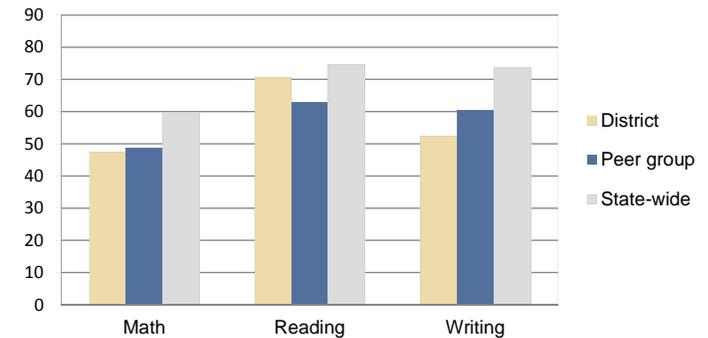


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$10,360	\$10,453	\$8,569	\$7,609	\$10,297
Classroom dollars	\$5,860	\$5,895	\$4,716	\$4,253	\$6,262
Nonclassroom dollars:	\$4,500	\$4,558	\$3,853	\$3,356	\$4,035
Administration	1,076	1,350	1,128	721	1,109
Plant Operations	1,204	985	1,025	914	1,003
Food Service	634	634	484	366	390
Transportation	725	646	389	342	438
Student Support	680	800	553	581	556
Instruction Support	181	143	274	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	93%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	47%	49%	21%
Student/teacher ratio	14.2	10.7	17.9
Average teacher salary	\$44,669	\$42,652	\$47,077
Average years' experience	5.8	10.1	10.6
Percent of teachers in first 3 years	33%	19%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$1,400 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	■
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

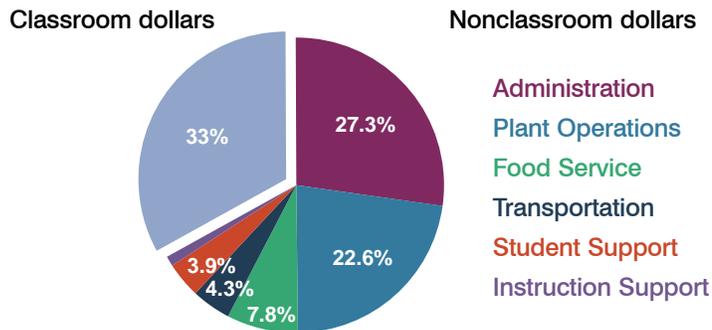
Ash Creek Elementary School District

Cochise County
Peer groups: Efficiency 12, Achievement 6
Legislative district(s): 25

District size: Very Small
Students attending: 34
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 36 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 42.6 to 33 percent. Spending on plant operations increased significantly, while spending in other nonclassroom areas was very inconsistent year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$6,402	\$2,444	\$721
	Students per administrator	10	32	66
Plant Operations	Cost per square foot	\$8.28	\$7.59	\$6.25
	Square footage per student	639	297	146
Food Service	Cost per meal equivalent	\$7.34	\$4.85	\$2.41
Transportation	Cost per mile	\$1.43	\$1.87	\$3.35
	Miles per rider	578	611	282

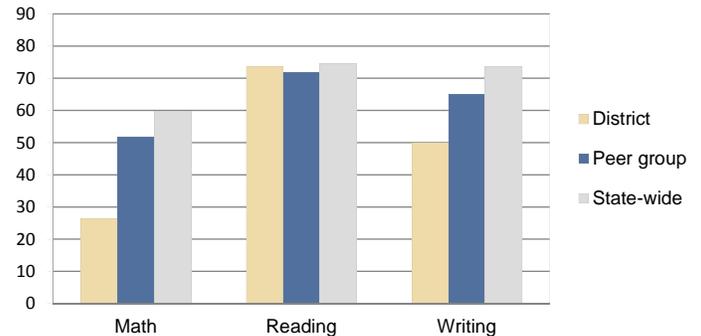
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$26,366	\$23,423	\$15,187	\$7,609	\$10,297
Classroom dollars	\$10,517	\$7,722	\$8,084	\$4,253	\$6,262
Nonclassroom dollars:	\$15,849	\$15,701	\$7,103	\$3,356	\$4,035
Administration	6,233	6,402	2,444	721	1,109
Plant Operations	4,153	5,287	2,188	914	1,003
Food Service	2,393	1,828	751	366	390
Transportation	1,745	1,012	924	342	438
Student Support	1,147	920	473	581	556
Instruction Support	178	252	323	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	91%	94%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	31%	27%	21%
Student/teacher ratio	8.4	13.1	17.9
Average teacher salary	\$40,460	\$42,747	\$47,077
Average years' experience	9.8	13.8	10.6
Percent of teachers in first 3 years	0%	9%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$1,641 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	■
Tutoring	-
Other	■

■ = yes, □ = no, ▬ = partially, and - = no goal set

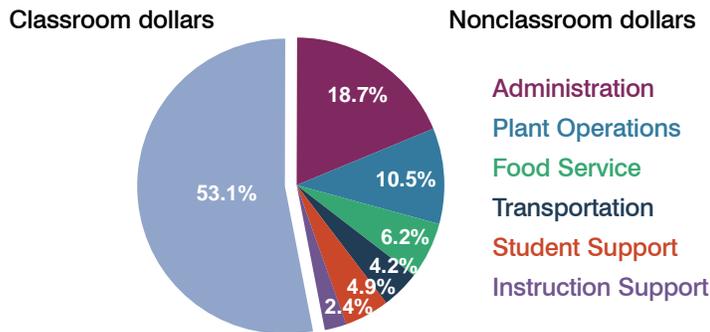
Ash Fork Joint Unified School District

Yavapai County
Peer groups: Efficiency 6, Achievement 20
Legislative district(s): 1

District size: Small
Students attending: 297
Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 19 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 58.9 to 53.1 percent. Spending on transportation, food service, and student support increased significantly, while spending in other nonclassroom areas was very inconsistent year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,943	\$1,447	\$721
	Students per administrator	45	42	66
Plant Operations	Cost per square foot	\$8.08	\$5.76	\$6.25
	Square footage per student	136	276	146
Food Service	Cost per meal equivalent	\$3.49	\$3.00	\$2.41
Transportation	Cost per mile	\$4.99	\$2.53	\$3.35
	Miles per rider	118	375	282

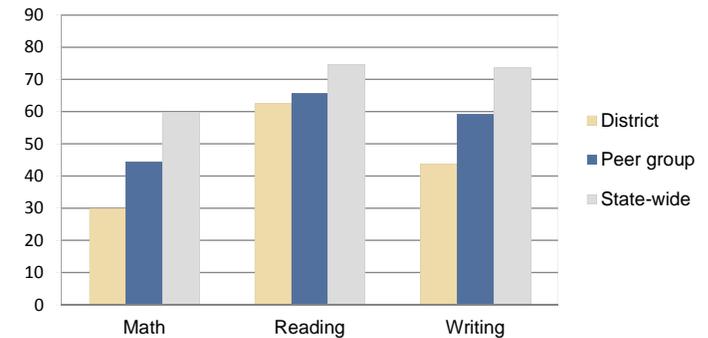


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$11,955	\$10,416	\$9,887	\$7,609	\$10,297
Classroom dollars	\$6,557	\$5,527	\$5,054	\$4,253	\$6,262
Nonclassroom dollars:	\$5,398	\$4,889	\$4,833	\$3,356	\$4,035
Administration	2,198	1,943	1,447	721	1,109
Plant Operations	1,102	1,096	1,462	914	1,003
Food Service	655	646	424	366	390
Transportation	486	441	445	342	438
Student Support	619	513	625	581	556
Instruction Support	338	250	430	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

3 schools did not meet all applicable AYP objectives for NCLB because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	93%	94%
Graduation rate (2009)	96%	80%	76%
Poverty rate (2009)	32%	26%	21%
Student/teacher ratio	15.6	15.4	17.9
Average teacher salary	\$39,090	\$41,299	\$47,077
Average years' experience	9.3	11.1	10.6
Percent of teachers in first 3 years	11%	20%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$5,625 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	<input type="checkbox"/>
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▲ = partially, and - = no goal set

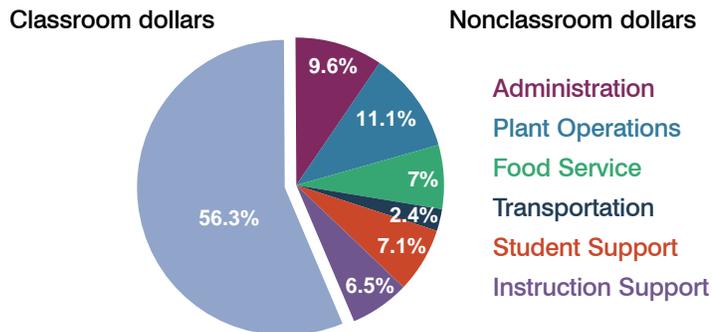
Avondale Elementary School District

Maricopa County
Peer groups: Efficiency 9, Achievement 5
Legislative district(s): 12, 13, and 23

District size: Medium-Large
Students attending: 5,868
Number of schools: 8

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 30 percent. Spending in the classroom decreased significantly from 63.9 to 56.3 percent. Spending on administration increased and spending on plant operations and student support increased significantly, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$679	\$872	\$721
	Students per administrator	98	72	66
Plant Operations	Cost per square foot	\$6.42	\$6.86	\$6.25
	Square footage per student	123	127	146
Food Service	Cost per meal equivalent	\$2.78	\$2.32	\$2.41
Transportation	Cost per mile	\$3.73	\$5.66	\$3.35
	Miles per rider	180	129	282

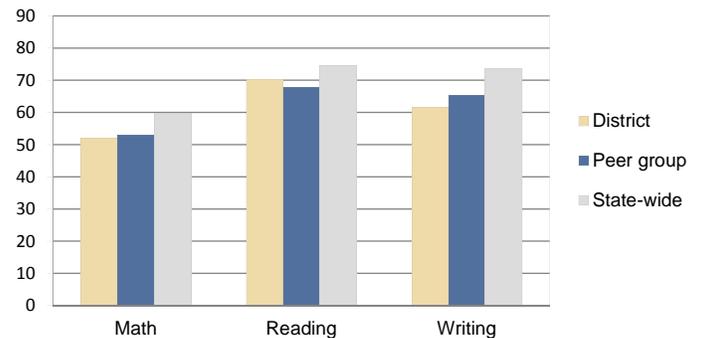
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,335	\$7,101	\$7,783	\$7,609	\$10,297
Classroom dollars	\$4,299	\$4,001	\$4,157	\$4,253	\$6,262
Nonclassroom dollars:	\$3,036	\$3,100	\$3,626	\$3,356	\$4,035
Administration	638	679	872	721	1,109
Plant Operations	717	789	873	914	1,003
Food Service	467	495	501	366	390
Transportation	158	172	260	342	438
Student Support	546	501	582	581	556
Instruction Support	510	464	538	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

6 schools met all applicable AYP objectives for NCLB. 2 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	18%	19%	21%
Student/teacher ratio	17.8	18.0	17.9
Average teacher salary	\$43,429	\$43,515	\$47,077
Average years' experience	9.5	7.9	10.6
Percent of teachers in first 3 years	16%	35%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$2,995 in additional pay, and each librarian, speech pathologist, audiologist, occupational therapist, student advisor, and reading specialist earned between \$475 and \$3,348.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	■
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

Bagdad Unified School District

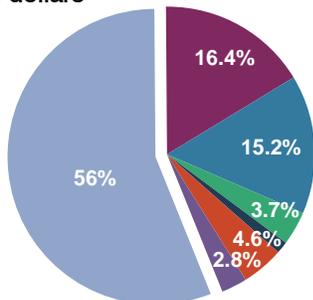
Yavapai County
Peer groups: Efficiency 6, Achievement 15
Legislative district(s): 4

District size: Small
Students attending: 386
Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by function

Classroom dollars

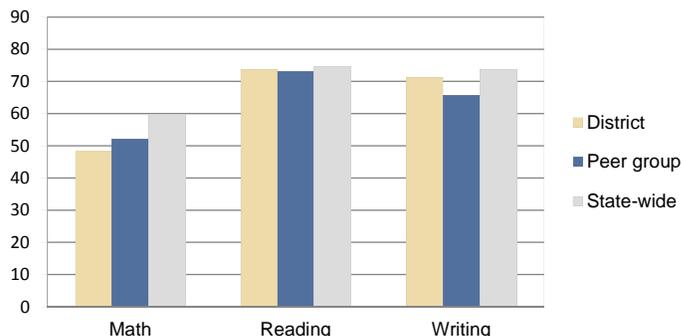


Nonclassroom dollars

Administration
Plant Operations
Food Service
Transportation
Student Support
Instruction Support

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



5-year trend

Total spending per pupil increased by 23 percent. Spending in the classroom varied year to year, increasing significantly overall from 49.5 to 56 percent. Spending on administration and plant operations decreased significantly, while spending in other nonclassroom areas varied year to year.

Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	94%	94%
Graduation rate (2009)	88%	84%	76%
Poverty rate (2009)	5%	8%	21%
Student/teacher ratio	12.9	15.1	17.9
Average teacher salary	\$41,116	\$38,015	\$47,077
Average years' experience	8.2	9.2	10.6
Percent of teachers in first 3 years	32%	27%	20%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,682	\$1,447	\$721
	Students per administrator	35	42	66
Plant Operations	Cost per square foot	\$6.35	\$5.76	\$6.25
	Square footage per student	246	276	146
Food Service	Cost per meal equivalent	\$3.76	\$3.00	\$2.41
Transportation	Cost per mile	\$2.35	\$2.53	\$3.35
	Miles per rider	482	375	282

Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer	State	National
	2009	2010	2010	2010	2008
Total	\$10,381	\$10,274	\$9,887	\$7,609	\$10,297
Classroom dollars	\$5,630	\$5,752	\$5,054	\$4,253	\$6,262
Nonclassroom dollars:	\$4,751	\$4,522	\$4,833	\$3,356	\$4,035
Administration	1,794	1,682	1,447	721	1,109
Plant Operations	1,732	1,560	1,462	914	1,003
Food Service	400	380	424	366	390
Transportation	182	132	445	342	438
Student Support	416	476	625	581	556
Instruction Support	227	292	430	432	539

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,192 in additional pay, and each librarian and counselor earned between \$3,214 and \$3,534.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

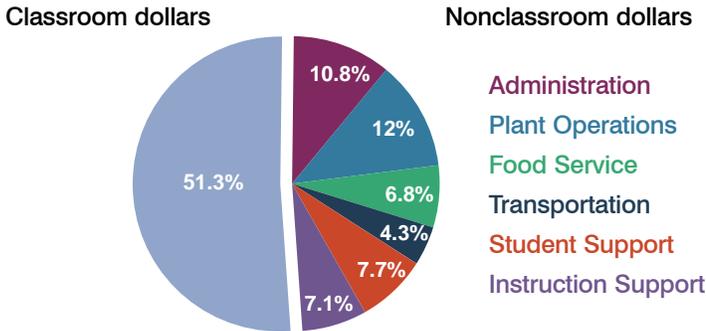
Balsz Elementary School District

Maricopa County
Peer groups: Efficiency 9, Achievement 7
Legislative district(s): 11, 14, 15, and 16

District size: Medium-Large
Students attending: 2,640
Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 43 percent. Spending in the classroom varied year to year, decreasing significantly overall from 57.2 to 51.3 percent. Spending on instruction support increased significantly, while spending in other nonclassroom areas increased as well.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$974	\$872	\$721
	Students per administrator	70	72	66
Plant Operations	Cost per square foot	\$6.67	\$6.86	\$6.25
	Square footage per student	162	127	146
Food Service	Cost per meal equivalent	\$2.02	\$2.32	\$2.41
Transportation	Cost per mile	\$12.49	\$5.66	\$3.35
	Miles per rider	114	129	282

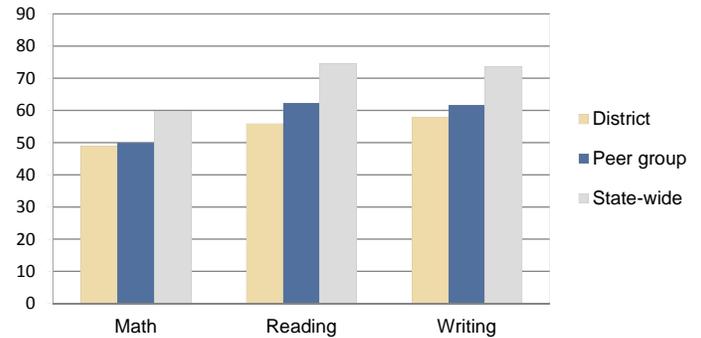
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$8,996	\$9,025	\$7,783	\$7,609	\$10,297
Classroom dollars	\$5,079	\$4,634	\$4,157	\$4,253	\$6,262
Nonclassroom dollars:	\$3,917	\$4,391	\$3,626	\$3,356	\$4,035
Administration	856	974	872	721	1,109
Plant Operations	1,099	1,082	873	914	1,003
Food Service	581	614	501	366	390
Transportation	269	391	260	342	438
Student Support	648	688	582	581	556
Instruction Support	464	642	538	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB. 3 did not because some students failed to demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	94%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	30%	30%	21%
Student/teacher ratio	15.0	17.8	17.9
Average teacher salary	\$43,365	\$46,904	\$47,077
Average years' experience	8.6	8.7	10.6
Percent of teachers in first 3 years	23%	28%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher, librarian, and counselor earned \$4,837 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

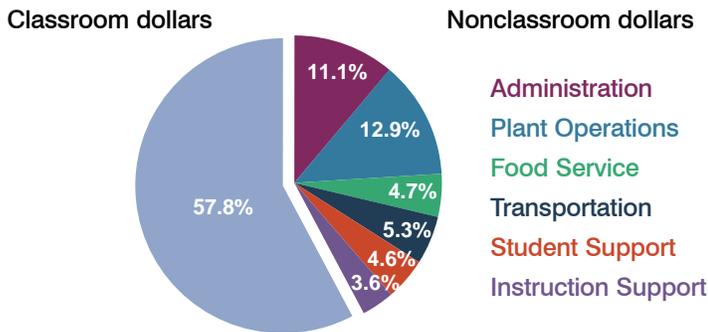
Beaver Creek Elementary School District

Yavapai County
Peer groups: Efficiency 11, Achievement 2
Legislative district(s): 1

District size: Small
Students attending: 335
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 33 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 63.9 to 57.8 percent. Spending on plant operations and student and instruction support increased significantly, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$835	\$1,128	\$721
	Students per administrator	56	68	66
Plant Operations	Cost per square foot	\$6.34	\$7.21	\$6.25
	Square footage per student	154	148	146
Food Service	Cost per meal equivalent	\$2.44	\$2.70	\$2.41
Transportation	Cost per mile	\$2.09	\$2.00	\$3.35
	Miles per rider	253	222	282

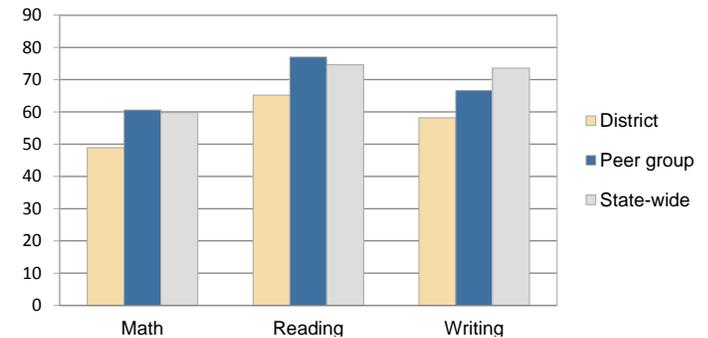


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,902	\$7,546	\$8,569	\$7,609	\$10,297
Classroom dollars	\$4,717	\$4,364	\$4,716	\$4,253	\$6,262
Nonclassroom dollars:	\$3,185	\$3,182	\$3,853	\$3,356	\$4,035
Administration	872	835	1,128	721	1,109
Plant Operations	858	975	1,025	914	1,003
Food Service	506	358	484	366	390
Transportation	389	399	389	342	438
Student Support	371	346	553	581	556
Instruction Support	189	269	274	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	94%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	17%	15%	21%
Student/teacher ratio	15.7	13.8	17.9
Average teacher salary	\$44,006	\$44,598	\$47,077
Average years' experience	9.1	11.4	10.6
Percent of teachers in first 3 years	19%	13%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$4,490 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

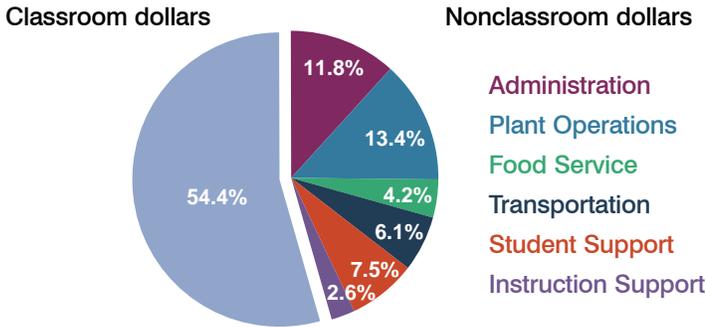
Benson Unified School District

Cochise County
Peer groups: Efficiency 5, Achievement 20
Legislative district(s): 25

District size: Medium
Students attending: 1,095
Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 15 percent. Spending in the classroom varied year to year, decreasing significantly overall from 57.8 to 54.4 percent. Spending on transportation and student support increased, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$933	\$1,060	\$721
	Students per administrator	45	54	66
Plant Operations	Cost per square foot	\$6.52	\$5.34	\$6.25
	Square footage per student	162	243	146
Food Service	Cost per meal equivalent	\$2.67	\$2.83	\$2.41
Transportation	Cost per mile	\$3.25	\$2.55	\$3.35
	Miles per rider	259	360	282

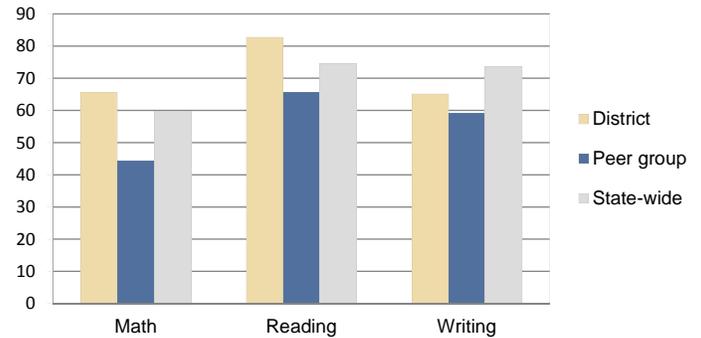
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$8,122	\$7,901	\$8,776	\$7,609	\$10,297
Classroom dollars	\$4,532	\$4,295	\$4,466	\$4,253	\$6,262
Nonclassroom dollars:	\$3,590	\$3,606	\$4,310	\$3,356	\$4,035
Administration	986	933	1,060	721	1,109
Plant Operations	1,133	1,058	1,260	914	1,003
Food Service	302	330	399	366	390
Transportation	439	484	510	342	438
Student Support	547	592	657	581	556
Instruction Support	183	209	424	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

3 schools met all applicable AYP objectives for NCLB. 1 did not because its graduation rate was not sufficient.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	93%	94%
Graduation rate (2009)	81%	80%	76%
Poverty rate (2009)	24%	26%	21%
Student/teacher ratio	16.5	15.4	17.9
Average teacher salary	\$41,695	\$41,299	\$47,077
Average years' experience	12.4	11.1	10.6
Percent of teachers in first 3 years	18%	20%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$4,750 in additional salary, and each librarian, speech pathologist, and counselor earned between \$2,200 and \$4,750.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	▀
Dropout/graduation rates	■
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▀ = partially, and - = no goal set

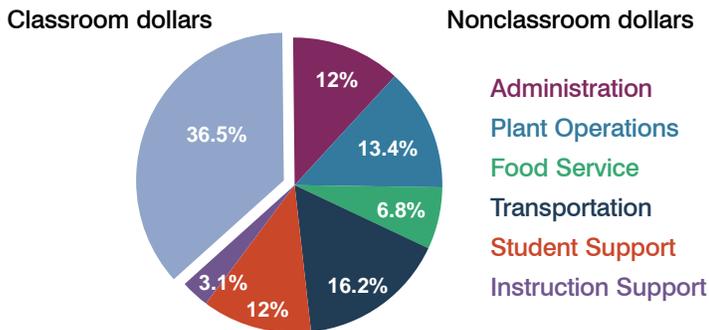
Bicentennial Union High School District

La Paz County
Peer groups: Efficiency 7, Achievement 12
Legislative district(s): 24

District size: Very Small
Students attending: 127
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 17 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 47.4 to 36.5 percent. Spending on transportation, food service, and student support increased significantly, while spending in other nonclassroom areas was inconsistent year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,790	\$2,555	\$721
	Students per administrator	25	28	66
Plant Operations	Cost per square foot	\$5.01	\$4.77	\$6.25
	Square footage per student	398	509	146
Food Service	Cost per meal equivalent	\$4.69	\$4.98	\$2.41
Transportation	Cost per mile	\$2.19	\$1.78	\$3.35
	Miles per rider	1,629	1,443	282

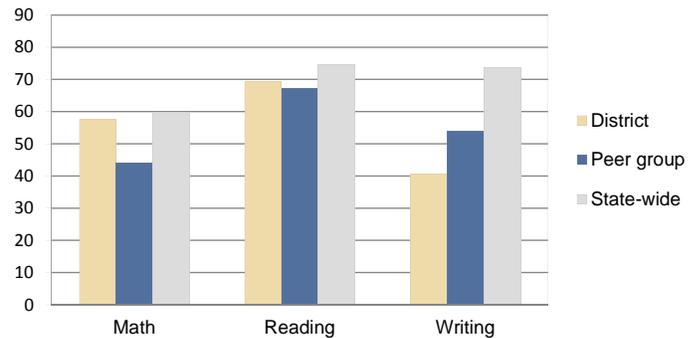


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$14,308	\$14,880	\$16,816	\$7,609	\$10,297
Classroom dollars	\$6,007	\$5,424	\$8,229	\$4,253	\$6,262
Nonclassroom dollars:	\$8,301	\$9,456	\$8,587	\$3,356	\$4,035
Administration	2,392	1,790	2,555	721	1,109
Plant Operations	2,086	1,996	2,717	914	1,003
Food Service	1,044	1,005	813	366	390
Transportation	1,694	2,409	1,262	342	438
Student Support	689	1,793	751	581	556
Instruction Support	396	463	489	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school did not meet all applicable AYP objectives for NCLB, because its graduation rate was not sufficient.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	93%	94%
Graduation rate (2009)	69%	73%	76%
Poverty rate (2009)	38%	30%	21%
Student/teacher ratio	10.6	16.1	17.9
Average teacher salary	\$36,626	\$41,651	\$47,077
Average years' experience	11.0	12.3	10.6
Percent of teachers in first 3 years	40%	22%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher and the librarian earned \$4,426 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	■
Tutoring	■
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

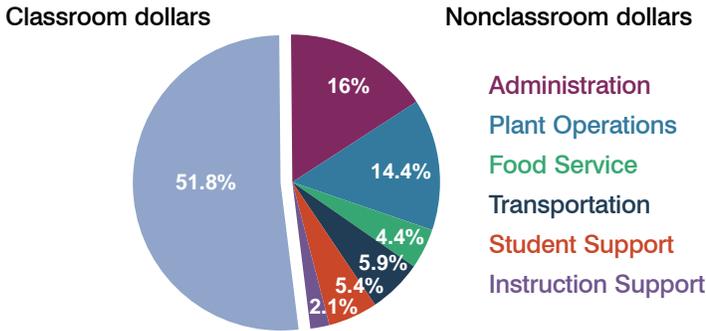
Bisbee Unified School District

Cochise County
Peer groups: Efficiency 5, Achievement 19
Legislative district(s): 25

District size: Medium
Students attending: 902
Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by function

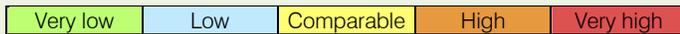


5-year trend

Total spending per pupil increased by 18 percent. Spending in the classroom increased slightly from 51.4 to 51.8 percent. Spending on administration and plant operations increased significantly, while spending on student and instruction support decreased significantly.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,338	\$1,060	\$721
	Students per administrator	50	54	66
Plant Operations	Cost per square foot	\$4.74	\$5.34	\$6.25
	Square footage per student	253	243	146
Food Service	Cost per meal equivalent	\$3.00	\$2.83	\$2.41
Transportation	Cost per mile	\$2.68	\$2.55	\$3.35
	Miles per rider	504	360	282

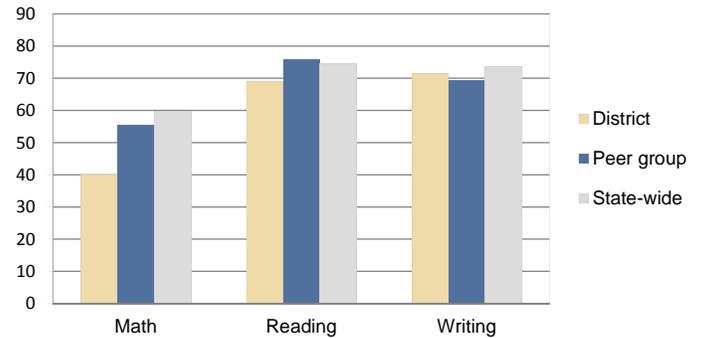


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$8,366	\$8,370	\$8,776	\$7,609	\$10,297
Classroom dollars	\$3,990	\$4,339	\$4,466	\$4,253	\$6,262
Nonclassroom dollars:	\$4,376	\$4,031	\$4,310	\$3,356	\$4,035
Administration	1,257	1,338	1,060	721	1,109
Plant Operations	1,409	1,200	1,260	914	1,003
Food Service	427	371	399	366	390
Transportation	494	495	510	342	438
Student Support	475	453	657	581	556
Instruction Support	314	174	424	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

1 school met all applicable AYP objectives for NCLB. 2 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	92%	92%	94%
Graduation rate (2009)	76%	80%	76%
Poverty rate (2009)	18%	20%	21%
Student/teacher ratio	17.2	15.8	17.9
Average teacher salary	\$43,597	\$41,188	\$47,077
Average years' experience	12.4	11.6	10.6
Percent of teachers in first 3 years	19%	19%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$7,003 in additional pay, and each instructional aide and librarian earned between \$400 and \$5,508.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▬ = partially, and - = no goal set

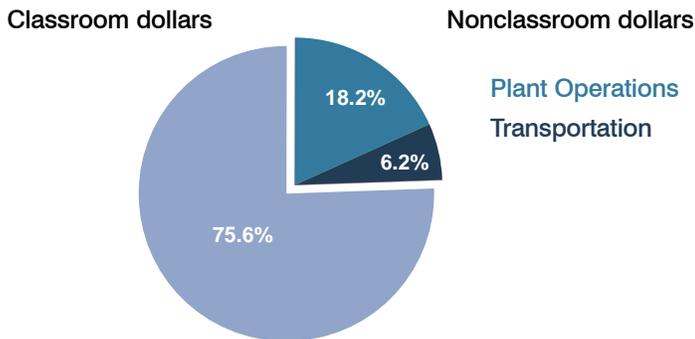
Blue Elementary School District

Greenlee County
Peer groups: Efficiency 12, Achievement 1
Legislative district(s): 5

District size: Very Small
Students attending: 6
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Student enrollment increased 50 percent, which contributed to the 7 percent decrease in total spending per pupil. Spending in the classroom was inconsistent year to year, decreasing significantly overall from 86.4 to 75.6 percent. Spending on transportation increased significantly, perhaps due to those costs being misclassified as instructional costs prior to 2007.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$0	\$2,444	\$721
	Students per administrator	6	32	66
Plant Operations	Cost per square foot	\$11.43	\$7.59	\$6.25
	Square footage per student	249	297	146
Food Service	Cost per meal equivalent	N/A	\$4.85	\$2.41
Transportation	Cost per mile	\$0.79	\$1.87	\$3.35
	Miles per rider	990	611	282



Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$10,753	\$15,686	\$15,187	\$7,609	\$10,297
Classroom dollars	\$8,402	\$11,863	\$8,084	\$4,253	\$6,262
Nonclassroom dollars:	\$2,351	\$3,823	\$7,103	\$3,356	\$4,035
Administration	9	0	2,444	721	1,109
Plant Operations	1,885	2,848	2,188	914	1,003
Food Service	0	0	751	366	390
Transportation	457	975	924	342	438
Student Support	0	0	473	581	556
Instruction Support	0	0	323	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)

Information is not shown because the District has fewer than 10 students.

Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	96%	92%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	0%	7%	21%
Student/teacher ratio	6.4	11.6	17.9
Average teacher salary	N/A	\$44,664	\$47,077
Average years' experience	N/A	12.8	10.6
Percent of teachers in first 3 years	0%	13%	20%

Proposition 301

Teacher and other staff pay

The teacher earned \$3,100 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	■
Tutoring	-
Other	■

■ = yes, □ = no, ▬ = partially, and - = no goal set

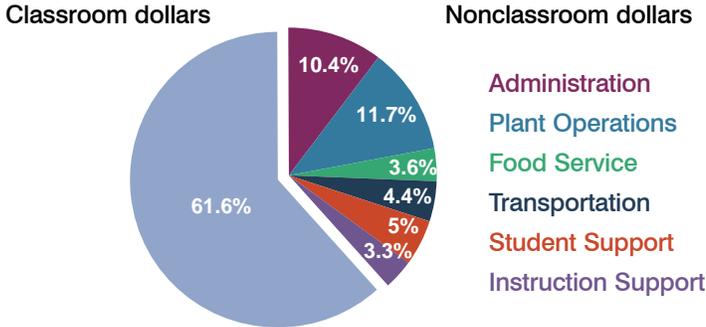
Blue Ridge Unified School District

Navajo County
Peer groups: Efficiency 4, Achievement 19
Legislative district(s): 5

District size: Medium-Large
Students attending: 2,511
Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 24 percent. Spending in the classroom varied year to year and decreased slightly overall from 62.1 to 61.6 percent. Spending on plant operations and instruction support increased, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$799	\$778	\$721
	Students per administrator	70	65	66
Plant Operations	Cost per square foot	\$4.60	\$5.81	\$6.25
	Square footage per student	195	171	146
Food Service	Cost per meal equivalent	\$3.04	\$2.53	\$2.41
Transportation	Cost per mile	\$2.73	\$2.94	\$3.35
	Miles per rider	301	297	282

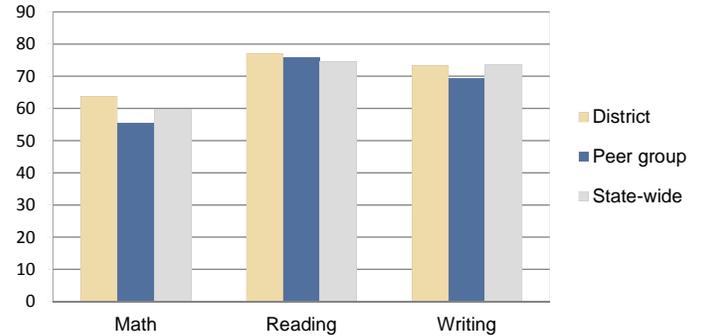
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$8,142	\$7,668	\$7,503	\$7,609	\$10,297
Classroom dollars	\$5,222	\$4,723	\$4,066	\$4,253	\$6,262
Nonclassroom dollars:	\$2,920	\$2,945	\$3,437	\$3,356	\$4,035
Administration	835	799	778	721	1,109
Plant Operations	815	898	973	914	1,003
Food Service	275	273	356	366	390
Transportation	372	337	356	342	438
Student Support	396	388	569	581	556
Instruction Support	227	250	405	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

5 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	92%	94%
Graduation rate (2009)	85%	80%	76%
Poverty rate (2009)	18%	20%	21%
Student/teacher ratio	17.6	15.8	17.9
Average teacher salary	\$43,339	\$41,188	\$47,077
Average years' experience	14.2	11.6	10.6
Percent of teachers in first 3 years	11%	19%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$5,255 in additional pay, and each librarian, speech pathologist, and counselor earned between \$1,420 and \$12,690.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▬ = partially, and - = no goal set

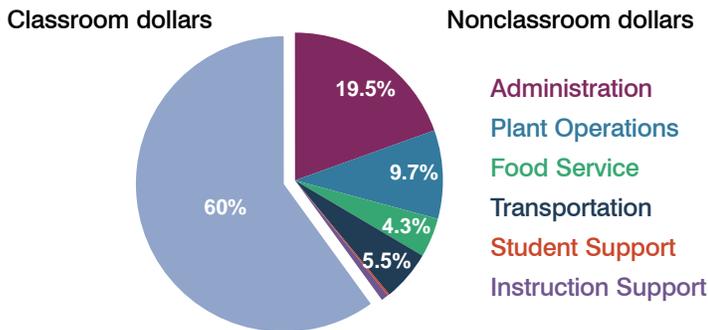
Bonita Elementary School District

Graham County
Peer groups: Efficiency 12, Achievement 4
Legislative district(s): 5

District size: Very Small
Students attending: 87
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 34 percent. Spending in the classroom varied year to year, decreasing significantly overall from 68.1 to 60 percent. Spending on administration and food service increased significantly, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$3,227	\$2,444	\$721
	Students per administrator	29	32	66
Plant Operations	Cost per square foot	\$6.00	\$7.59	\$6.25
	Square footage per student	268	297	146
Food Service	Cost per meal equivalent	\$5.21	\$4.85	\$2.41
Transportation	Cost per mile	\$1.58	\$1.87	\$3.35
	Miles per rider	541	611	282

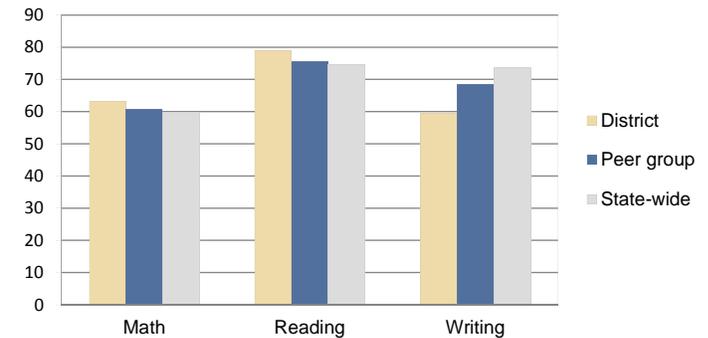


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$14,815	\$16,556	\$15,187	\$7,609	\$10,297
Classroom dollars	\$9,004	\$9,933	\$8,084	\$4,253	\$6,262
Nonclassroom dollars:	\$5,811	\$6,623	\$7,103	\$3,356	\$4,035
Administration	2,856	3,227	2,444	721	1,109
Plant Operations	1,427	1,609	2,188	914	1,003
Food Service	715	718	751	366	390
Transportation	650	905	924	342	438
Student Support	99	38	473	581	556
Instruction Support	64	126	323	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	96%	95%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	21%	20%	21%
Student/teacher ratio	7.9	12.9	17.9
Average teacher salary	\$47,717	\$45,161	\$47,077
Average years' experience	20.4	13.5	10.6
Percent of teachers in first 3 years	0%	8%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$2,174 in additional pay, and each instructional aide earned \$674.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

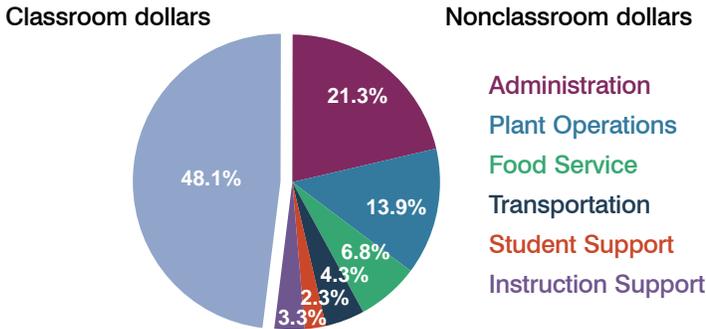
Bouse Elementary School District

La Paz County
Peer groups: Efficiency 12, Achievement 9
Legislative district(s): 3

District size: Very Small
Students attending: 43
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function

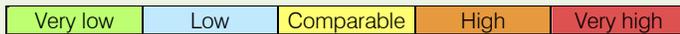


5-year trend

Total spending per pupil increased by 24 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 49.6 to 48.1 percent. Spending in all nonclassroom areas was also very inconsistent from year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$4,057	\$2,444	\$721
	Students per administrator	21	32	66
Plant Operations	Cost per square foot	\$8.46	\$7.59	\$6.25
	Square footage per student	312	297	146
Food Service	Cost per meal equivalent	\$5.80	\$4.85	\$2.41
Transportation	Cost per mile	\$2.12	\$1.87	\$3.35
	Miles per rider	329	611	282

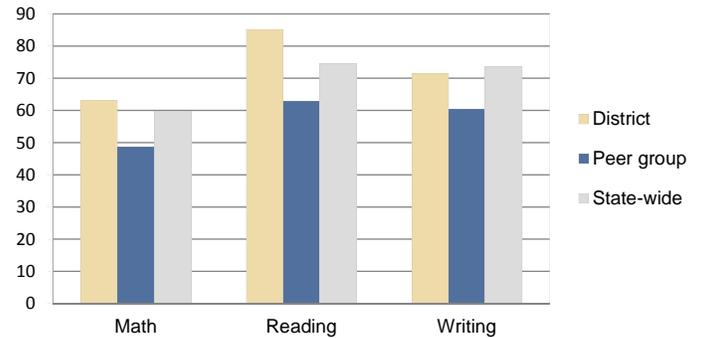


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$22,872	\$19,056	\$15,187	\$7,609	\$10,297
Classroom dollars	\$11,665	\$9,170	\$8,084	\$4,253	\$6,262
Nonclassroom dollars:	\$11,207	\$9,886	\$7,103	\$3,356	\$4,035
Administration	4,485	4,057	2,444	721	1,109
Plant Operations	3,105	2,636	2,188	914	1,003
Food Service	1,451	1,303	751	366	390
Transportation	842	815	924	342	438
Student Support	760	444	473	581	556
Instruction Support	564	631	323	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	93%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	53%	49%	21%
Student/teacher ratio	7.1	10.7	17.9
Average teacher salary	\$41,961	\$42,652	\$47,077
Average years' experience	15.2	10.1	10.6
Percent of teachers in first 3 years	0%	19%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$1,358 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	■
Tutoring	■
Other	■

■ = yes, □ = no, ▬ = partially, and - = no goal set

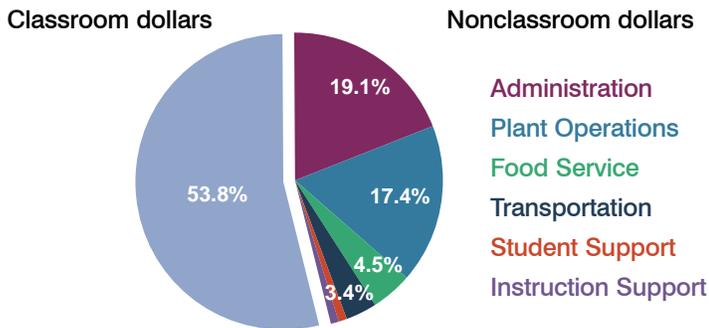
Bowie Unified School District

Cochise County
Peer groups: Efficiency 7, Achievement 20
Legislative district(s): 25

District size: Very Small
Students attending: 85
Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 16 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 57.5 to 53.8 percent. Spending in all nonclassroom areas was very inconsistent from year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$3,541	\$2,555	\$721
	Students per administrator	26	28	66
Plant Operations	Cost per square foot	\$5.93	\$4.77	\$6.25
	Square footage per student	542	509	146
Food Service	Cost per meal equivalent	\$5.93	\$4.98	\$2.41
Transportation	Cost per mile	\$0.92	\$1.78	\$3.35
	Miles per rider	1,680	1,443	282

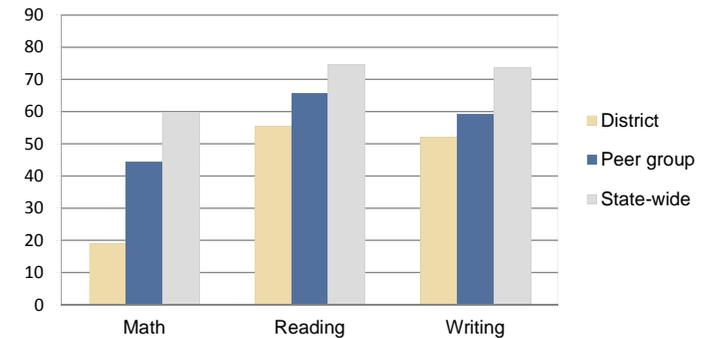


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$19,827	\$18,548	\$16,816	\$7,609	\$10,297
Classroom dollars	\$10,137	\$9,984	\$8,229	\$4,253	\$6,262
Nonclassroom dollars:	\$9,690	\$8,564	\$8,587	\$3,356	\$4,035
Administration	3,513	3,541	2,555	721	1,109
Plant Operations	3,505	3,215	2,717	914	1,003
Food Service	837	836	813	366	390
Transportation	603	636	1,262	342	438
Student Support	332	171	751	581	556
Instruction Support	900	165	489	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	93%	94%
Graduation rate (2009)	80%	80%	76%
Poverty rate (2009)	27%	26%	21%
Student/teacher ratio	7.2	15.4	17.9
Average teacher salary	\$40,834	\$41,299	\$47,077
Average years' experience	13.3	11.1	10.6
Percent of teachers in first 3 years	8%	20%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$1,871 in additional pay, and an instructional aide earned \$943.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

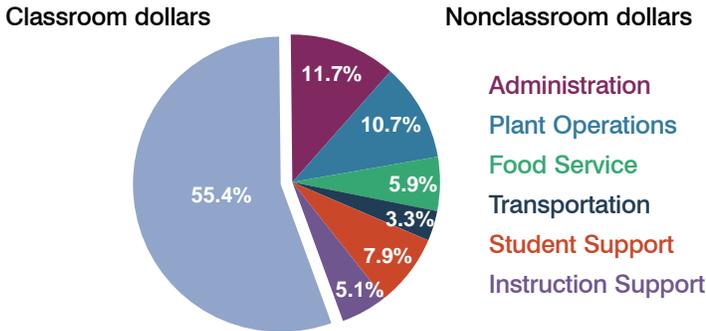
Buckeye Elementary School District

Maricopa County
Peer groups: Efficiency 10, Achievement 3
Legislative district(s): 4, 12, and 25

District size: Medium-Large
Students attending: 4,182
Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 14 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 61.4 to 55.4 percent. Spending on student support increased significantly, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$778	\$1,019	\$721
	Students per administrator	86	65	66
Plant Operations	Cost per square foot	\$5.78	\$6.70	\$6.25
	Square footage per student	123	130	146
Food Service	Cost per meal equivalent	\$2.51	\$2.42	\$2.41
Transportation	Cost per mile	\$3.56	\$3.03	\$3.35
	Miles per rider	182	196	282

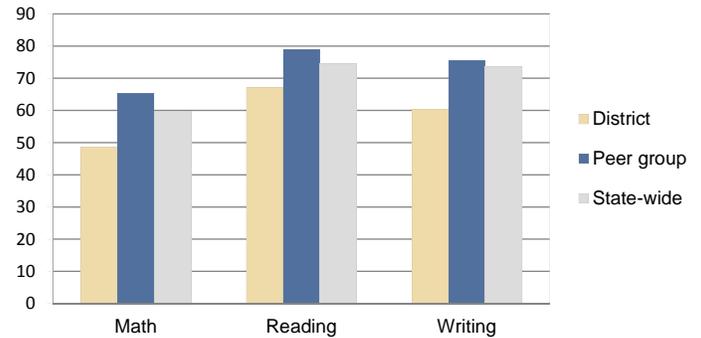
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$6,402	\$6,636	\$7,810	\$7,609	\$10,297
Classroom dollars	\$3,516	\$3,675	\$4,011	\$4,253	\$6,262
Nonclassroom dollars:	\$2,886	\$2,961	\$3,799	\$3,356	\$4,035
Administration	758	778	1,019	721	1,109
Plant Operations	657	711	916	914	1,003
Food Service	434	390	503	366	390
Transportation	182	218	432	342	438
Student Support	422	526	478	581	556
Instruction Support	433	338	451	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

4 schools met all applicable AYP objectives for NCLB. 3 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	95%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	16%	12%	21%
Student/teacher ratio	17.9	17.8	17.9
Average teacher salary	\$37,870	\$44,222	\$47,077
Average years' experience	4.7	7.5	10.6
Percent of teachers in first 3 years	59%	37%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,203 in additional pay, and each speech pathologist, counselor, and psychologist earned between \$1,425 and \$2,710.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

Buckeye Union High School District

Maricopa County

Peer groups: Efficiency 4, Achievement 13

Legislative district(s): 4, 12, and 25

District size: Medium-Large

Students attending: 3,466

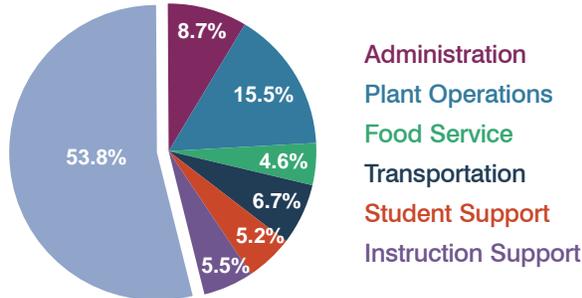
Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by function

Classroom dollars

Nonclassroom dollars



5-year trend

Total spending per pupil increased by 10 percent. Spending in the classroom varied year to year, increasing overall from 52.1 to 53.8 percent. Spending on administration decreased significantly and spending on transportation increased significantly, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$634	\$778	\$721
	Students per administrator	68	65	66
Plant Operations	Cost per square foot	\$5.42	\$5.81	\$6.25
	Square footage per student	207	171	146
Food Service	Cost per meal equivalent	\$2.63	\$2.53	\$2.41
Transportation	Cost per mile	\$2.37	\$2.94	\$3.35
	Miles per rider	470	297	282

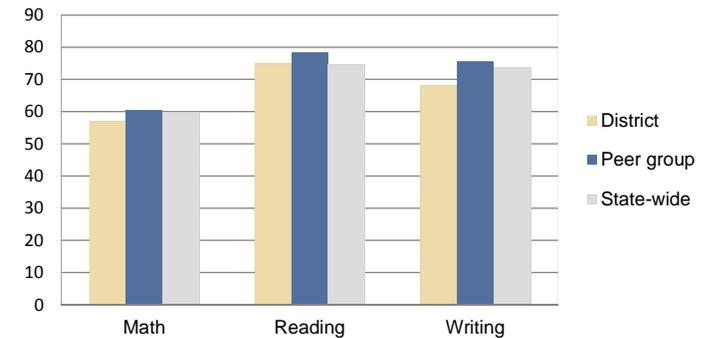


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,525	\$7,244	\$7,503	\$7,609	\$10,297
Classroom dollars	\$4,275	\$3,894	\$4,066	\$4,253	\$6,262
Nonclassroom dollars:	\$3,250	\$3,350	\$3,437	\$3,356	\$4,035
Administration	644	634	778	721	1,109
Plant Operations	1,103	1,123	973	914	1,003
Food Service	278	330	356	366	390
Transportation	511	488	356	342	438
Student Support	372	378	569	581	556
Instruction Support	342	397	405	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB. 1 did not because some of its students did not demonstrate sufficient academic progress and the school's graduation rate was not sufficient.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	93%	94%
Graduation rate (2009)	77%	83%	76%
Poverty rate (2009)	15%	16%	21%
Student/teacher ratio	18.4	19.9	17.9
Average teacher salary	\$39,278	\$45,843	\$47,077
Average years' experience	7.6	8.9	10.6
Percent of teachers in first 3 years	27%	22%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$4,527 in additional pay, and each instructional aide, librarian, counselor, and teacher mentor earned between \$400 and \$4,553.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	▲
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▲ = partially, and - = no goal set

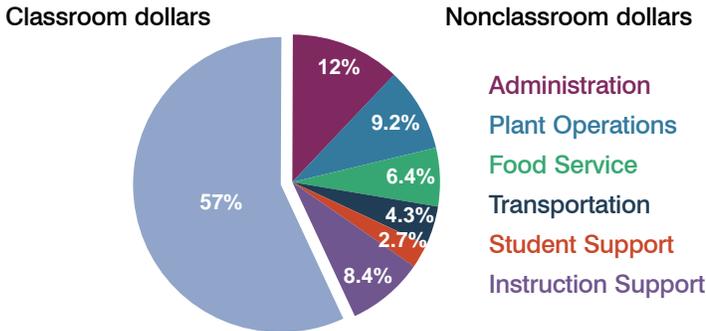
Bullhead City Elementary School District

Mohave County
Peer groups: Efficiency 10, Achievement 8
Legislative district(s): 3

District size: Medium-Large
Students attending: 3,224
Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 38 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 60.9 to 57 percent. Spending on administration and instruction support increased significantly, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$872	\$1,019	\$721
	Students per administrator	80	65	66
Plant Operations	Cost per square foot	\$5.04	\$6.70	\$6.25
	Square footage per student	132	130	146
Food Service	Cost per meal equivalent	\$2.95	\$2.42	\$2.41
Transportation	Cost per mile	\$3.28	\$3.03	\$3.35
	Miles per rider	89	196	282

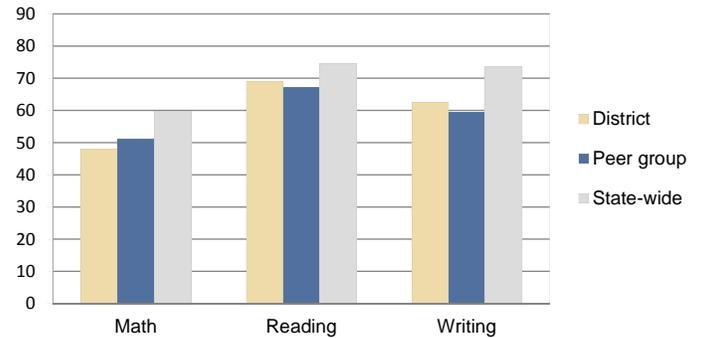
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$8,030	\$7,257	\$7,810	\$7,609	\$10,297
Classroom dollars	\$4,774	\$4,138	\$4,011	\$4,253	\$6,262
Nonclassroom dollars:	\$3,256	\$3,119	\$3,799	\$3,356	\$4,035
Administration	957	872	1,019	721	1,109
Plant Operations	658	664	916	914	1,003
Food Service	437	465	503	366	390
Transportation	363	313	432	342	438
Student Support	292	196	478	581	556
Instruction Support	549	609	451	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

5 schools met all applicable AYP objectives for NCLB. 2 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	94%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	32%	34%	21%
Student/teacher ratio	18.6	14.4	17.9
Average teacher salary	\$41,503	\$43,616	\$47,077
Average years' experience	6.9	11.0	10.6
Percent of teachers in first 3 years	38%	20%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$1,789 in additional pay, and each librarian, and counselor earned between \$1,263 and \$1,324.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	<input type="checkbox"/>
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	<input type="checkbox"/>

■ = yes, □ = no, ▲ = partially, and - = no goal set

Camp Verde Unified School District

Yavapai County

Peer groups: Efficiency 5, Achievement 20

Legislative district(s): 1

District size: Medium

Students attending: 1,439

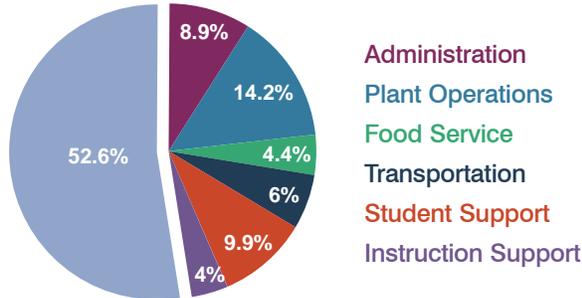
Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by function

Classroom dollars

Nonclassroom dollars



5-year trend

Total spending per pupil increased by 17 percent. Spending in the classroom varied year to year, decreasing significantly overall from 55.4 to 52.6 percent. Spending on student support increased, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$649	\$1,060	\$721
	Students per administrator	58	54	66
Plant Operations	Cost per square foot	\$6.53	\$5.34	\$6.25
	Square footage per student	158	243	146
Food Service	Cost per meal equivalent	\$2.52	\$2.83	\$2.41
Transportation	Cost per mile	\$2.53	\$2.55	\$3.35
	Miles per rider	289	360	282

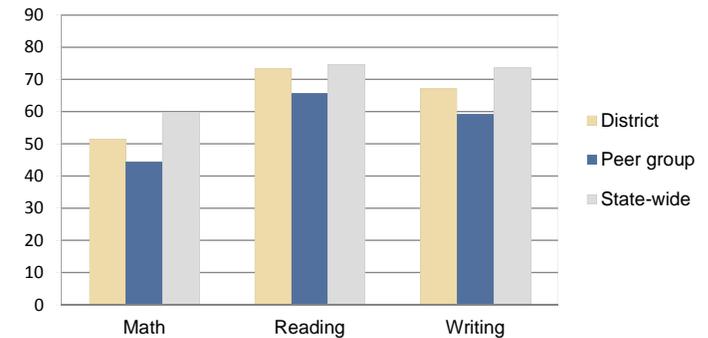


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,293	\$7,277	\$8,776	\$7,609	\$10,297
Classroom dollars	\$4,065	\$3,829	\$4,466	\$4,253	\$6,262
Nonclassroom dollars:	\$3,228	\$3,448	\$4,310	\$3,356	\$4,035
Administration	702	649	1,060	721	1,109
Plant Operations	890	1,030	1,260	914	1,003
Food Service	330	322	399	366	390
Transportation	418	435	510	342	438
Student Support	615	717	657	581	556
Instruction Support	273	295	424	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

3 schools met all applicable AYP objectives for NCLB. 1 did not because its attendance and graduation rates were not sufficient.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	93%	94%
Graduation rate (2009)	69%	80%	76%
Poverty rate (2009)	29%	26%	21%
Student/teacher ratio	16.7	15.4	17.9
Average teacher salary	\$38,063	\$41,299	\$47,077
Average years' experience	8.9	11.1	10.6
Percent of teachers in first 3 years	23%	20%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$5,589 in additional pay, and each counselor earned \$4,135.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	-
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	▴
Teacher attendance	-
Teacher professional development	▴
Teacher evaluations	-
Tutoring	▴
Other	▴

■ = yes, □ = no, ▴ = partially, and - = no goal set

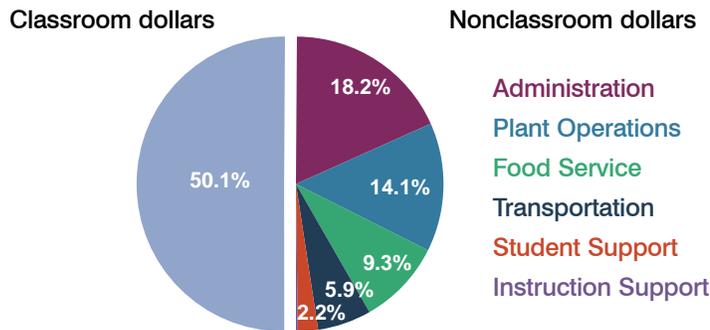
Canon Elementary School District

Yavapai County
Peer groups: Efficiency 12, Achievement 4
Legislative district(s): 4

District size: Very Small
Students attending: 188
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 8 percent. Spending in the classroom was very inconsistent year to year, increasing overall from 48.1 to 50.1 percent. Spending on administration and student support decreased, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,689	\$2,444	\$721
	Students per administrator	29	32	66
Plant Operations	Cost per square foot	\$6.43	\$7.59	\$6.25
	Square footage per student	203	297	146
Food Service	Cost per meal equivalent	\$3.95	\$4.85	\$2.41
Transportation	Cost per mile	\$1.28	\$1.87	\$3.35
	Miles per rider	483	611	282

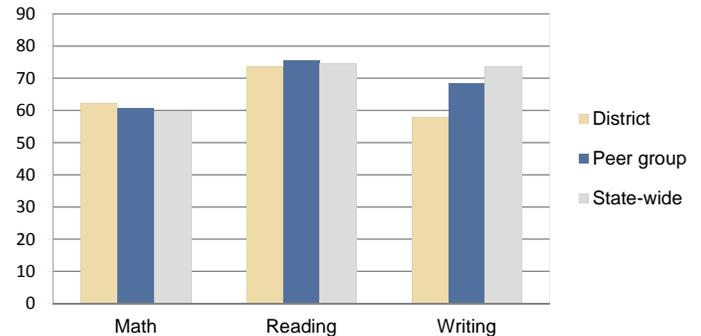
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$9,961	\$9,258	\$15,187	\$7,609	\$10,297
Classroom dollars	\$5,146	\$4,639	\$8,084	\$4,253	\$6,262
Nonclassroom dollars:	\$4,815	\$4,619	\$7,103	\$3,356	\$4,035
Administration	1,851	1,689	2,444	721	1,109
Plant Operations	1,257	1,305	2,188	914	1,003
Food Service	869	860	751	366	390
Transportation	628	543	924	342	438
Student Support	130	202	473	581	556
Instruction Support	80	20	323	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	20%	20%	21%
Student/teacher ratio	18.8	12.9	17.9
Average teacher salary	\$54,862	\$45,161	\$47,077
Average years' experience	7.5	13.5	10.6
Percent of teachers in first 3 years	0%	8%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$2,131 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	<input type="checkbox"/>
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	<input checked="" type="checkbox"/>

■ = yes, □ = no, ▲ = partially, and - = no goal set

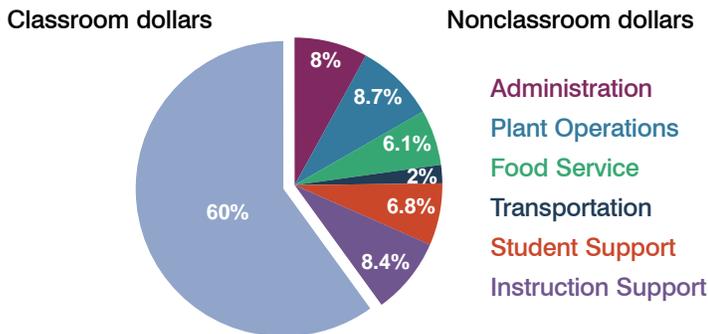
Cartwright Elementary School District

Maricopa County
Peer groups: Efficiency 8, Achievement 7
Legislative district(s): 13

District size: Large
Students attending: 17,191
Number of schools: 20

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 24 percent. Spending in the classroom remained fairly stable, but decreased overall from 61.6 to 60 percent. Spending on instruction support increased significantly, while spending in other nonclassroom areas remained stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$603	\$701	\$721
	Students per administrator	71	69	66
Plant Operations	Cost per square foot	\$5.46	\$6.48	\$6.25
	Square footage per student	119	123	146
Food Service	Cost per meal equivalent	\$2.38	\$2.36	\$2.41
Transportation	Cost per mile	\$5.53	\$4.82	\$3.35
	Miles per rider	133	180	282

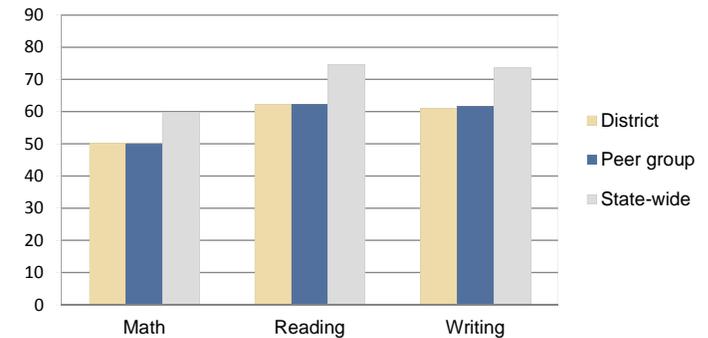


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$8,098	\$7,499	\$7,513	\$7,609	\$10,297
Classroom dollars	\$4,985	\$4,496	\$4,190	\$4,253	\$6,262
Nonclassroom dollars:	\$3,113	\$3,003	\$3,323	\$3,356	\$4,035
Administration	641	603	701	721	1,109
Plant Operations	681	650	794	914	1,003
Food Service	487	455	476	366	390
Transportation	149	150	279	342	438
Student Support	529	513	536	581	556
Instruction Support	626	632	537	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

12 schools met all applicable AYP objectives for NCLB. 8 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	94%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	27%	30%	21%
Student/teacher ratio	19.4	17.8	17.9
Average teacher salary	\$59,082	\$46,904	\$47,077
Average years' experience	7.9	8.7	10.6
Percent of teachers in first 3 years	35%	28%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,502 in additional pay, and each librarian and counselor earned between \$3,945 and \$6,044.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	▲
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	□
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▲ = partially, and - = no goal set

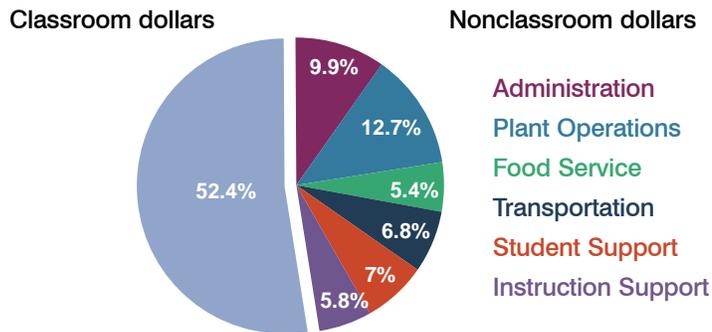
Casa Grande Elementary School District

Pinal County
Peer groups: Efficiency 9, Achievement 5
Legislative district(s): 23 and 25

District size: Medium-Large
Students attending: 7,412
Number of schools: 12

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 16 percent. Spending in the classroom varied year to year, decreasing significantly overall from 54.5 to 52.4 percent. Spending on plant operations and transportation increased, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$716	\$872	\$721
	Students per administrator	80	72	66
Plant Operations	Cost per square foot	\$7.68	\$6.86	\$6.25
	Square footage per student	120	127	146
Food Service	Cost per meal equivalent	\$2.31	\$2.32	\$2.41
Transportation	Cost per mile	\$3.52	\$5.66	\$3.35
	Miles per rider	NR	129	282

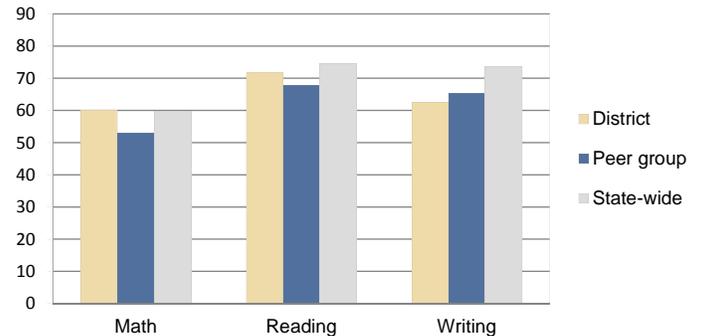
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,224	\$7,228	\$7,783	\$7,609	\$10,297
Classroom dollars	\$3,927	\$3,787	\$4,157	\$4,253	\$6,262
Nonclassroom dollars:	\$3,297	\$3,441	\$3,626	\$3,356	\$4,035
Administration	705	716	872	721	1,109
Plant Operations	847	919	873	914	1,003
Food Service	396	390	501	366	390
Transportation	475	492	260	342	438
Student Support	516	504	582	581	556
Instruction Support	358	420	538	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

11 schools met all applicable AYP objectives for NCLB. 1 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	18%	19%	21%
Student/teacher ratio	18.1	18.0	17.9
Average teacher salary	\$43,696	\$43,515	\$47,077
Average years' experience	7.7	7.9	10.6
Percent of teachers in first 3 years	33%	35%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$5,046 in additional pay, and each librarian, speech pathologist, counselor, and occupational therapist earned between \$4,479 and \$5,100.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	-
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	■
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

Casa Grande Union High School District

Pinal County

Peer groups: Efficiency 3, Achievement 14

Legislative district(s): 23 and 25

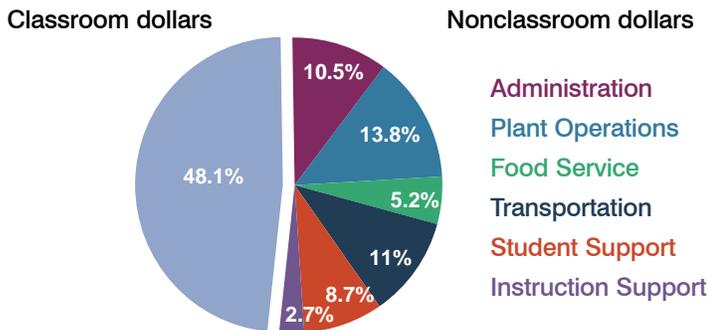
District size: Medium-Large

Students attending: 3,707

Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 1 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 53.3 to 48.1 percent. Spending on transportation increased significantly and spending on student support decreased significantly, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$772	\$748	\$721
	Students per administrator	68	70	66
Plant Operations	Cost per square foot	\$6.24	\$5.70	\$6.25
	Square footage per student	163	155	146
Food Service	Cost per meal equivalent	\$3.05	\$2.62	\$2.41
Transportation	Cost per mile	\$3.39	\$3.40	\$3.35
	Miles per rider	NR	252	282

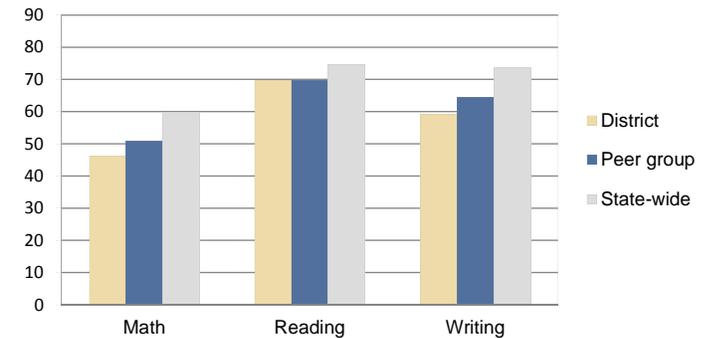


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$8,008	\$7,361	\$7,096	\$7,609	\$10,297
Classroom dollars	\$4,272	\$3,541	\$3,889	\$4,253	\$6,262
Nonclassroom dollars:	\$3,736	\$3,820	\$3,207	\$3,356	\$4,035
Administration	765	772	748	721	1,109
Plant Operations	873	1,017	874	914	1,003
Food Service	393	387	322	366	390
Transportation	837	809	396	342	438
Student Support	723	638	578	581	556
Instruction Support	145	197	289	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB. 1 did not because some students did not demonstrate sufficient academic progress. 1 did not because its graduation rate was not sufficient.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	96%	94%
Graduation rate (2009)	72%	78%	76%
Poverty rate (2009)	22%	24%	21%
Student/teacher ratio	21.2	20.7	17.9
Average teacher salary	\$48,293	\$51,973	\$47,077
Average years' experience	11.1	11.3	10.6
Percent of teachers in first 3 years	9%	12%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$5,141 in additional pay, and each librarian and counselor earned \$5,404.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	■
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	■
Tutoring	-
Other	-

■=yes, □=no, ▬=partially, and - = no goal set

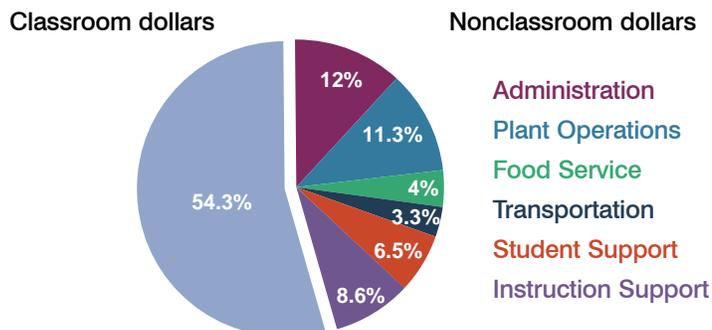
Catalina Foothills Unified School District

Pima County
Peer groups: Efficiency 3, Achievement 16
Legislative district(s): 26 and 30

District size: Medium-Large
Students attending: 4,812
Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 8 percent. Spending in the classroom decreased significantly overall from 58.4 to 54.3 percent. Spending on instruction support increased significantly, while spending in other areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$812	\$748	\$721
	Students per administrator	65	70	66
Plant Operations	Cost per square foot	\$4.62	\$5.70	\$6.25
	Square footage per student	166	155	146
Food Service	Cost per meal equivalent	\$2.75	\$2.62	\$2.41
Transportation	Cost per mile	\$3.37	\$3.40	\$3.35
	Miles per rider	211	252	282

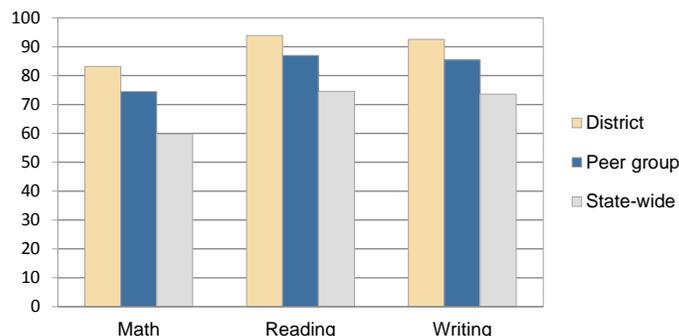
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,506	\$6,786	\$7,096	\$7,609	\$10,297
Classroom dollars	\$4,125	\$3,685	\$3,889	\$4,253	\$6,262
Nonclassroom dollars:	\$3,381	\$3,101	\$3,207	\$3,356	\$4,035
Administration	849	812	748	721	1,109
Plant Operations	827	767	874	914	1,003
Food Service	271	274	322	366	390
Transportation	331	223	396	342	438
Student Support	461	444	578	581	556
Instruction Support	642	581	289	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

7 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	94%
Graduation rate (2009)	94%	90%	76%
Poverty rate (2009)	5%	10%	21%
Student/teacher ratio	18.0	18.0	17.9
Average teacher salary	\$42,636	\$45,075	\$47,077
Average years' experience	11.0	10.4	10.6
Percent of teachers in first 3 years	16%	16%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$4,439 in additional pay, and each speech pathologist, counselor, gifted specialist, reading specialist, and curriculum technology integrator earned between \$892 and \$4,879.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	▀
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	■
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▀ = partially, and - = no goal set

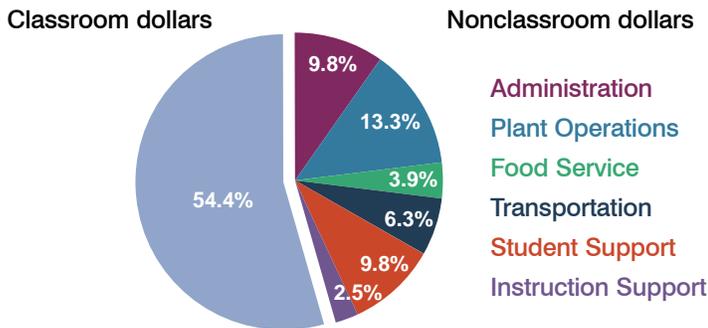
Cave Creek Unified School District

Maricopa County
Peer groups: Efficiency 3, Achievement 16
Legislative district(s): 7 and 8

District size: Medium-Large
Students attending: 5,608
Number of schools: 8

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 20 percent. Spending in the classroom varied year to year, decreasing significantly overall from 59.7 to 54.4 percent. Spending on plant operations and student support increased significantly, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$709	\$748	\$721
	Students per administrator	63	70	66
Plant Operations	Cost per square foot	\$5.83	\$5.70	\$6.25
	Square footage per student	165	155	146
Food Service	Cost per meal equivalent	\$2.74	\$2.62	\$2.41
Transportation	Cost per mile	\$3.56	\$3.40	\$3.35
	Miles per rider	305	252	282

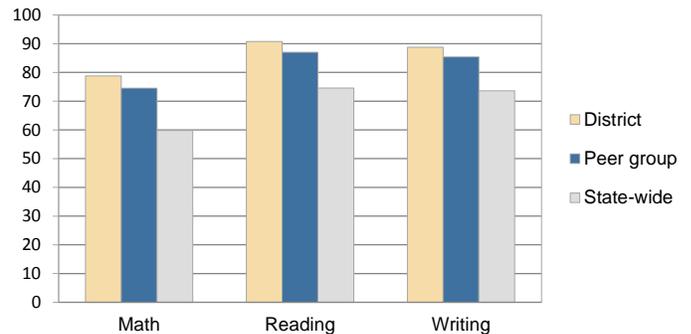


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,420	\$7,210	\$7,096	\$7,609	\$10,297
Classroom dollars	\$4,129	\$3,921	\$3,889	\$4,253	\$6,262
Nonclassroom dollars:	\$3,291	\$3,289	\$3,207	\$3,356	\$4,035
Administration	656	709	748	721	1,109
Plant Operations	958	960	874	914	1,003
Food Service	298	280	322	366	390
Transportation	426	456	396	342	438
Student Support	693	702	578	581	556
Instruction Support	260	182	289	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

8 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	94%
Graduation rate (2009)	92%	90%	76%
Poverty rate (2009)	8%	10%	21%
Student/teacher ratio	20.3	18.0	17.9
Average teacher salary	\$47,200	\$45,075	\$47,077
Average years' experience	12.3	10.4	10.6
Percent of teachers in first 3 years	6%	16%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,901 in additional pay, and each librarian, counselor, coordinator, facilitator, and specialist earned between \$1,580 and \$4,720.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	■
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

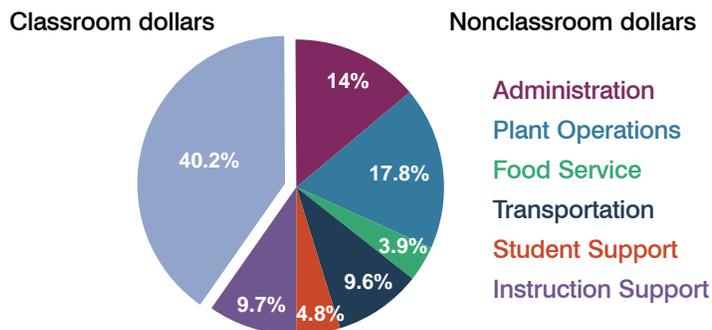
Cedar Unified School District

Navajo County
Peer groups: Efficiency 6, Achievement 21
Legislative district(s): 2

District size: Small
Students attending: 335
Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil decreased by 3 percent. Spending in the classroom varied year to year, decreasing significantly overall from 43 to 40.2 percent. Spending on plant operations and instruction support increased significantly and spending on administration, transportation, and student support decreased significantly.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,417	\$1,447	\$721
	Students per administrator	24	42	66
Plant Operations	Cost per square foot	\$6.64	\$5.76	\$6.25
	Square footage per student	465	276	146
Food Service	Cost per meal equivalent	\$2.54	\$3.00	\$2.41
Transportation	Cost per mile	\$2.28	\$2.53	\$3.35
	Miles per rider	862	375	282

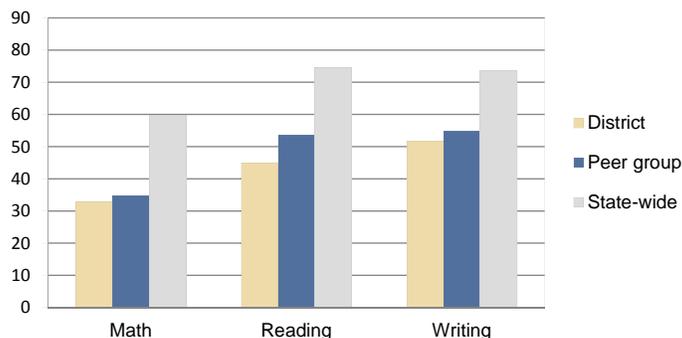


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$19,698	\$17,320	\$9,887	\$7,609	\$10,297
Classroom dollars	\$8,760	\$6,959	\$5,054	\$4,253	\$6,262
Nonclassroom dollars:	\$10,938	\$10,361	\$4,833	\$3,356	\$4,035
Administration	2,614	2,417	1,447	721	1,109
Plant Operations	3,271	3,087	1,462	914	1,003
Food Service	783	680	424	366	390
Transportation	2,072	1,665	445	342	438
Student Support	1,034	825	625	581	556
Instruction Support	1,164	1,687	430	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

1 school met all applicable AYP objectives for NCLB. 1 school did not because some students did not demonstrate sufficient academic progress and its attendance rate was not sufficient.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	88%	91%	94%
Graduation rate (2009)	34%	63%	76%
Poverty rate (2009)	39%	42%	21%
Student/teacher ratio	12.0	14.7	17.9
Average teacher salary	\$38,100	\$42,282	\$47,077
Average years' experience	12.7	12.3	10.6
Percent of teachers in first 3 years	23%	15%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$1,664 in additional pay, and each counselor earned \$1,100.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	<input type="checkbox"/>
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	<input checked="" type="checkbox"/>

■ = yes, □ = no, ▲ = partially, and - = no goal set

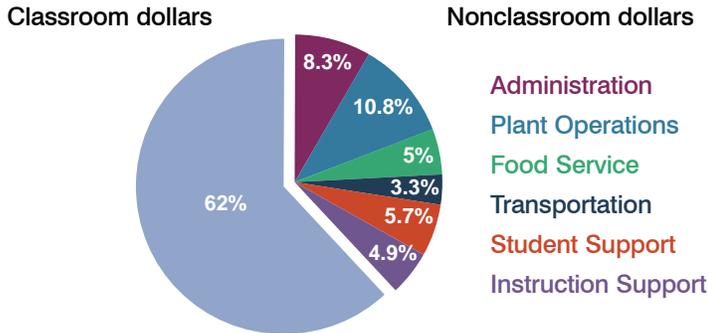
Chandler Unified School District

Maricopa County
Peer groups: Efficiency 1, Achievement 16
Legislative district(s): 20, 21, and 22

District size: Very Large
Students attending: 36,447
Number of schools: 41

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 21 percent. Spending in the classroom remained fairly stable, but decreased overall from 63.7 to 62 percent. Spending on plant operations and student support increased, while spending in other nonclassroom areas remained stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$562	\$601	\$721
	Students per administrator	96	80	66
Plant Operations	Cost per square foot	\$6.28	\$6.01	\$6.25
	Square footage per student	117	137	146
Food Service	Cost per meal equivalent	\$2.75	\$2.32	\$2.41
Transportation	Cost per mile	\$3.58	\$3.71	\$3.35
	Miles per rider	255	292	282

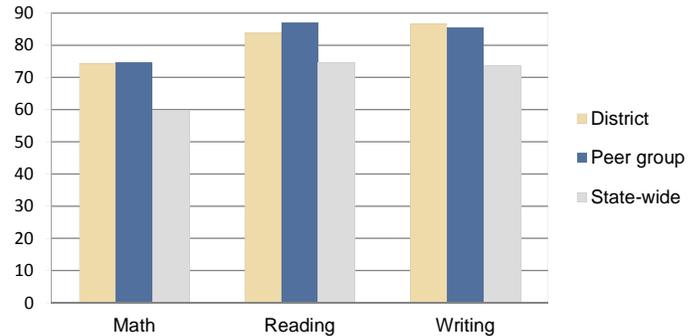


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,177	\$6,799	\$7,200	\$7,609	\$10,297
Classroom dollars	\$4,478	\$4,215	\$4,253	\$4,253	\$6,262
Nonclassroom dollars:	\$2,699	\$2,584	\$2,947	\$3,356	\$4,035
Administration	582	562	601	721	1,109
Plant Operations	769	733	819	914	1,003
Food Service	347	338	303	366	390
Transportation	230	223	318	342	438
Student Support	398	391	552	581	556
Instruction Support	373	337	354	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

35 schools met all applicable AYP objectives for NCLB. 6 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	94%
Graduation rate (2009)	91%	90%	76%
Poverty rate (2009)	13%	10%	21%
Student/teacher ratio	18.2	18.0	17.9
Average teacher salary	\$50,383	\$45,075	\$47,077
Average years' experience	9.0	10.4	10.6
Percent of teachers in first 3 years	16%	16%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$4,977 in additional pay, and each librarian, speech pathologist, and counselor earned between \$5,311 and \$5,983.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	■
Student attendance	▲
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▲ = partially, and - = no goal set

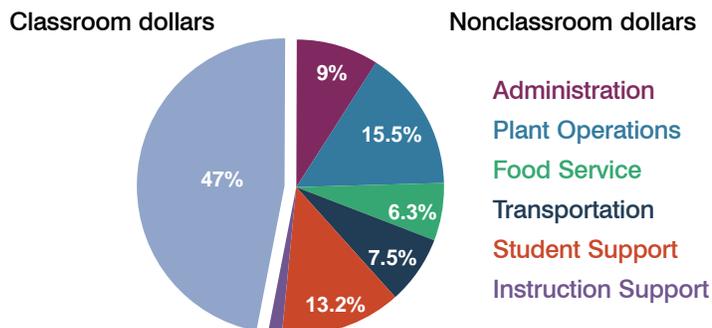
Chinle Unified School District

Apache County
Peer groups: Efficiency 4, Achievement 21
Legislative district(s): 2

District size: Medium-Large
Students attending: 3,671
Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 15 percent. Spending in the classroom varied year to year, decreasing significantly overall from 51.1 to 47 percent. Spending on administration and plant operations increased, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,058	\$778	\$721
	Students per administrator	50	65	66
Plant Operations	Cost per square foot	\$6.75	\$5.81	\$6.25
	Square footage per student	270	171	146
Food Service	Cost per meal equivalent	\$3.03	\$2.53	\$2.41
Transportation	Cost per mile	\$2.80	\$2.94	\$3.35
	Miles per rider	436	297	282

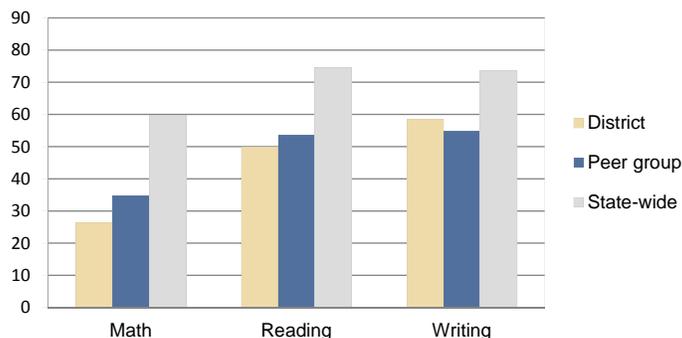
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$12,176	\$11,777	\$7,503	\$7,609	\$10,297
Classroom dollars	\$6,016	\$5,536	\$4,066	\$4,253	\$6,262
Nonclassroom dollars:	\$6,160	\$6,241	\$3,437	\$3,356	\$4,035
Administration	1,112	1,058	778	721	1,109
Plant Operations	1,850	1,823	973	914	1,003
Food Service	436	737	356	366	390
Transportation	909	884	356	342	438
Student Support	1,506	1,560	569	581	556
Instruction Support	347	179	405	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

7 schools did not meet all applicable AYP objectives for NCLB because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	91%	94%
Graduation rate (2009)	55%	63%	76%
Poverty rate (2009)	50%	42%	21%
Student/teacher ratio	15.6	14.7	17.9
Average teacher salary	\$48,699	\$42,282	\$47,077
Average years' experience	14.4	12.3	10.6
Percent of teachers in first 3 years	8%	15%	20%

Proposition 301

Teacher and other staff pay

The District did not pay out fiscal year 2010 Proposition 301 monies until fiscal year 2011.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	■
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

Chino Valley Unified School District

Yavapai County

Peer groups: Efficiency 4, Achievement 19

Legislative district(s): 1

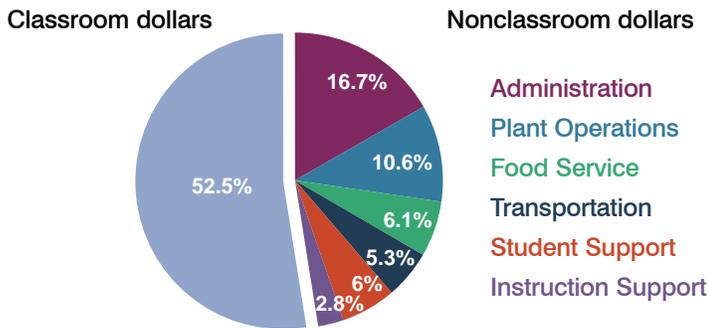
District size: Medium-Large

Students attending: 2,452

Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 19 percent. Spending in the classroom varied year to year, decreasing significantly overall from 58.7 to 52.5 percent. Spending on administration increased significantly, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,176	\$778	\$721
	Students per administrator	72	65	66
Plant Operations	Cost per square foot	\$5.53	\$5.81	\$6.25
	Square footage per student	135	171	146
Food Service	Cost per meal equivalent	\$2.39	\$2.53	\$2.41
Transportation	Cost per mile	\$2.46	\$2.94	\$3.35
	Miles per rider	326	297	282

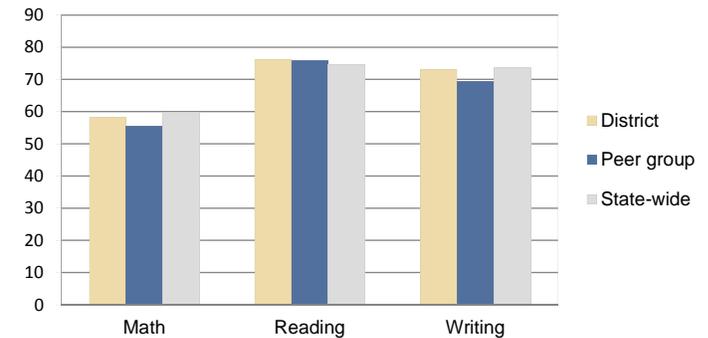


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,046	\$7,063	\$7,503	\$7,609	\$10,297
Classroom dollars	\$4,029	\$3,705	\$4,066	\$4,253	\$6,262
Nonclassroom dollars:	\$3,017	\$3,358	\$3,437	\$3,356	\$4,035
Administration	848	1,176	778	721	1,109
Plant Operations	703	746	973	914	1,003
Food Service	446	433	356	366	390
Transportation	390	385	356	342	438
Student Support	467	421	569	581	556
Instruction Support	163	197	405	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

3 schools met all applicable AYP objectives for NCLB. 1 did not because some students did not demonstrate sufficient academic progress and the school's attendance and graduation rates were not sufficient.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	87%	92%	94%
Graduation rate (2009)	73%	80%	76%
Poverty rate (2009)	23%	20%	21%
Student/teacher ratio	16.5	15.8	17.9
Average teacher salary	\$36,948	\$41,188	\$47,077
Average years' experience	10.1	11.6	10.6
Percent of teachers in first 3 years	17%	19%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,430 in additional pay, and each librarian and speech pathologist earned between \$3,698 and \$4,276.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	<input type="checkbox"/>
Dropout/graduation rates	<input type="checkbox"/>
Student attendance	<input type="checkbox"/>
Parent/student satisfaction	<input checked="" type="checkbox"/>
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▣ = partially, and - = no goal set

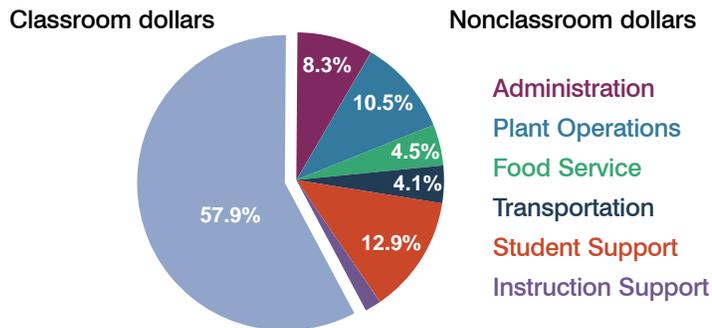
Clarkdale-Jerome Elementary School District

Yavapai County
Peer groups: Efficiency 11, Achievement 4
Legislative district(s): 1

District size: Small
Students attending: 348
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 26 percent. Spending in the classroom varied year to year, decreasing significantly overall from 62.5 to 57.9 percent. Spending on plant operations and student support increased significantly, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$687	\$1,128	\$721
	Students per administrator	163	68	66
Plant Operations	Cost per square foot	\$6.33	\$7.21	\$6.25
	Square footage per student	138	148	146
Food Service	Cost per meal equivalent	\$2.42	\$2.70	\$2.41
Transportation	Cost per mile	\$4.21	\$2.00	\$3.35
	Miles per rider	NR	222	282

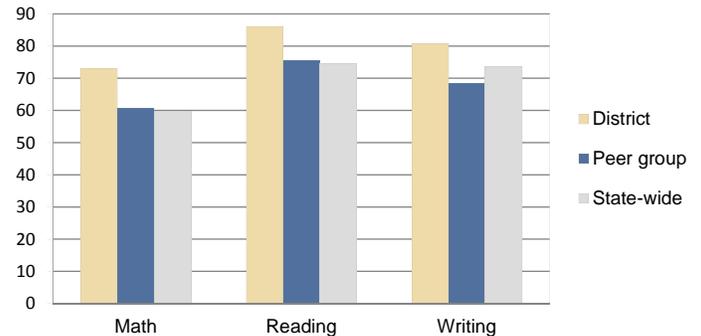
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$8,727	\$8,310	\$8,569	\$7,609	\$10,297
Classroom dollars	\$5,226	\$4,810	\$4,716	\$4,253	\$6,262
Nonclassroom dollars:	\$3,501	\$3,500	\$3,853	\$3,356	\$4,035
Administration	840	687	1,128	721	1,109
Plant Operations	880	875	1,025	914	1,003
Food Service	383	377	484	366	390
Transportation	329	337	389	342	438
Student Support	761	1,076	553	581	556
Instruction Support	308	148	274	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	95%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	18%	20%	21%
Student/teacher ratio	16.6	12.9	17.9
Average teacher salary	\$48,858	\$45,161	\$47,077
Average years' experience	15.3	13.5	10.6
Percent of teachers in first 3 years	9%	8%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$4,065 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

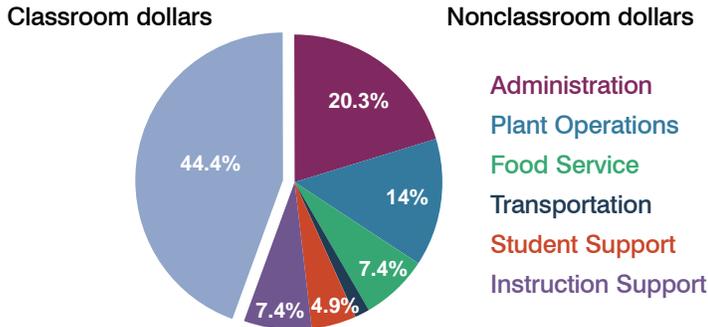
Clifton Unified School District

Greenlee County
Peer groups: Efficiency 7, Achievement 15
Legislative district(s): 5

District size: Very Small
Students attending: 109
Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 53 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 51.1 to 44.4 percent. Spending on administration and instruction support increased significantly, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,390	\$2,555	\$721
	Students per administrator	18	28	66
Plant Operations	Cost per square foot	\$1.97	\$4.77	\$6.25
	Square footage per student	NR	509	146
Food Service	Cost per meal equivalent	\$6.93	\$4.98	\$2.41
Transportation	Cost per mile	\$1.31	\$1.78	\$3.35
	Miles per rider	NR	1,443	282

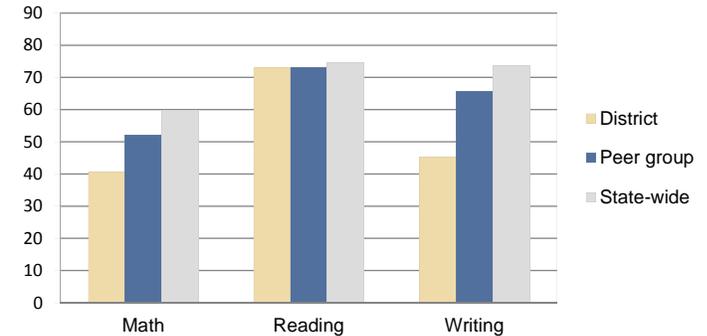


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$9,856	\$11,796	\$16,816	\$7,609	\$10,297
Classroom dollars	\$4,238	\$5,241	\$8,229	\$4,253	\$6,262
Nonclassroom dollars:	\$5,618	\$6,555	\$8,587	\$3,356	\$4,035
Administration	2,025	2,390	2,555	721	1,109
Plant Operations	1,543	1,652	2,717	914	1,003
Food Service	1,000	876	813	366	390
Transportation	219	190	1,262	342	438
Student Support	424	574	751	581	556
Instruction Support	407	873	489	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

1 school met all applicable AYP objectives for NCLB. 1 school did not because its graduation rate was not sufficient.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	94%	94%
Graduation rate (2009)	N/A	84%	76%
Poverty rate (2009)	11%	8%	21%
Student/teacher ratio	10.9	15.1	17.9
Average teacher salary	NR	\$38,015	\$47,077
Average years' experience	7.6	9.2	10.6
Percent of teachers in first 3 years	50%	27%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$4,301 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

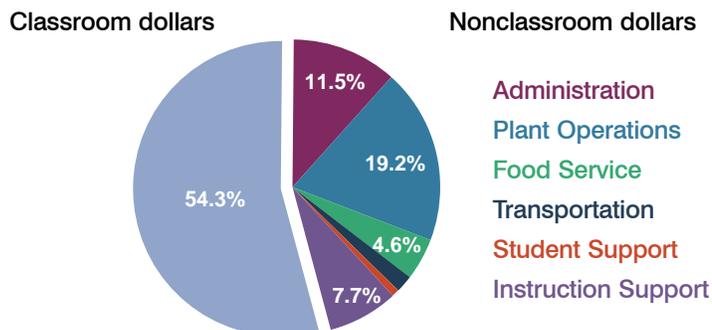
Cochise Elementary School District

Cochise County
Peer groups: Efficiency 12, Achievement 4
Legislative district(s): 25

District size: Very Small
Students attending: 93
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function

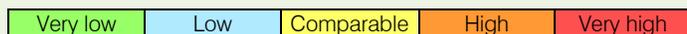


5-year trend

Student enrollment increased 31 percent, which contributed to the 12 percent decrease in total spending per pupil. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 57.5 to 54.3 percent. Spending on plant operations and instruction support increased significantly and spending on student support decreased significantly.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,590	\$2,444	\$721
	Students per administrator	46	32	66
Plant Operations	Cost per square foot	\$9.67	\$7.59	\$6.25
	Square footage per student	276	297	146
Food Service	Cost per meal equivalent	\$4.05	\$4.85	\$2.41
Transportation	Cost per mile	\$1.00	\$1.87	\$3.35
	Miles per rider	267	611	282

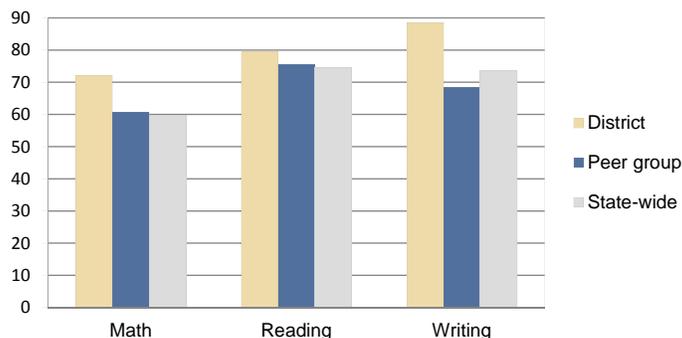


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$16,108	\$13,847	\$15,187	\$7,609	\$10,297
Classroom dollars	\$9,609	\$7,517	\$8,084	\$4,253	\$6,262
Nonclassroom dollars:	\$6,499	\$6,330	\$7,103	\$3,356	\$4,035
Administration	1,694	1,590	2,444	721	1,109
Plant Operations	2,920	2,665	2,188	914	1,003
Food Service	684	632	751	366	390
Transportation	270	266	924	342	438
Student Support	184	110	473	581	556
Instruction Support	747	1,067	323	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	19%	20%	21%
Student/teacher ratio	13.3	12.9	17.9
Average teacher salary	\$53,351	\$45,161	\$47,077
Average years' experience	15.9	13.5	10.6
Percent of teachers in first 3 years	0%	8%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$2,727 in additional pay, and each instructional aide earned \$100.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

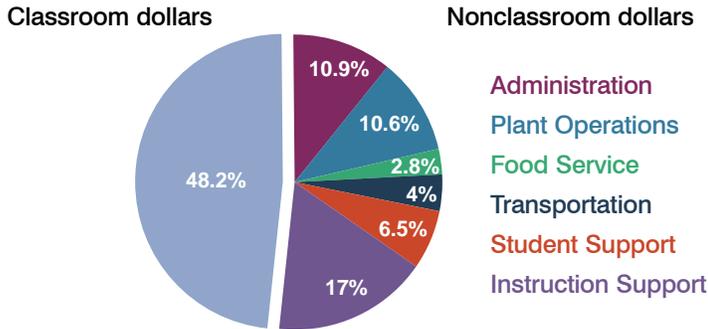
Colorado City Unified School District

Mohave County
Peer groups: Efficiency 6, Achievement 21
Legislative district(s): 3

District size: Small
Students attending: 406
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

The District closed 2 schools, which contributed to the 6 percent decrease in total spending per pupil. Spending in the classroom was very inconsistent year to year, increasing significantly overall from 39 to 48.2 percent. Spending on administration and plant operations decreased significantly, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,168	\$1,447	\$721
	Students per administrator	34	42	66
Plant Operations	Cost per square foot	\$6.19	\$5.76	\$6.25
	Square footage per student	184	276	146
Food Service	Cost per meal equivalent	\$2.85	\$3.00	\$2.41
Transportation	Cost per mile	\$3.96	\$2.53	\$3.35
	Miles per rider	130	375	282

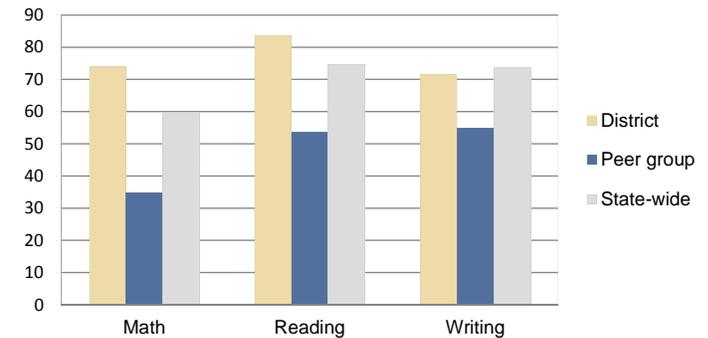


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$10,441	\$10,747	\$9,887	\$7,609	\$10,297
Classroom dollars	\$4,867	\$5,177	\$5,054	\$4,253	\$6,262
Nonclassroom dollars:	\$5,574	\$5,570	\$4,833	\$3,356	\$4,035
Administration	1,118	1,168	1,447	721	1,109
Plant Operations	1,232	1,139	1,462	914	1,003
Food Service	316	305	424	366	390
Transportation	564	432	445	342	438
Student Support	435	703	625	581	556
Instruction Support	1,909	1,823	430	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school did not meet all applicable AYP objectives for NCLB because it failed to meet the percentage tested objective and its graduation rate was not sufficient.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	91%	94%
Graduation rate (2009)	61%	63%	76%
Poverty rate (2009)	49%	42%	21%
Student/teacher ratio	16.9	14.7	17.9
Average teacher salary	\$37,876	\$42,282	\$47,077
Average years' experience	12.7	12.3	10.6
Percent of teachers in first 3 years	13%	15%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$2,797 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	▲
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	▲
Tutoring	-
Other	-

■ = yes, □ = no, ▲ = partially, and - = no goal set

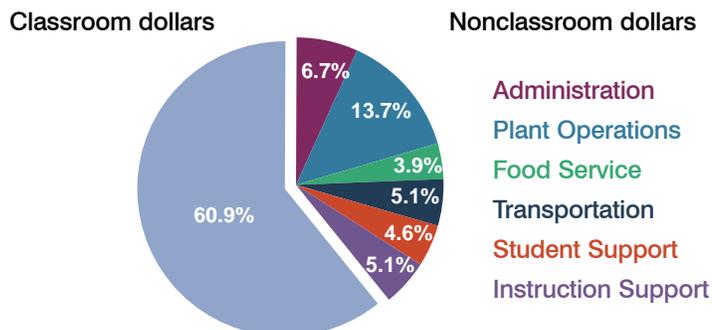
Colorado River Union High School District

Mohave County
Peer groups: Efficiency 4, Achievement 12
Legislative district(s): 3

District size: Medium-Large
Students attending: 2,316
Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 28 percent. Spending in the classroom varied year to year, increasing significantly overall from 58.2 to 60.9 percent. Spending on administration and student support decreased, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$469	\$778	\$721
	Students per administrator	84	65	66
Plant Operations	Cost per square foot	\$5.30	\$5.81	\$6.25
	Square footage per student	181	171	146
Food Service	Cost per meal equivalent	\$1.87	\$2.53	\$2.41
Transportation	Cost per mile	\$2.76	\$2.94	\$3.35
	Miles per rider	437	297	282

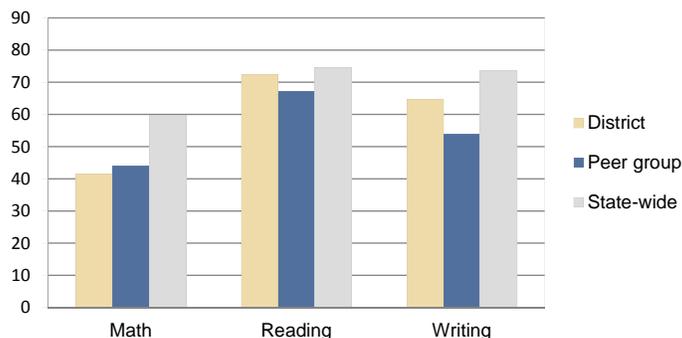
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$6,951	\$7,013	\$7,503	\$7,609	\$10,297
Classroom dollars	\$4,110	\$4,274	\$4,066	\$4,253	\$6,262
Nonclassroom dollars:	\$2,841	\$2,739	\$3,437	\$3,356	\$4,035
Administration	485	469	778	721	1,109
Plant Operations	1,051	958	973	914	1,003
Food Service	304	276	356	366	390
Transportation	342	360	356	342	438
Student Support	350	320	569	581	556
Instruction Support	309	356	405	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

1 school met all applicable AYP objectives for NCLB. 1 school did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	92%	93%	94%
Graduation rate (2009)	72%	73%	76%
Poverty rate (2009)	28%	30%	21%
Student/teacher ratio	20.1	16.1	17.9
Average teacher salary	\$40,547	\$41,651	\$47,077
Average years' experience	10.6	12.3	10.6
Percent of teachers in first 3 years	20%	22%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$2,123 in additional pay, and each counselor earned \$2,131.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	■
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	■
Tutoring	■
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

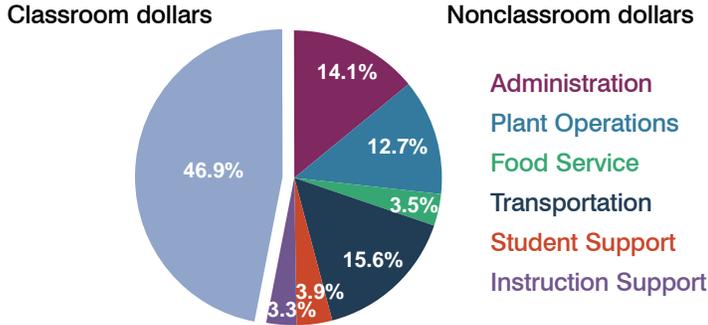
Concho Elementary School District

Apache County
Peer groups: Efficiency 12, Achievement 6
Legislative district(s): 5

District size: Very Small
Students attending: 183
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 17 percent. Spending in the classroom was very inconsistent year to year, but was 46.9 percent in both fiscal years 2005 and 2010. Spending on administration increased significantly and spending on instruction support decreased significantly. Spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,979	\$2,444	\$721
	Students per administrator	41	32	66
Plant Operations	Cost per square foot	\$7.96	\$7.59	\$6.25
	Square footage per student	224	297	146
Food Service	Cost per meal equivalent	\$2.67	\$4.85	\$2.41
Transportation	Cost per mile	\$0.94	\$1.87	\$3.35
	Miles per rider	1,620	611	282

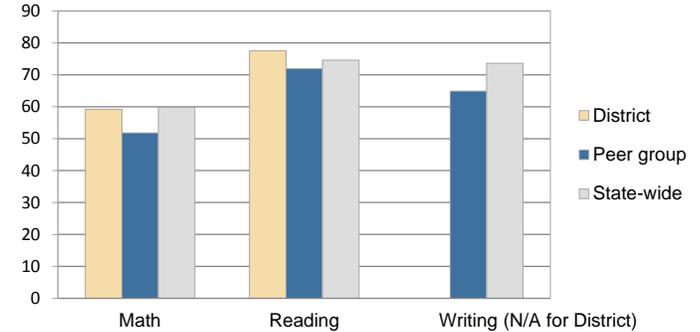


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$13,601	\$14,068	\$15,187	\$7,609	\$10,297
Classroom dollars	\$5,838	\$6,597	\$8,084	\$4,253	\$6,262
Nonclassroom dollars:	\$7,763	\$7,471	\$7,103	\$3,356	\$4,035
Administration	1,770	1,979	2,444	721	1,109
Plant Operations	1,977	1,787	2,188	914	1,003
Food Service	510	497	751	366	390
Transportation	2,255	2,189	924	342	438
Student Support	648	555	473	581	556
Instruction Support	603	464	323	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	94%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	25%	27%	21%
Student/teacher ratio	14.1	13.1	17.9
Average teacher salary	\$42,526	\$42,747	\$47,077
Average years' experience	12.2	13.8	10.6
Percent of teachers in first 3 years	0%	9%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,924 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

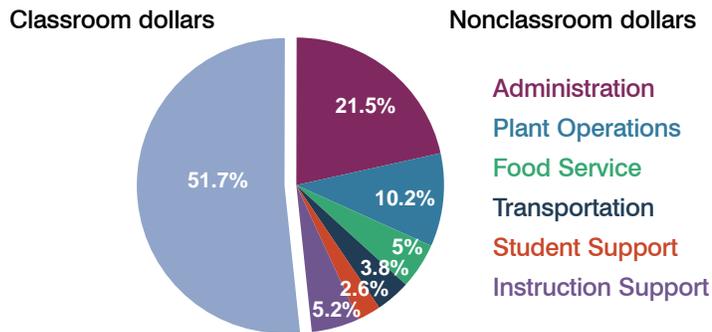
Congress Elementary School District

Yavapai County
Peer groups: Efficiency 12, Achievement 2
Legislative district(s): 4

District size: Very Small
Students attending: 109
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function

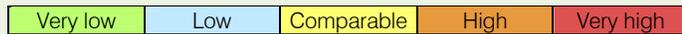


5-year trend

Total spending per pupil increased by 48 percent. Spending in the classroom varied year to year, decreasing significantly overall from 55.6 to 51.7 percent. Spending on administration increased significantly, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,627	\$2,444	\$721
	Students per administrator	36	32	66
Plant Operations	Cost per square foot	\$5.22	\$7.59	\$6.25
	Square footage per student	238	297	146
Food Service	Cost per meal equivalent	\$3.88	\$4.85	\$2.41
Transportation	Cost per mile	\$0.95	\$1.87	\$3.35
	Miles per rider	545	611	282

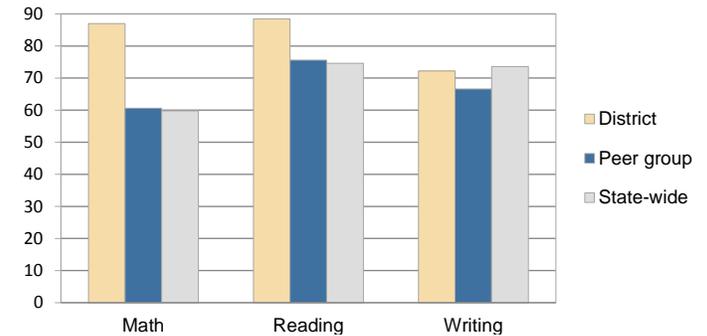


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$11,479	\$12,245	\$15,187	\$7,609	\$10,297
Classroom dollars	\$6,147	\$6,329	\$8,084	\$4,253	\$6,262
Nonclassroom dollars:	\$5,332	\$5,916	\$7,103	\$3,356	\$4,035
Administration	1,869	2,627	2,444	721	1,109
Plant Operations	1,272	1,244	2,188	914	1,003
Food Service	725	614	751	366	390
Transportation	478	469	924	342	438
Student Support	293	319	473	581	556
Instruction Support	695	643	323	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	94%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	16%	15%	21%
Student/teacher ratio	10.9	13.8	17.9
Average teacher salary	\$42,295	\$44,598	\$47,077
Average years' experience	12.7	11.4	10.6
Percent of teachers in first 3 years	20%	13%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher and the speech pathologist earned \$1,906 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

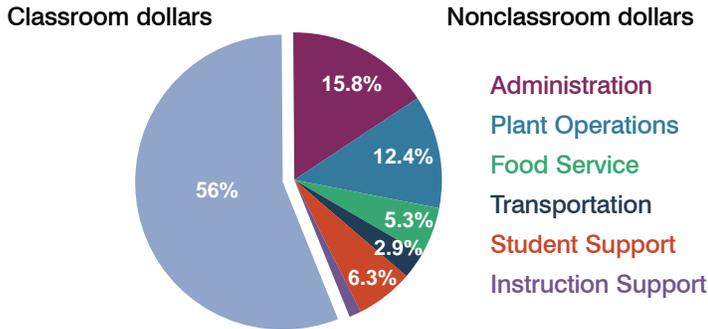
Continental Elementary School District

Pima County
Peer groups: Efficiency 11, Achievement 2
Legislative district(s): 30

District size: Small
Students attending: 494
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Student enrollment increased by 87 percent, which contributed to the 12 percent decrease in total spending per pupil. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 59.6 to 56 percent. Spending on administration and student support increased significantly, while spending in other nonclassroom areas varied.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,162	\$1,128	\$721
	Students per administrator	51	68	66
Plant Operations	Cost per square foot	\$5.97	\$7.21	\$6.25
	Square footage per student	152	148	146
Food Service	Cost per meal equivalent	\$2.52	\$2.70	\$2.41
Transportation	Cost per mile	\$1.20	\$2.00	\$3.35
	Miles per rider	159	222	282

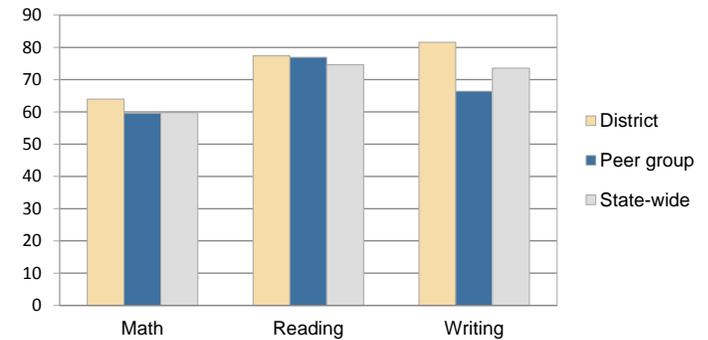


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,910	\$7,344	\$8,569	\$7,609	\$10,297
Classroom dollars	\$4,964	\$4,112	\$4,716	\$4,253	\$6,262
Nonclassroom dollars:	\$2,946	\$3,232	\$3,853	\$3,356	\$4,035
Administration	904	1,162	1,128	721	1,109
Plant Operations	840	910	1,025	914	1,003
Food Service	437	386	484	366	390
Transportation	231	214	389	342	438
Student Support	396	460	553	581	556
Instruction Support	138	100	274	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	91%	94%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	14%	15%	21%
Student/teacher ratio	17.7	13.8	17.9
Average teacher salary	\$41,071	\$44,598	\$47,077
Average years' experience	10.8	11.4	10.6
Percent of teachers in first 3 years	7%	13%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,775 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	■
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

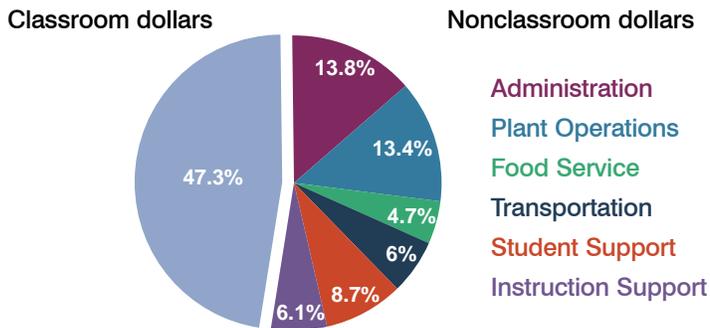
Coolidge Unified School District

Pinal County
Peer groups: Efficiency 4, Achievement 19
Legislative district(s): 23

District size: Medium-Large
Students attending: 4,255
Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 24 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 54.3 to 47.3 percent. Spending on administration and plant operations increased significantly, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,061	\$778	\$721
	Students per administrator	54	65	66
Plant Operations	Cost per square foot	\$5.21	\$5.81	\$6.25
	Square footage per student	197	171	146
Food Service	Cost per meal equivalent	\$2.68	\$2.53	\$2.41
Transportation	Cost per mile	\$2.73	\$2.94	\$3.35
	Miles per rider	442	297	282

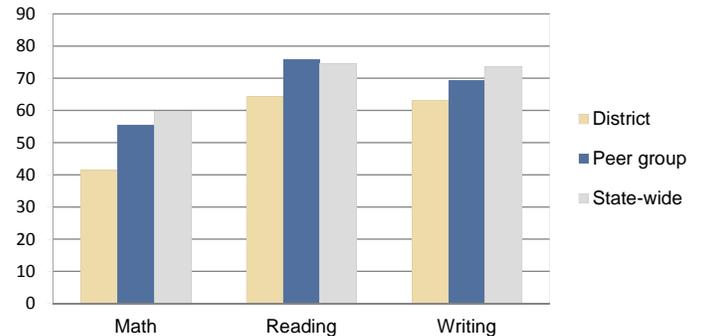
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$8,228	\$7,675	\$7,503	\$7,609	\$10,297
Classroom dollars	\$4,218	\$3,629	\$4,066	\$4,253	\$6,262
Nonclassroom dollars:	\$4,010	\$4,046	\$3,437	\$3,356	\$4,035
Administration	968	1,061	778	721	1,109
Plant Operations	945	1,030	973	914	1,003
Food Service	381	359	356	366	390
Transportation	464	459	356	342	438
Student Support	783	670	569	581	556
Instruction Support	469	467	405	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB. 4 schools did not because some students did not demonstrate sufficient academic progress. 1 school did not because its graduation rate was not sufficient.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	92%	92%	94%
Graduation rate (2009)	67%	80%	76%
Poverty rate (2009)	17%	20%	21%
Student/teacher ratio	17.4	15.8	17.9
Average teacher salary	\$37,849	\$41,188	\$47,077
Average years' experience	8.9	11.6	10.6
Percent of teachers in first 3 years	21%	19%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$5,710 in additional pay, and each librarian, speech specialist, counselor, psychologist, physical therapist, and academic coach earned between \$2,000 and \$5,700.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	▲
Teacher evaluations	-
Tutoring	-
Other	▲

■ = yes, □ = no, ▲ = partially, and - = no goal set

Cottonwood-Oak Creek Elementary School District

Yavapai County

Peer groups: Efficiency 10, Achievement 4

Legislative district(s): 1

District size: Medium-Large

Students attending: 2,225

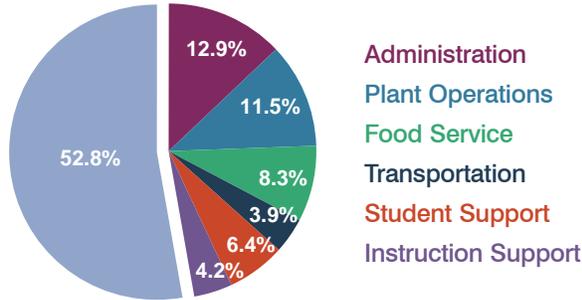
Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by function

Classroom dollars

Nonclassroom dollars



5-year trend

Total spending per pupil increased by 28 percent. Spending in the classroom varied year to year, decreasing overall from 53.9 to 52.8 percent. Spending on instruction support increased significantly, while spending in other nonclassroom areas remained stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$948	\$1,019	\$721
	Students per administrator	55	65	66
Plant Operations	Cost per square foot	\$6.12	\$6.70	\$6.25
	Square footage per student	137	130	146
Food Service	Cost per meal equivalent	\$2.15	\$2.42	\$2.41
Transportation	Cost per mile	\$3.02	\$3.03	\$3.35
	Miles per rider	212	196	282

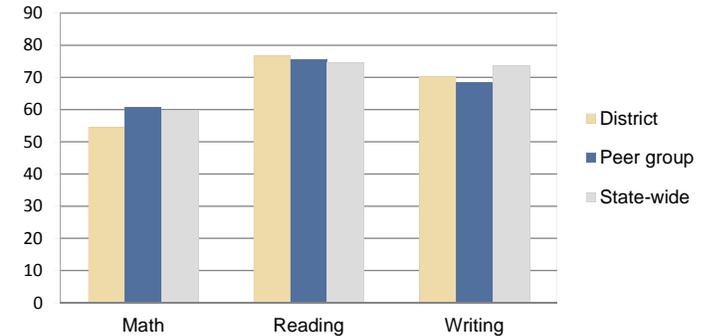


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,580	\$7,328	\$7,810	\$7,609	\$10,297
Classroom dollars	\$4,316	\$3,868	\$4,011	\$4,253	\$6,262
Nonclassroom dollars:	\$3,264	\$3,460	\$3,799	\$3,356	\$4,035
Administration	823	948	1,019	721	1,109
Plant Operations	894	841	916	914	1,003
Food Service	458	605	503	366	390
Transportation	272	287	432	342	438
Student Support	495	468	478	581	556
Instruction Support	322	311	451	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

4 schools met all applicable AYP objectives for NCLB. 1 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	95%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	21%	20%	21%
Student/teacher ratio	16.6	12.9	17.9
Average teacher salary	\$39,972	\$45,161	\$47,077
Average years' experience	11.5	13.5	10.6
Percent of teachers in first 3 years	7%	8%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$4,250 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	■
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

Crane Elementary School District

Yuma County

Peer groups: Efficiency 9, Achievement 5

Legislative district(s): 24

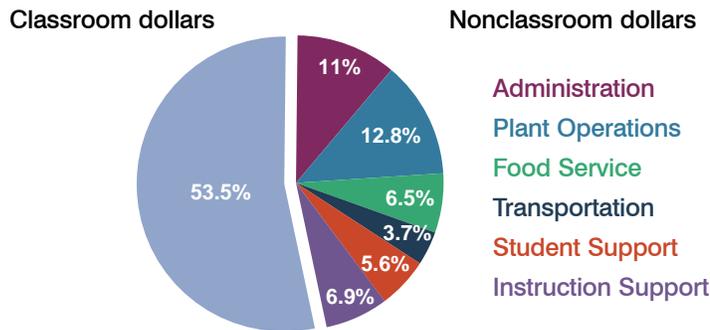
District size: Medium-Large

Students attending: 5,754

Number of schools: 10

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 12 percent. Spending in the classroom varied year to year, decreasing significantly overall from 57.4 to 53.5 percent. Spending on plant operations increased significantly, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$751	\$872	\$721
	Students per administrator	72	72	66
Plant Operations	Cost per square foot	\$8.54	\$6.86	\$6.25
	Square footage per student	102	127	146
Food Service	Cost per meal equivalent	\$2.21	\$2.32	\$2.41
Transportation	Cost per mile	\$4.61	\$5.66	\$3.35
	Miles per rider	87	129	282

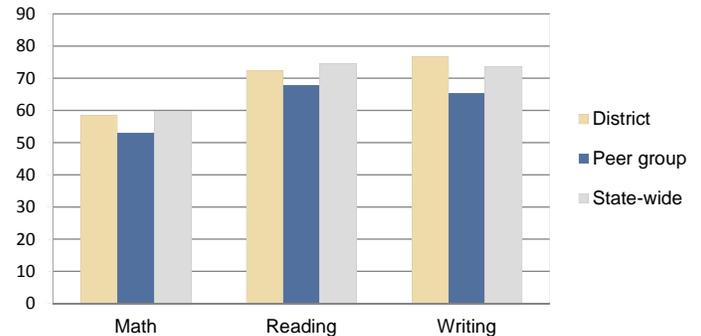
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$6,970	\$6,814	\$7,783	\$7,609	\$10,297
Classroom dollars	\$3,788	\$3,647	\$4,157	\$4,253	\$6,262
Nonclassroom dollars:	\$3,182	\$3,167	\$3,626	\$3,356	\$4,035
Administration	778	751	872	721	1,109
Plant Operations	877	868	873	914	1,003
Food Service	489	443	501	366	390
Transportation	237	254	260	342	438
Student Support	336	378	582	581	556
Instruction Support	465	473	538	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

10 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	95%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	22%	19%	21%
Student/teacher ratio	20.3	18.0	17.9
Average teacher salary	\$48,253	\$43,515	\$47,077
Average years' experience	9.0	7.9	10.6
Percent of teachers in first 3 years	14%	35%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$5,216 in additional pay, and each speech pathologist, counselor, and coach/interventionist earned between \$2,471 and \$4,159.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	■
Tutoring	■
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

Creighton Elementary School District

Maricopa County

Peer groups: Efficiency 9, Achievement 7

Legislative district(s): 11, 14, and 15

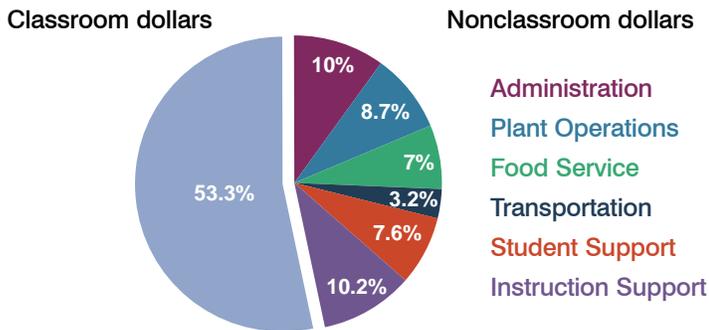
District size: Medium-Large

Students attending: 6,725

Number of schools: 9

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 32 percent. Spending in the classroom varied year to year, decreasing significantly overall from 57.8 to 53.3 percent. Spending on administration and instruction support increased significantly and spending on plant operations decreased significantly. Spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$883	\$872	\$721
	Students per administrator	62	72	66
Plant Operations	Cost per square foot	\$5.89	\$6.86	\$6.25
	Square footage per student	130	127	146
Food Service	Cost per meal equivalent	\$2.60	\$2.32	\$2.41
Transportation	Cost per mile	\$6.88	\$5.66	\$3.35
	Miles per rider	148	129	282

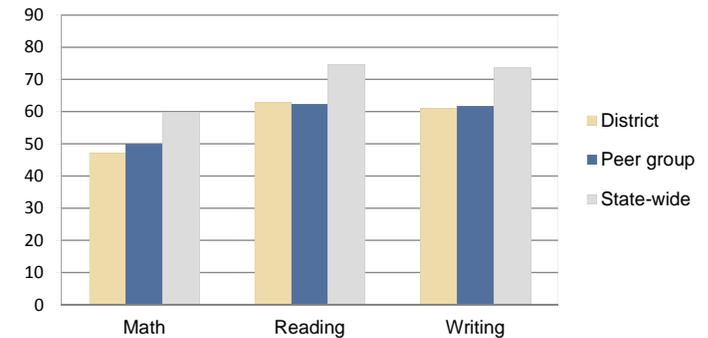


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$8,806	\$8,794	\$7,783	\$7,609	\$10,297
Classroom dollars	\$4,630	\$4,688	\$4,157	\$4,253	\$6,262
Nonclassroom dollars:	\$4,176	\$4,106	\$3,626	\$3,356	\$4,035
Administration	825	883	872	721	1,109
Plant Operations	834	763	873	914	1,003
Food Service	622	620	501	366	390
Transportation	256	278	260	342	438
Student Support	849	668	582	581	556
Instruction Support	790	894	538	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

5 schools met all applicable AYP objectives for NCLB. 4 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	94%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	35%	30%	21%
Student/teacher ratio	15.9	17.8	17.9
Average teacher salary	\$46,856	\$46,904	\$47,077
Average years' experience	8.5	8.7	10.6
Percent of teachers in first 3 years	31%	28%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,970 in additional pay, and each librarian and nurse earned between \$380 and \$3,012.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	▲
Teacher evaluations	-
Tutoring	-
Other	▲

■ = yes, □ = no, ▲ = partially, and - = no goal set

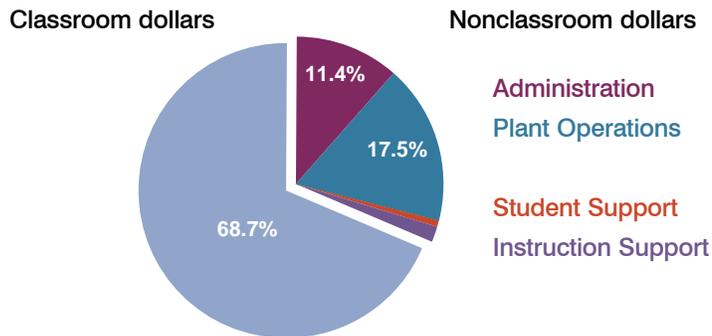
Crown King Elementary School District

Yavapai County
Peer groups: Efficiency 12, Achievement 4
Legislative district(s): 4

District size: Very Small
Students attending: 6
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Student enrollment increased by 59 percent, which contributed to the 32 percent decrease in total spending per pupil. Spending in the classroom was very inconsistent year to year, increasing overall from 67 to 68.7 percent. Spending on administration decreased significantly and spending on plant operations decreased significantly.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,956	\$2,444	\$721
	Students per administrator	5	32	66
Plant Operations	Cost per square foot	\$9.14	\$7.59	\$6.25
	Square footage per student	331	297	146
Food Service	Cost per meal equivalent	N/A	\$4.85	\$2.41
Transportation	Cost per mile	N/A	\$1.87	\$3.35
	Miles per rider	N/A	611	282

Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$17,941	\$17,240	\$15,187	\$7,609	\$10,297
Classroom dollars	\$12,253	\$11,844	\$8,084	\$4,253	\$6,262
Nonclassroom dollars:	\$5,688	\$5,396	\$7,103	\$3,356	\$4,035
Administration	1,996	1,956	2,444	721	1,109
Plant Operations	3,348	3,022	2,188	914	1,003
Food Service	0	0	751	366	390
Transportation	0	0	924	342	438
Student Support	113	126	473	581	556
Instruction Support	231	292	323	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)

Information is not shown because the District has fewer than 10 students.

Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	92%	95%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	20%	20%	21%
Student/teacher ratio	5.7	12.9	17.9
Average teacher salary	N/A	\$45,161	\$47,077
Average years' experience	N/A	13.5	10.6
Percent of teachers in first 3 years	0%	8%	20%

Proposition 301

Teacher and other staff pay

The teacher earned \$1,053 in additional pay, and the instructional aide earned \$110.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	-
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	■
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

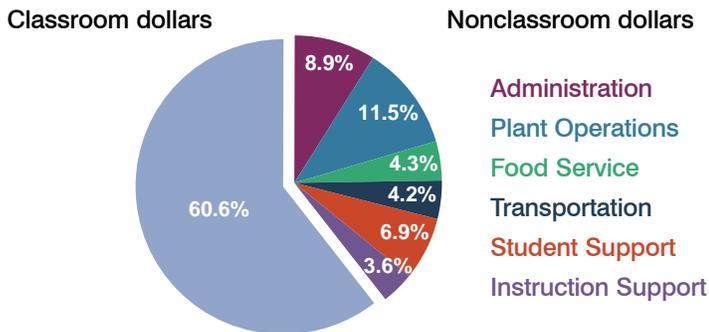
Deer Valley Unified School District

Maricopa County
Peer groups: Efficiency 1, Achievement 16
Legislative district(s): 4, 6, 7, and 9

District size: Very Large
Students attending: 34,653
Number of schools: 37

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 20 percent. Spending in the classroom remained fairly stable, but decreased overall from 61.9 to 60.6 percent. Spending on plant operations increased, while spending in other nonclassroom areas remained stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$597	\$601	\$721
	Students per administrator	84	80	66
Plant Operations	Cost per square foot	\$6.09	\$6.01	\$6.25
	Square footage per student	126	137	146
Food Service	Cost per meal equivalent	\$2.17	\$2.32	\$2.41
Transportation	Cost per mile	\$3.85	\$3.71	\$3.35
	Miles per rider	270	292	282

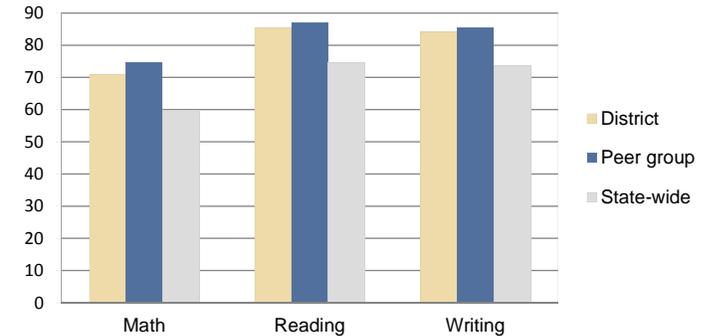


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$6,994	\$6,697	\$7,200	\$7,609	\$10,297
Classroom dollars	\$4,239	\$4,061	\$4,253	\$4,253	\$6,262
Nonclassroom dollars:	\$2,755	\$2,636	\$2,947	\$3,356	\$4,035
Administration	593	597	601	721	1,109
Plant Operations	770	769	819	914	1,003
Food Service	315	287	303	366	390
Transportation	304	281	318	342	438
Student Support	465	461	552	581	556
Instruction Support	308	241	354	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

31 schools met all applicable AYP objectives for NCLB. 6 schools failed to meet 1 or more of the following objectives: academic progress (6); graduation rate (1).

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	95%	94%
Graduation rate (2009)	85%	90%	76%
Poverty rate (2009)	12%	10%	21%
Student/teacher ratio	18.8	18.0	17.9
Average teacher salary	\$48,242	\$45,075	\$47,077
Average years' experience	11.0	10.4	10.6
Percent of teachers in first 3 years	13%	16%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$4,479 in additional pay, and each librarian, speech pathologist, counselor, nurse, intervention specialist, and therapist earned between \$3,140 and \$4,883.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	■
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	■
Teacher professional development	■
Teacher evaluations	■
Tutoring	■
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

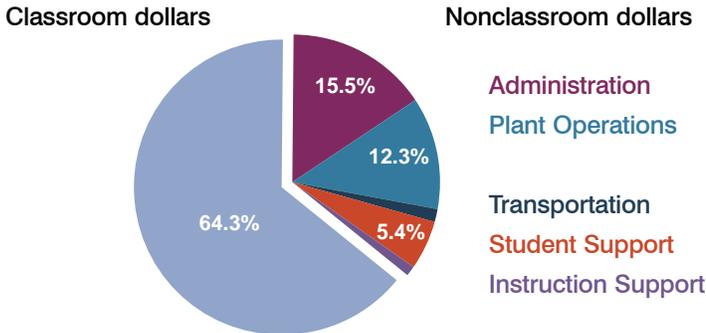
Double Adobe Elementary School District

Cochise County
Peer groups: Efficiency 12, Achievement 4
Legislative district(s): 25

District size: Very Small
Students attending: 55
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function

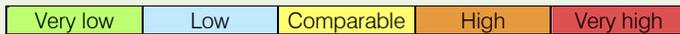


5-year trend

Total spending per pupil increased by 38 percent. Spending in the classroom remained fairly stable, increasing overall from 62.9 to 64.3 percent. Spending on plant operations and transportation decreased significantly and spending on administration increased significantly. Spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,699	\$2,444	\$721
	Students per administrator	44	32	66
Plant Operations	Cost per square foot	\$8.43	\$7.59	\$6.25
	Square footage per student	160	297	146
Food Service	Cost per meal equivalent	N/A	\$4.85	\$2.41
Transportation	Cost per mile	\$0.06	\$1.87	\$3.35
	Miles per rider	NR	611	282

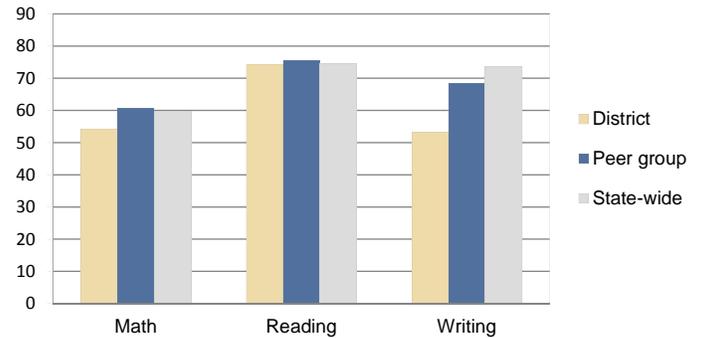


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$9,638	\$10,951	\$15,187	\$7,609	\$10,297
Classroom dollars	\$5,905	\$7,042	\$8,084	\$4,253	\$6,262
Nonclassroom dollars:	\$3,733	\$3,909	\$7,103	\$3,356	\$4,035
Administration	1,352	1,699	2,444	721	1,109
Plant Operations	1,236	1,344	2,188	914	1,003
Food Service	0	0	751	366	390
Transportation	406	157	924	342	438
Student Support	630	593	473	581	556
Instruction Support	109	116	323	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	95%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	21%	20%	21%
Student/teacher ratio	11.6	12.9	17.9
Average teacher salary	\$34,359	\$45,161	\$47,077
Average years' experience	25.9	13.5	10.6
Percent of teachers in first 3 years	0%	8%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$2,557 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

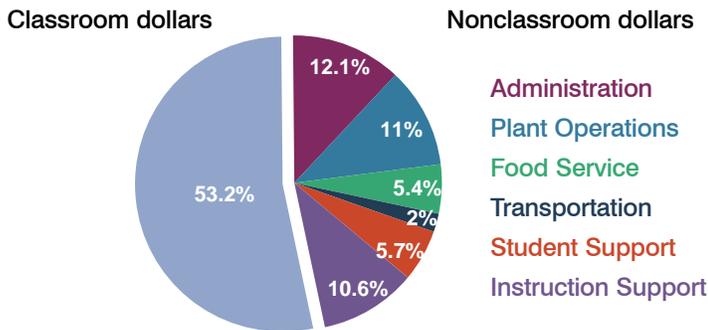
Douglas Unified School District

Cochise County
Peer groups: Efficiency 4, Achievement 21
Legislative district(s): 25

District size: Medium-Large
Students attending: 4,059
Number of schools: 9

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 27 percent. Spending in the classroom varied year to year, decreasing significantly overall from 60 to 53.2 percent. Spending on instruction support increased significantly and spending on plant operations decreased significantly. Spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$898	\$778	\$721
	Students per administrator	59	65	66
Plant Operations	Cost per square foot	\$5.63	\$5.81	\$6.25
	Square footage per student	145	171	146
Food Service	Cost per meal equivalent	\$2.36	\$2.53	\$2.41
Transportation	Cost per mile	\$6.71	\$2.94	\$3.35
	Miles per rider	204	297	282

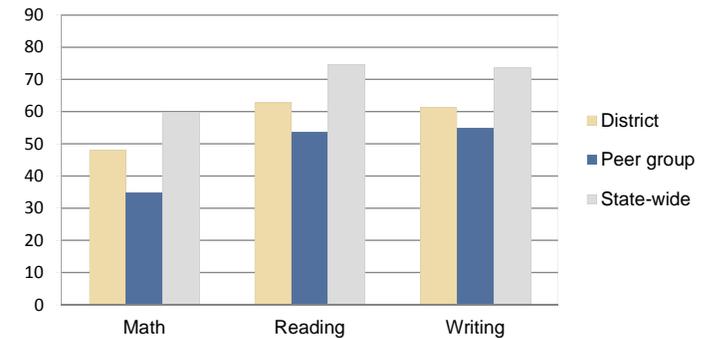


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$6,881	\$7,407	\$7,503	\$7,609	\$10,297
Classroom dollars	\$3,776	\$3,937	\$4,066	\$4,253	\$6,262
Nonclassroom dollars:	\$3,105	\$3,470	\$3,437	\$3,356	\$4,035
Administration	878	898	778	721	1,109
Plant Operations	894	817	973	914	1,003
Food Service	389	400	356	366	390
Transportation	134	149	356	342	438
Student Support	486	425	569	581	556
Instruction Support	324	781	405	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

6 schools met all applicable AYP objectives for NCLB. 2 did not because some students did not demonstrate sufficient academic progress. 1 school was not eligible for AYP determination.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	91%	94%
Graduation rate (2009)	88%	63%	76%
Poverty rate (2009)	39%	42%	21%
Student/teacher ratio	19.5	14.7	17.9
Average teacher salary	\$40,084	\$42,282	\$47,077
Average years' experience	11.3	12.3	10.6
Percent of teachers in first 3 years	20%	15%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,826 in additional pay, and each librarian, audiologist, counselor, and psychologist earned between \$1,342 and \$3,924.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	■
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

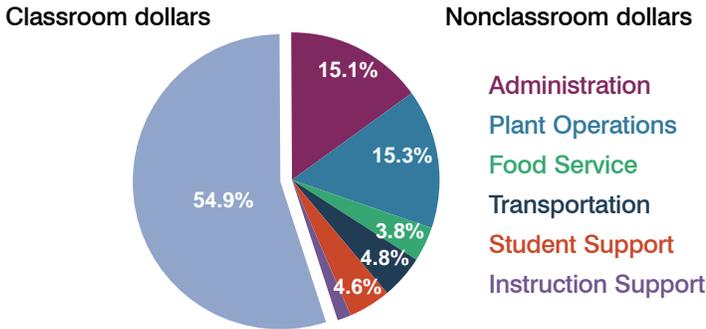
Duncan Unified School District

Greenlee County
Peer groups: Efficiency 6, Achievement 19
Legislative district(s): 5

District size: Small
Students attending: 420
Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 29 percent. Spending in the classroom varied year to year, decreasing significantly overall from 57.1 to 54.9 percent. Spending on administration increased significantly, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,449	\$1,447	\$721
	Students per administrator	37	42	66
Plant Operations	Cost per square foot	\$4.84	\$5.76	\$6.25
	Square footage per student	304	276	146
Food Service	Cost per meal equivalent	\$2.76	\$3.00	\$2.41
Transportation	Cost per mile	\$1.11	\$2.53	\$3.35
	Miles per rider	451	375	282

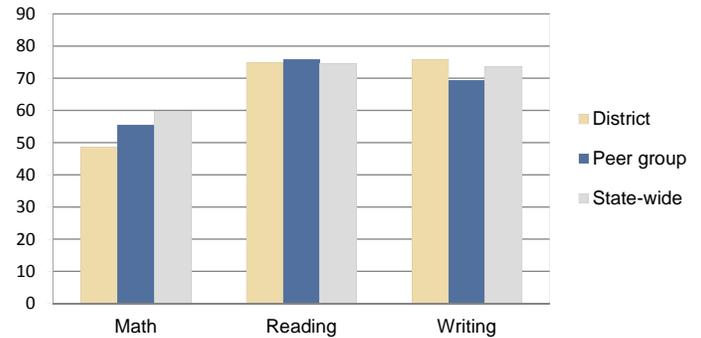
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$9,184	\$9,594	\$9,887	\$7,609	\$10,297
Classroom dollars	\$5,147	\$5,268	\$5,054	\$4,253	\$6,262
Nonclassroom dollars:	\$4,037	\$4,326	\$4,833	\$3,356	\$4,035
Administration	1,321	1,449	1,447	721	1,109
Plant Operations	1,389	1,472	1,462	914	1,003
Food Service	382	369	424	366	390
Transportation	429	455	445	342	438
Student Support	381	439	625	581	556
Instruction Support	135	142	430	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	97%	92%	94%
Graduation rate (2009)	84%	80%	76%
Poverty rate (2009)	20%	20%	21%
Student/teacher ratio	13.1	15.8	17.9
Average teacher salary	\$36,780	\$41,188	\$47,077
Average years' experience	12.9	11.6	10.6
Percent of teachers in first 3 years	13%	19%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,932 in additional pay, and each counselor earned \$2,665.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	■
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

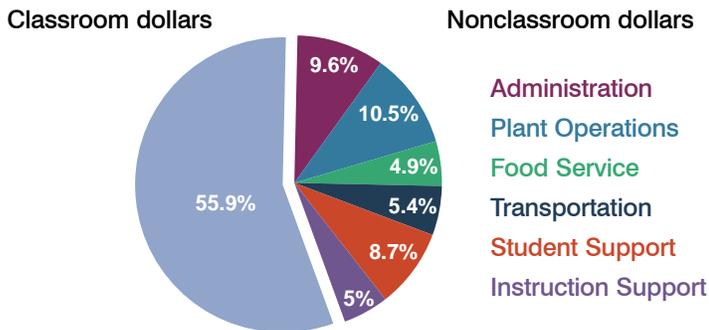
Dysart Unified School District

Maricopa County
Peer groups: Efficiency 1, Achievement 18
Legislative district(s): 4, 9, and 12

District size: Very Large
Students attending: 23,158
Number of schools: 24

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 28 percent. Spending in the classroom varied year to year, decreasing overall from 57.4 to 55.9 percent. Spending on administration decreased significantly, while spending on instruction support and student support increased significantly. Spending in other nonclassroom areas remained stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$689	\$601	\$721
	Students per administrator	72	80	66
Plant Operations	Cost per square foot	\$6.19	\$6.01	\$6.25
	Square footage per student	122	137	146
Food Service	Cost per meal equivalent	\$2.31	\$2.32	\$2.41
Transportation	Cost per mile	\$4.19	\$3.71	\$3.35
	Miles per rider	219	292	282

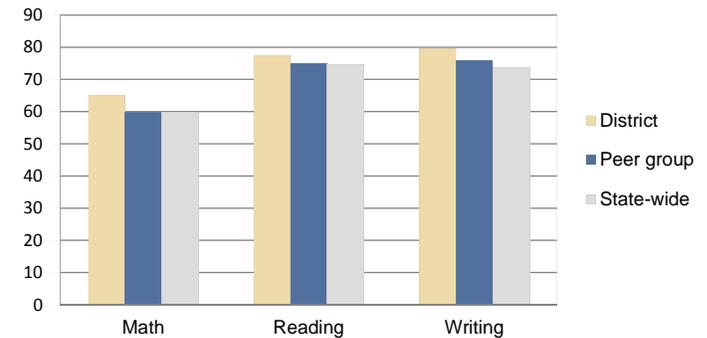


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,316	\$7,184	\$7,200	\$7,609	\$10,297
Classroom dollars	\$4,184	\$4,015	\$4,253	\$4,253	\$6,262
Nonclassroom dollars:	\$3,132	\$3,169	\$2,947	\$3,356	\$4,035
Administration	680	689	601	721	1,109
Plant Operations	737	756	819	914	1,003
Food Service	388	353	303	366	390
Transportation	358	387	318	342	438
Student Support	580	623	552	581	556
Instruction Support	389	361	354	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

20 schools met all applicable AYP objectives for NCLB. 4 schools failed to meet the academic progress objective.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	92%	94%	94%
Graduation rate (2009)	85%	82%	76%
Poverty rate (2009)	14%	19%	21%
Student/teacher ratio	17.9	17.2	17.9
Average teacher salary	\$45,102	\$48,446	\$47,077
Average years' experience	6.7	11.4	10.6
Percent of teachers in first 3 years	32%	18%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,982 in additional pay, and each librarian, speech pathologist, audiologist, counselor, therapist, and instructional coach earned between \$1,829 and \$4,531.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	■
Student attendance	■
Parent/student satisfaction	-
Teacher attendance	▲
Teacher professional development	-
Teacher evaluations	-
Tutoring	▲
Other	▲

■ = yes, □ = no, ▲ = partially, and - = no goal set

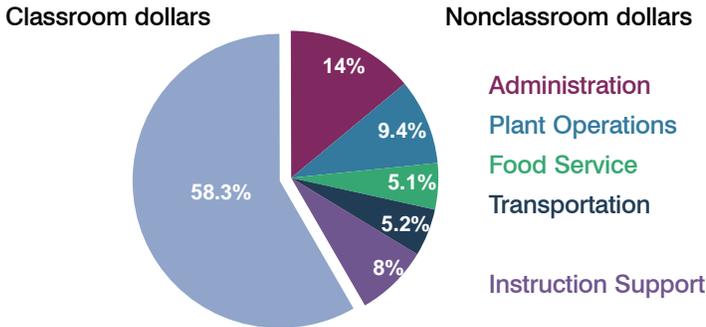
Elfrida Elementary School District

Cochise County
Peer groups: Efficiency 12, Achievement 6
Legislative district(s): 25

District size: Very Small
Students attending: 115
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function

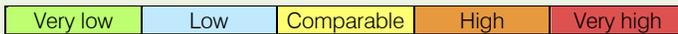


5-year trend

Student enrollment decreased by 35 percent, which contributed to the 68 percent increase in total spending per pupil. Spending in the classroom was very inconsistent year to year and increased significantly overall from 55.4 to 58.3 percent. Spending on food service and student support decreased and instruction support increased. Spending in other nonclassroom areas varied.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,662	\$2,444	\$721
	Students per administrator	29	32	66
Plant Operations	Cost per square foot	\$4.36	\$7.59	\$6.25
	Square footage per student	258	297	146
Food Service	Cost per meal equivalent	\$2.70	\$4.85	\$2.41
Transportation	Cost per mile	\$2.85	\$1.87	\$3.35
	Miles per rider	276	611	282

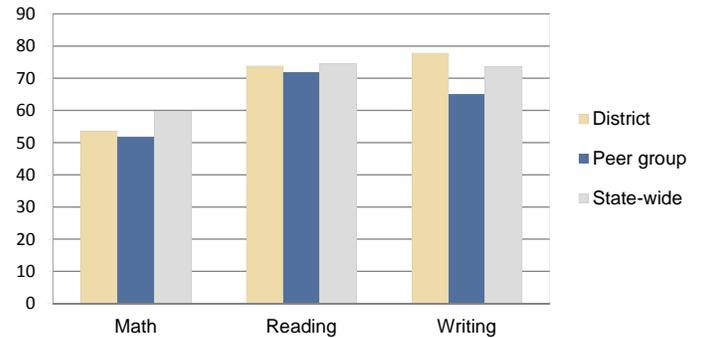


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$9,844	\$11,907	\$15,187	\$7,609	\$10,297
Classroom dollars	\$5,021	\$6,941	\$8,084	\$4,253	\$6,262
Nonclassroom dollars:	\$4,823	\$4,966	\$7,103	\$3,356	\$4,035
Administration	1,626	1,662	2,444	721	1,109
Plant Operations	1,326	1,126	2,188	914	1,003
Food Service	812	604	751	366	390
Transportation	528	615	924	342	438
Student Support	84	0	473	581	556
Instruction Support	447	959	323	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	96%	94%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	26%	27%	21%
Student/teacher ratio	11.5	13.1	17.9
Average teacher salary	\$42,581	\$42,747	\$47,077
Average years' experience	11.7	13.8	10.6
Percent of teachers in first 3 years	10%	9%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$7,086 in additional pay, and each instructional aide earned \$4,614.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

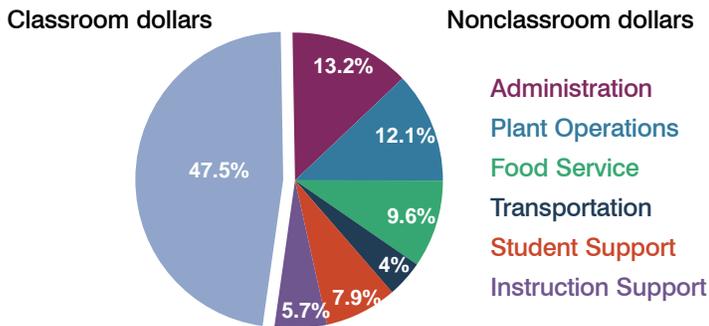
Eloy Elementary School District

Pinal County
Peer groups: Efficiency 10, Achievement 6
Legislative district(s): 23

District size: Medium
Students attending: 1,092
Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 10 percent. Spending in the classroom varied year to year, decreasing significantly overall from 51.3 to 47.5 percent. Spending on administration and instruction support increased significantly and spending on student support decreased significantly. Spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,045	\$1,019	\$721
	Students per administrator	50	65	66
Plant Operations	Cost per square foot	\$6.65	\$6.70	\$6.25
	Square footage per student	145	130	146
Food Service	Cost per meal equivalent	\$2.84	\$2.42	\$2.41
Transportation	Cost per mile	\$3.66	\$3.03	\$3.35
	Miles per rider	162	196	282

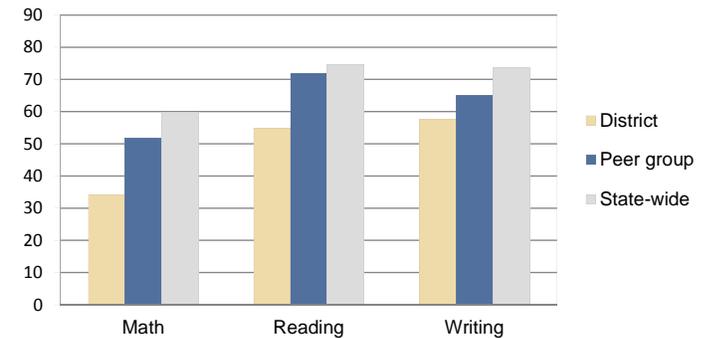


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,856	\$7,929	\$7,810	\$7,609	\$10,297
Classroom dollars	\$3,984	\$3,768	\$4,011	\$4,253	\$6,262
Nonclassroom dollars:	\$3,872	\$4,161	\$3,799	\$3,356	\$4,035
Administration	993	1,045	1,019	721	1,109
Plant Operations	863	962	916	914	1,003
Food Service	736	763	503	366	390
Transportation	282	314	432	342	438
Student Support	732	623	478	581	556
Instruction Support	266	454	451	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

1 school met all applicable AYP objectives for NCLB. 2 did not because some students did not demonstrate sufficient academic progress. An AYP determination was not available for 1 school.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	94%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	28%	27%	21%
Student/teacher ratio	17.3	13.1	17.9
Average teacher salary	\$33,733	\$42,747	\$47,077
Average years' experience	13.5	13.8	10.6
Percent of teachers in first 3 years	11%	9%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,082 in additional pay, and each speech pathologist, counselor, psychologist, and AIMS interventionist earned between \$356 and \$3,082.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	■
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

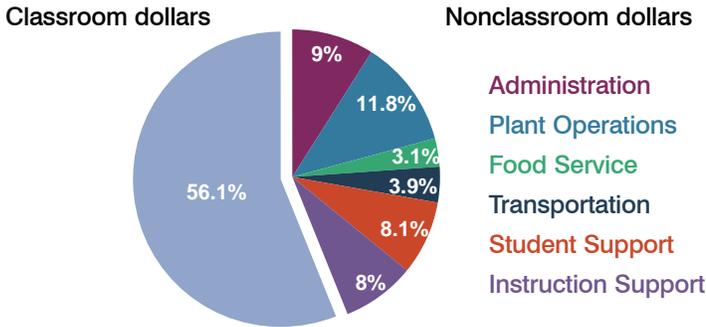
Flagstaff Unified School District

Coconino County
Peer groups: Efficiency 2, Achievement 18
Legislative district(s): 1 and 2

District size: Large
Students attending: 10,183
Number of schools: 19

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 23 percent. Spending in the classroom varied year to year, decreasing overall from 57.9 to 56.1 percent. Spending on student support and instruction support increased, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$748	\$627	\$721
	Students per administrator	68	68	66
Plant Operations	Cost per square foot	\$5.84	\$6.54	\$6.25
	Square footage per student	168	142	146
Food Service	Cost per meal equivalent	\$2.79	\$2.52	\$2.41
Transportation	Cost per mile	\$1.78	\$3.31	\$3.35
	Miles per rider	572	323	282

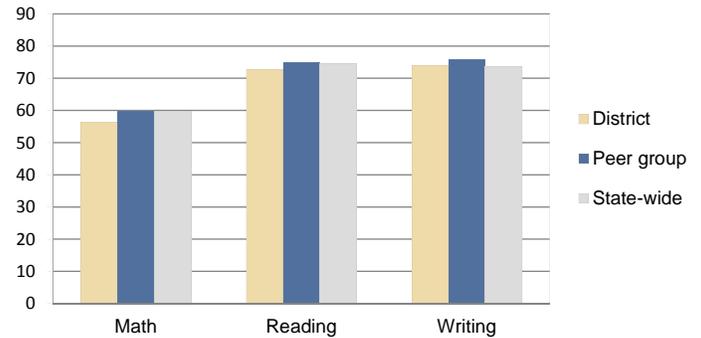
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$8,375	\$8,313	\$7,166	\$7,609	\$10,297
Classroom dollars	\$4,794	\$4,662	\$4,025	\$4,253	\$6,262
Nonclassroom dollars:	\$3,581	\$3,651	\$3,141	\$3,356	\$4,035
Administration	648	748	627	721	1,109
Plant Operations	938	983	917	914	1,003
Food Service	252	255	308	366	390
Transportation	437	322	326	342	438
Student Support	625	671	539	581	556
Instruction Support	681	672	424	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

10 schools met all applicable AYP objectives for NCLB. 9 schools failed to meet 1 or more of the following objectives: percent tested (1); academic progress (6); attendance rate (1); graduation rate (2).

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	94%	94%
Graduation rate (2009)	81%	82%	76%
Poverty rate (2009)	16%	19%	21%
Student/teacher ratio	15.5	17.2	17.9
Average teacher salary	\$43,138	\$48,446	\$47,077
Average years' experience	11.2	11.4	10.6
Percent of teachers in first 3 years	19%	18%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,999 in additional pay, and each librarian, counselor, and nurse earned between \$3,732 and \$4,032.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	▀
Dropout/graduation rates	■
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▀ = partially, and - = no goal set

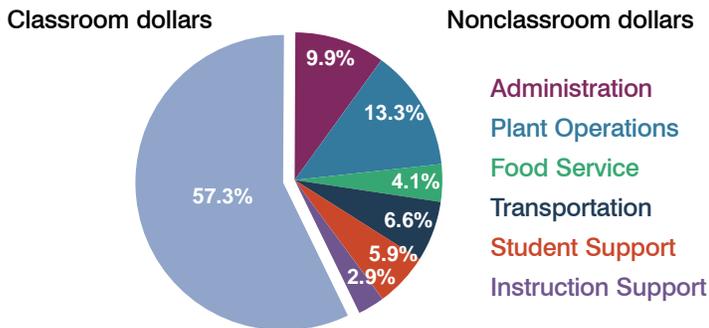
Florence Unified School District

Pinal County
Peer groups: Efficiency 4, Achievement 17
Legislative district(s): 23

District size: Medium-Large
Students attending: 7,636
Number of schools: 9

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 32 percent. Spending in the classroom was very inconsistent from year to year, decreasing significantly overall from 59.9 to 57.3 percent. Spending on administration decreased and instruction support increased significantly, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$679	\$778	\$721
	Students per administrator	86	65	66
Plant Operations	Cost per square foot	\$6.01	\$5.81	\$6.25
	Square footage per student	151	171	146
Food Service	Cost per meal equivalent	\$2.25	\$2.53	\$2.41
Transportation	Cost per mile	\$1.87	\$2.94	\$3.35
	Miles per rider	458	297	282

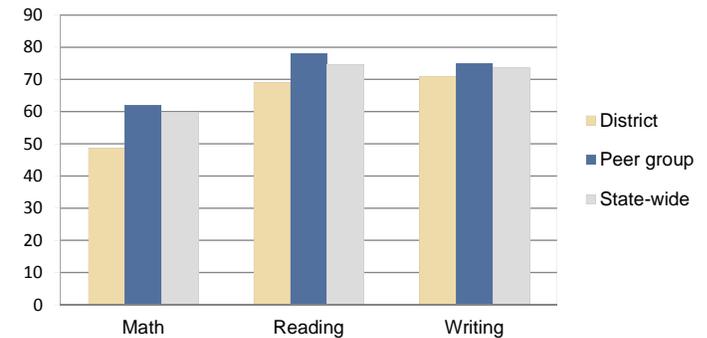


Per-pupil spending by function

	District		Peer	State	National
	2009	2010	2010	2010	2008
Total	\$7,066	\$6,870	\$7,503	\$7,609	\$10,297
Classroom dollars	\$3,840	\$3,939	\$4,066	\$4,253	\$6,262
Nonclassroom dollars:	\$3,226	\$2,931	\$3,437	\$3,356	\$4,035
Administration	734	679	778	721	1,109
Plant Operations	883	911	973	914	1,003
Food Service	317	283	356	366	390
Transportation	499	455	356	342	438
Student Support	466	402	569	581	556
Instruction Support	327	201	405	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

6 schools met all applicable AYP objectives for NCLB. 3 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	94%	94%
Graduation rate (2009)	64%	80%	76%
Poverty rate (2009)	12%	15%	21%
Student/teacher ratio	16.9	17.9	17.9
Average teacher salary	\$40,590	\$42,418	\$47,077
Average years' experience	3.9	11.1	10.6
Percent of teachers in first 3 years	70%	18%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,331 in additional pay, and each librarian, speech pathologist, and counselor earned between \$1,425 and \$3,700.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

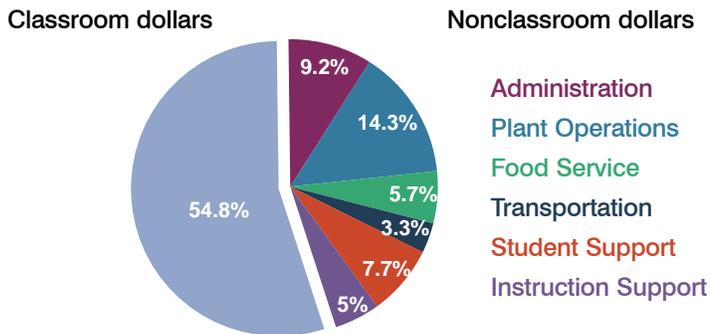
Flowing Wells Unified School District

Pima County
Peer groups: Efficiency 3, Achievement 20
Legislative district(s): 26 and 27

District size: Medium-Large
Students attending: 5,392
Number of schools: 9

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 16 percent. Spending in the classroom varied year to year, decreasing significantly overall from 60.7 to 54.8 percent. Spending on student support increased and spending on instruction support increased significantly, while spending in other nonclassroom areas remained stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$677	\$748	\$721
	Students per administrator	71	70	66
Plant Operations	Cost per square foot	\$7.47	\$5.70	\$6.25
	Square footage per student	141	155	146
Food Service	Cost per meal equivalent	\$2.72	\$2.62	\$2.41
Transportation	Cost per mile	\$4.96	\$3.40	\$3.35
	Miles per rider	159	252	282

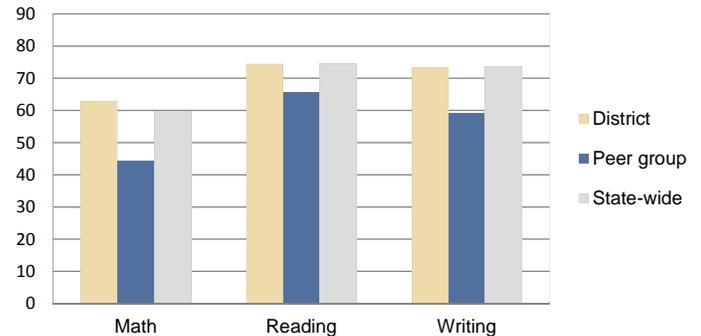
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,953	\$7,345	\$7,096	\$7,609	\$10,297
Classroom dollars	\$4,647	\$4,022	\$3,889	\$4,253	\$6,262
Nonclassroom dollars:	\$3,306	\$3,323	\$3,207	\$3,356	\$4,035
Administration	705	677	748	721	1,109
Plant Operations	1,038	1,054	874	914	1,003
Food Service	410	418	322	366	390
Transportation	233	240	396	342	438
Student Support	532	566	578	581	556
Instruction Support	388	368	289	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

6 schools met all applicable AYP objectives for NCLB. 3 schools failed to meet 1 or more of the following objectives: percent tested (1); academic progress (2); graduation rate (1).

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	93%	94%
Graduation rate (2009)	86%	80%	76%
Poverty rate (2009)	25%	26%	21%
Student/teacher ratio	17.3	15.4	17.9
Average teacher salary	\$42,228	\$41,299	\$47,077
Average years' experience	11.2	11.1	10.6
Percent of teachers in first 3 years	20%	20%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$2,862 in additional pay, and each librarian and counselor earned between \$3,139 and \$3,159.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	■
Tutoring	■
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

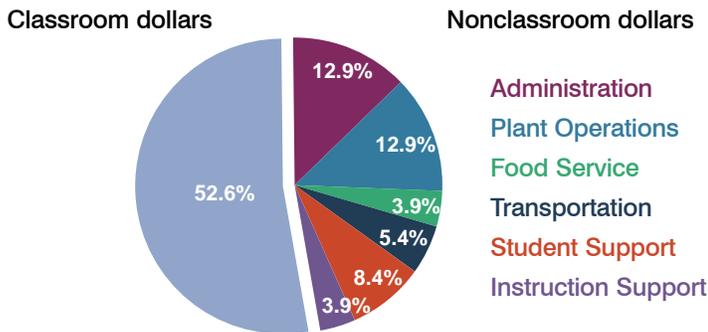
Fountain Hills Unified School District

Maricopa County
Peer groups: Efficiency 3, Achievement 16
Legislative district(s): 8

District size: Medium-Large
Students attending: 2,118
Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 22 percent. Spending in the classroom varied year to year, decreasing significantly overall from 56.5 to 52.6 percent. Spending on transportation and student support increased significantly, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$971	\$748	\$721
	Students per administrator	68	70	66
Plant Operations	Cost per square foot	\$4.28	\$5.70	\$6.25
	Square footage per student	225	155	146
Food Service	Cost per meal equivalent	\$3.98	\$2.62	\$2.41
Transportation	Cost per mile	\$3.25	\$3.40	\$3.35
	Miles per rider	299	252	282

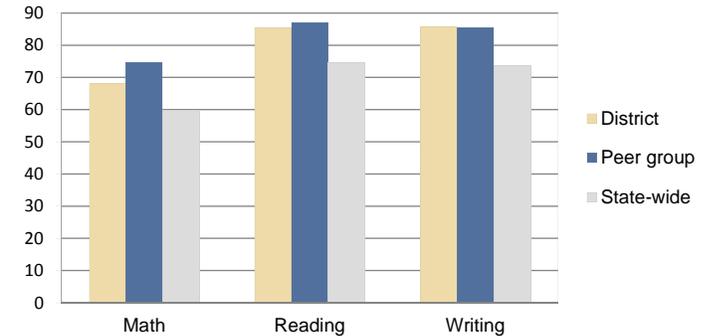


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,735	\$7,507	\$7,096	\$7,609	\$10,297
Classroom dollars	\$4,360	\$3,950	\$3,889	\$4,253	\$6,262
Nonclassroom dollars:	\$3,375	\$3,557	\$3,207	\$3,356	\$4,035
Administration	878	971	748	721	1,109
Plant Operations	968	965	874	914	1,003
Food Service	268	295	322	366	390
Transportation	358	406	396	342	438
Student Support	579	626	578	581	556
Instruction Support	324	294	289	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

4 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	96%	95%	94%
Graduation rate (2009)	90%	90%	76%
Poverty rate (2009)	10%	10%	21%
Student/teacher ratio	17.5	18.0	17.9
Average teacher salary	\$42,383	\$45,075	\$47,077
Average years' experience	12.1	10.4	10.6
Percent of teachers in first 3 years	12%	16%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$2,771 in additional pay, and each librarian, speech pathologist, counselor, and psychologist earned between \$2,805 and \$3,472.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

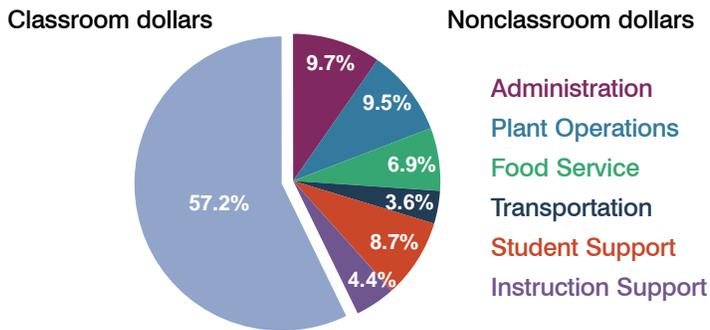
Fowler Elementary School District

Maricopa County
Peer groups: Efficiency 9, Achievement 5
Legislative district(s): 16

District size: Medium-Large
Students attending: 4,266
Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 28 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 60.3 to 57.2 percent. Spending on plant operations increased significantly and spending on administration decreased significantly, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$710	\$872	\$721
	Students per administrator	83	72	66
Plant Operations	Cost per square foot	\$5.36	\$6.86	\$6.25
	Square footage per student	130	127	146
Food Service	Cost per meal equivalent	\$2.27	\$2.32	\$2.41
Transportation	Cost per mile	\$4.78	\$5.66	\$3.35
	Miles per rider	72	129	282

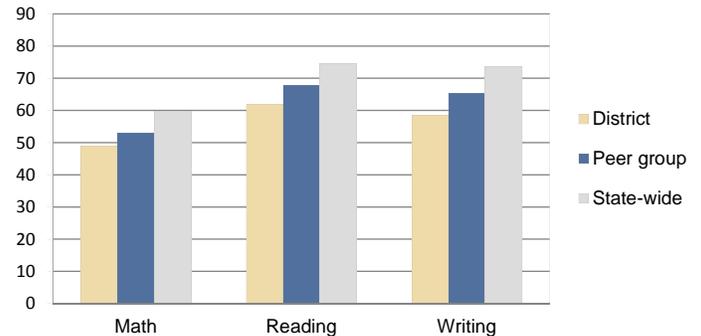
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,654	\$7,359	\$7,783	\$7,609	\$10,297
Classroom dollars	\$4,387	\$4,213	\$4,157	\$4,253	\$6,262
Nonclassroom dollars:	\$3,267	\$3,146	\$3,626	\$3,356	\$4,035
Administration	780	710	872	721	1,109
Plant Operations	733	698	873	914	1,003
Food Service	567	505	501	366	390
Transportation	269	264	260	342	438
Student Support	628	642	582	581	556
Instruction Support	290	327	538	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

5 schools met all applicable AYP objectives for NCLB. 2 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	22%	19%	21%
Student/teacher ratio	16.0	18.0	17.9
Average teacher salary	\$43,935	\$43,515	\$47,077
Average years' experience	8.0	7.9	10.6
Percent of teachers in first 3 years	30%	35%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$5,838 in additional pay, and each librarian and counselor earned between \$3,863 and \$5,969 in additional salary.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

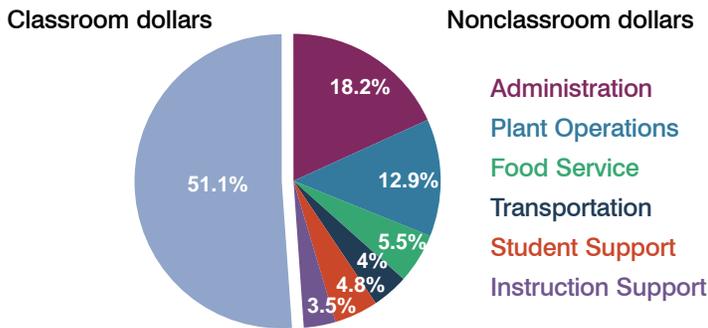
Fredonia-Moccasin Unified School District

Coconino County
Peer groups: Efficiency 6, Achievement 20
Legislative district(s): 3

District size: Small
Students attending: 280
Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 21 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 62.4 to 51.1 percent. Spending in all nonclassroom areas varied year to year, with spending on administration and instruction support increasing significantly overall.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,866	\$1,447	\$721
	Students per administrator	40	42	66
Plant Operations	Cost per square foot	\$3.49	\$5.76	\$6.25
	Square footage per student	379	276	146
Food Service	Cost per meal equivalent	\$3.37	\$3.00	\$2.41
Transportation	Cost per mile	\$2.83	\$2.53	\$3.35
	Miles per rider	378	375	282

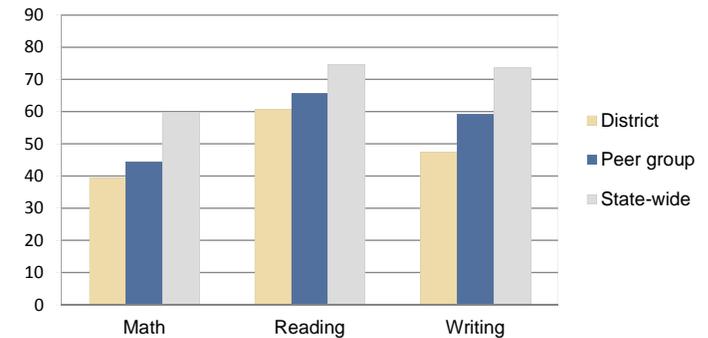


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$10,098	\$10,277	\$9,887	\$7,609	\$10,297
Classroom dollars	\$5,389	\$5,256	\$5,054	\$4,253	\$6,262
Nonclassroom dollars:	\$4,709	\$5,021	\$4,833	\$3,356	\$4,035
Administration	1,719	1,866	1,447	721	1,109
Plant Operations	1,289	1,324	1,462	914	1,003
Food Service	584	560	424	366	390
Transportation	407	413	445	342	438
Student Support	400	495	625	581	556
Instruction Support	310	363	430	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

1 school met all applicable AYP objectives for NCLB. 1 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	93%	94%
Graduation rate (2009)	96%	80%	76%
Poverty rate (2009)	25%	26%	21%
Student/teacher ratio	12.7	15.4	17.9
Average teacher salary	\$37,921	\$41,299	\$47,077
Average years' experience	10.0	11.1	10.6
Percent of teachers in first 3 years	17%	20%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$2,191 in additional pay, and the librarian and counselor each earned between \$2,514 and \$5,322.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	■
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	■
Tutoring	■
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

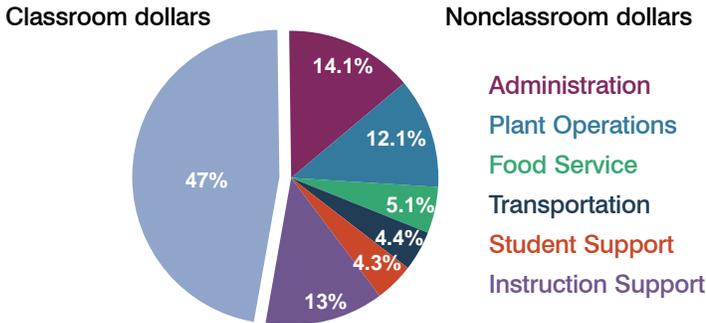
Ft. Thomas Unified School District

Graham County
Peer groups: Efficiency 6, Achievement 21
Legislative district(s): 5

District size: Small
Students attending: 518
Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 44 percent. Spending in the classroom varied year to year, decreasing significantly overall from 54.5 to 47 percent. Spending on plant operations and instruction support increased significantly and spending on food service decreased significantly. Spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,076	\$1,447	\$721
	Students per administrator	28	42	66
Plant Operations	Cost per square foot	\$5.18	\$5.76	\$6.25
	Square footage per student	345	276	146
Food Service	Cost per meal equivalent	\$3.34	\$3.00	\$2.41
Transportation	Cost per mile	\$2.85	\$2.53	\$3.35
	Miles per rider	233	375	282

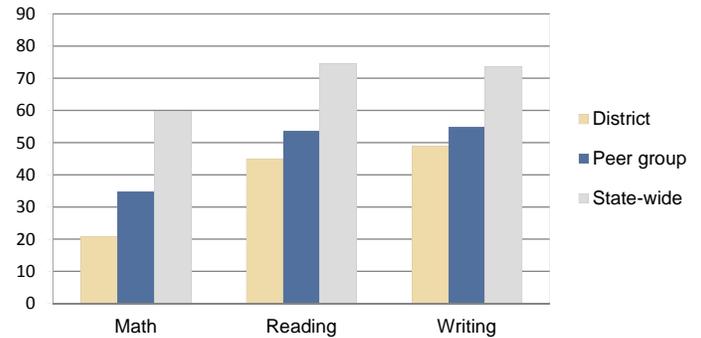
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer	State	National
	2009	2010	2010	2010	2008
Total	\$13,620	\$14,751	\$9,887	\$7,609	\$10,297
Classroom dollars	\$7,027	\$6,928	\$5,054	\$4,253	\$6,262
Nonclassroom dollars:	\$6,593	\$7,823	\$4,833	\$3,356	\$4,035
Administration	2,013	2,076	1,447	721	1,109
Plant Operations	1,294	1,786	1,462	914	1,003
Food Service	895	752	424	366	390
Transportation	739	651	445	342	438
Student Support	587	638	625	581	556
Instruction Support	1,065	1,920	430	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

1 school met all applicable AYP objectives for NCLB. 2 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	91%	94%
Graduation rate (2009)	71%	63%	76%
Poverty rate (2009)	37%	42%	21%
Student/teacher ratio	11.0	14.7	17.9
Average teacher salary	\$35,923	\$42,282	\$47,077
Average years' experience	13.2	12.3	10.6
Percent of teachers in first 3 years	15%	15%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,247 in additional pay, and each instructional aide, librarian, and audiologist earned between \$457 and \$4,020.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	■
Other	-

■ = yes, □ = no, ▬ = partially, and - = no goal set

Gadsden Elementary School District

Yuma County

Peer groups: Efficiency 10, Achievement 8

Legislative district(s): 24

District size: Medium-Large

Students attending: 4,704

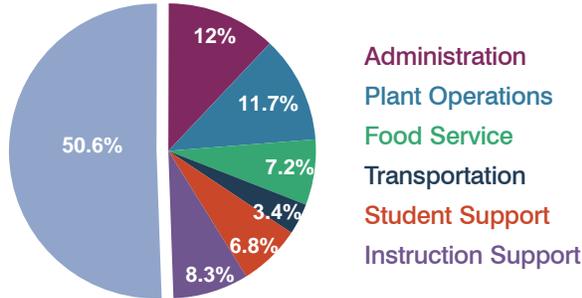
Number of schools: 8

OPERATIONAL EFFICIENCY

Spending by function

Classroom dollars

Nonclassroom dollars



5-year trend

Total spending per pupil increased by 6 percent. Spending in the classroom varied year to year, increasing overall from 48.6 to 50.6 percent. Spending on instruction support decreased significantly, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$844	\$1,019	\$721
	Students per administrator	68	65	66
Plant Operations	Cost per square foot	\$7.92	\$6.70	\$6.25
	Square footage per student	104	130	146
Food Service	Cost per meal equivalent	\$2.37	\$2.42	\$2.41
Transportation	Cost per mile	\$3.50	\$3.03	\$3.35
	Miles per rider	67	196	282

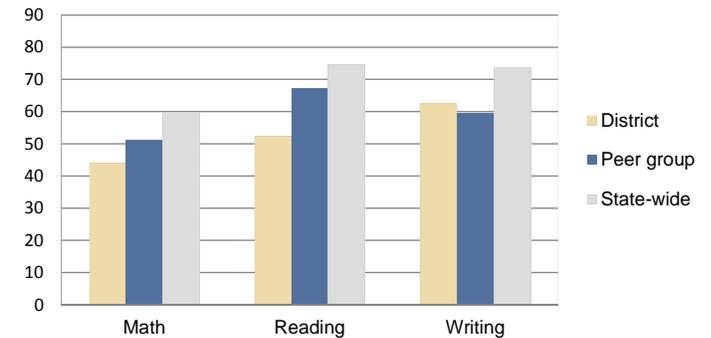


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,427	\$7,007	\$7,810	\$7,609	\$10,297
Classroom dollars	\$3,646	\$3,543	\$4,011	\$4,253	\$6,262
Nonclassroom dollars:	\$3,781	\$3,464	\$3,799	\$3,356	\$4,035
Administration	935	844	1,019	721	1,109
Plant Operations	874	823	916	914	1,003
Food Service	604	504	503	366	390
Transportation	236	234	432	342	438
Student Support	528	476	478	581	556
Instruction Support	604	583	451	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

1 school met all applicable AYP objectives for NCLB. 7 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	94%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	38%	34%	21%
Student/teacher ratio	23.5	14.4	17.9
Average teacher salary	\$46,841	\$43,616	\$47,077
Average years' experience	7.5	11.0	10.6
Percent of teachers in first 3 years	31%	20%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,500 in additional pay, and each instructional aide, librarian, speech pathologist, counselor, interventionist, specialist, and preschool director earned between \$950 and \$3,500.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

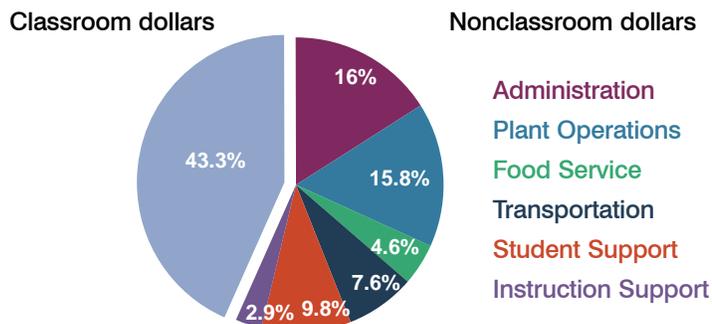
Ganado Unified School District

Apache County
Peer groups: Efficiency 5, Achievement 21
Legislative district(s): 2

District size: Medium
Students attending: 1,539
Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 22 percent. Spending in the classroom varied year to year, decreasing slightly from 43.5 to 43.3 percent. Spending on plant operations and student support increased significantly, while spending on administration decreased significantly. Spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,048	\$1,060	\$721
	Students per administrator	35	54	66
Plant Operations	Cost per square foot	\$5.40	\$5.34	\$6.25
	Square footage per student	375	243	146
Food Service	Cost per meal equivalent	\$2.73	\$2.83	\$2.41
Transportation	Cost per mile	\$2.98	\$2.55	\$3.35
	Miles per rider	312	360	282

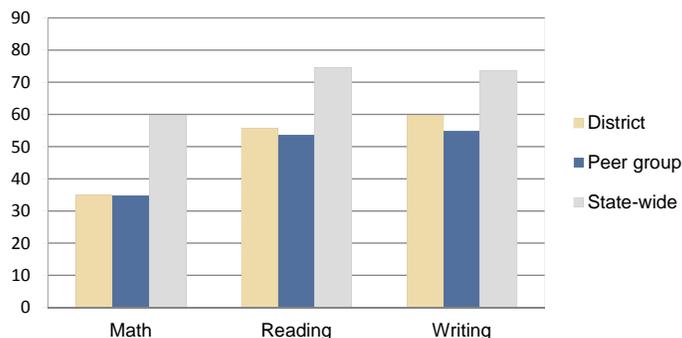
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$12,841	\$12,810	\$8,776	\$7,609	\$10,297
Classroom dollars	\$5,834	\$5,547	\$4,466	\$4,253	\$6,262
Nonclassroom dollars:	\$7,007	\$7,263	\$4,310	\$3,356	\$4,035
Administration	1,622	2,048	1,060	721	1,109
Plant Operations	2,126	2,028	1,260	914	1,003
Food Service	584	590	399	366	390
Transportation	950	979	510	342	438
Student Support	1,184	1,249	657	581	556
Instruction Support	541	369	424	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB. 2 schools failed to meet 1 or more of the following objectives: academic progress (2); attendance rate (1).

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	89%	91%	94%
Graduation rate (2009)	77%	63%	76%
Poverty rate (2009)	38%	42%	21%
Student/teacher ratio	13.4	14.7	17.9
Average teacher salary	\$42,661	\$42,282	\$47,077
Average years' experience	9.6	12.3	10.6
Percent of teachers in first 3 years	22%	15%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,033 in additional pay, and each librarian, speech pathologist, counselor, and psychologist earned between \$470 and \$3,214.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	<input type="checkbox"/>
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	<input checked="" type="checkbox"/>

■ = yes, □ = no, ▴ = partially, and - = no goal set

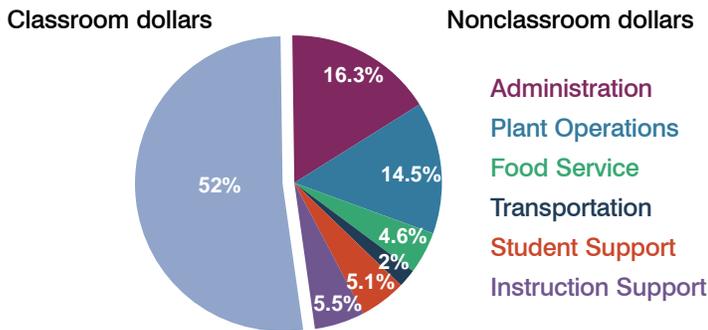
Gila Bend Unified School District

Maricopa County
Peer groups: Efficiency 6, Achievement 20
Legislative district(s): 25

District size: Small
Students attending: 476
Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil decreased by 11 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 57.3 to 52 percent. Spending on administration and instruction support increased significantly, while spending in food service and student support decreased significantly.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,489	\$1,447	\$721
	Students per administrator	40	42	66
Plant Operations	Cost per square foot	\$6.79	\$5.76	\$6.25
	Square footage per student	195	276	146
Food Service	Cost per meal equivalent	\$2.05	\$3.00	\$2.41
Transportation	Cost per mile	\$1.67	\$2.53	\$3.35
	Miles per rider	308	375	282

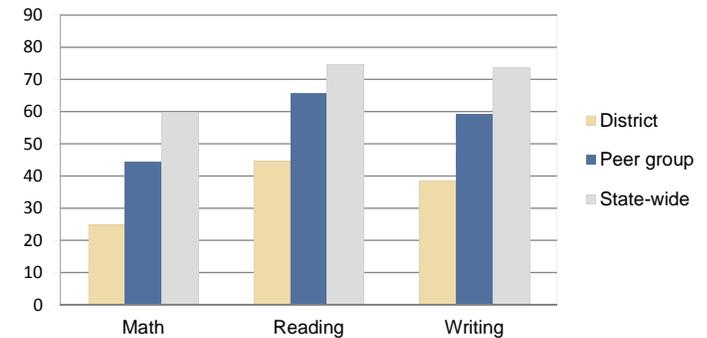


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$8,828	\$9,135	\$9,887	\$7,609	\$10,297
Classroom dollars	\$4,218	\$4,749	\$5,054	\$4,253	\$6,262
Nonclassroom dollars:	\$4,610	\$4,386	\$4,833	\$3,356	\$4,035
Administration	1,485	1,489	1,447	721	1,109
Plant Operations	1,401	1,323	1,462	914	1,003
Food Service	417	416	424	366	390
Transportation	138	188	445	342	438
Student Support	517	465	625	581	556
Instruction Support	652	505	430	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

1 school met all applicable AYP objectives for NCLB. 1 school did not because some students did not demonstrate sufficient academic progress and its graduation rate was not sufficient.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	89%	93%	94%
Graduation rate (2009)	71%	80%	76%
Poverty rate (2009)	32%	26%	21%
Student/teacher ratio	13.2	15.4	17.9
Average teacher salary	\$36,121	\$41,299	\$47,077
Average years' experience	9.2	11.1	10.6
Percent of teachers in first 3 years	56%	20%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,076 in additional pay, and the counselor earned \$2,210.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	▴
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	■
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

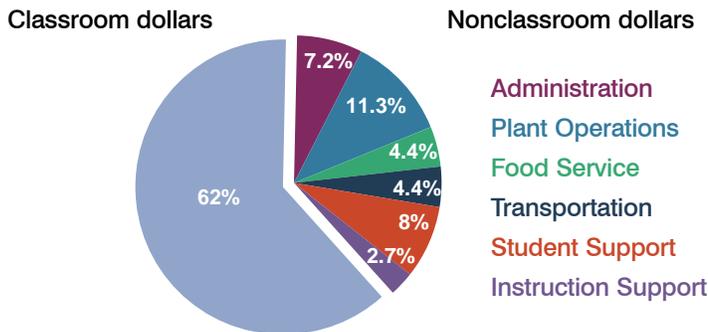
Gilbert Unified School District

Maricopa County
Peer groups: Efficiency 1, Achievement 16
Legislative district(s): 18, 19, 21, and 22

District size: Very Large
Students attending: 36,898
Number of schools: 39

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 19 percent. Spending in the classroom was fairly stable, but decreased overall from 63 to 62 percent. Spending on transportation and student support increased, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$473	\$601	\$721
	Students per administrator	79	80	66
Plant Operations	Cost per square foot	\$6.09	\$6.01	\$6.25
	Square footage per student	123	137	146
Food Service	Cost per meal equivalent	\$2.35	\$2.32	\$2.41
Transportation	Cost per mile	\$3.45	\$3.71	\$3.35
	Miles per rider	301	292	282

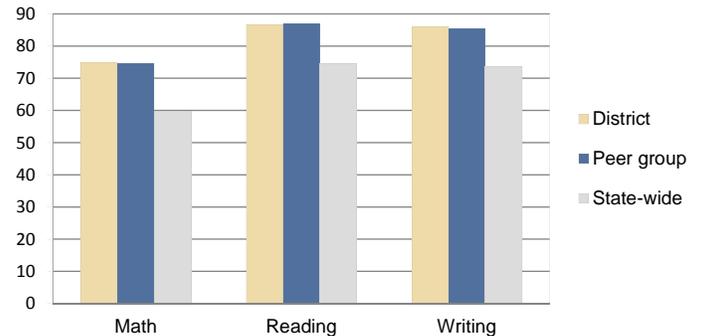
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,074	\$6,617	\$7,200	\$7,609	\$10,297
Classroom dollars	\$4,432	\$4,106	\$4,253	\$4,253	\$6,262
Nonclassroom dollars:	\$2,642	\$2,511	\$2,947	\$3,356	\$4,035
Administration	513	473	601	721	1,109
Plant Operations	784	749	819	914	1,003
Food Service	302	289	303	366	390
Transportation	294	291	318	342	438
Student Support	541	531	552	581	556
Instruction Support	208	178	354	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

29 schools met all applicable AYP objectives for NCLB. 10 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	99%	95%	94%
Graduation rate (2009)	90%	90%	76%
Poverty rate (2009)	10%	10%	21%
Student/teacher ratio	18.2	18.0	17.9
Average teacher salary	\$47,773	\$45,075	\$47,077
Average years' experience	10.6	10.4	10.6
Percent of teachers in first 3 years	12%	16%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$4,200 in additional pay, and each librarian, speech pathologist, and counselor earned between \$2,814 and \$9,196.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	■
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	▲
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▲ = partially, and - = no goal set

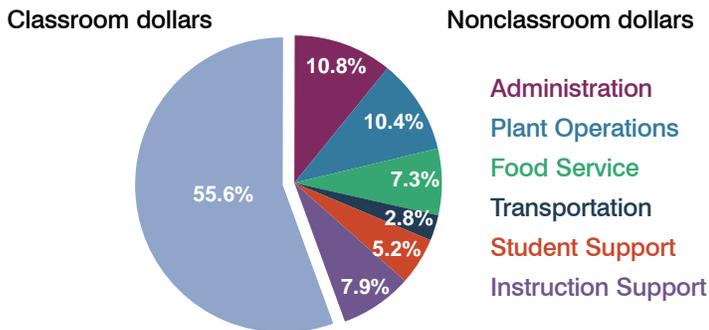
Glendale Elementary School District

Maricopa County
Peer groups: Efficiency 8, Achievement 7
Legislative district(s): 10, 12, and 13

District size: Large
Students attending: 12,425
Number of schools: 17

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 25 percent. Spending in the classroom varied year to year, increasing slightly overall from 55.2 to 55.6 percent. Spending on instruction support decreased, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$778	\$701	\$721
	Students per administrator	66	69	66
Plant Operations	Cost per square foot	\$6.63	\$6.48	\$6.25
	Square footage per student	112	123	146
Food Service	Cost per meal equivalent	\$2.37	\$2.36	\$2.41
Transportation	Cost per mile	\$6.04	\$4.82	\$3.35
	Miles per rider	119	180	282

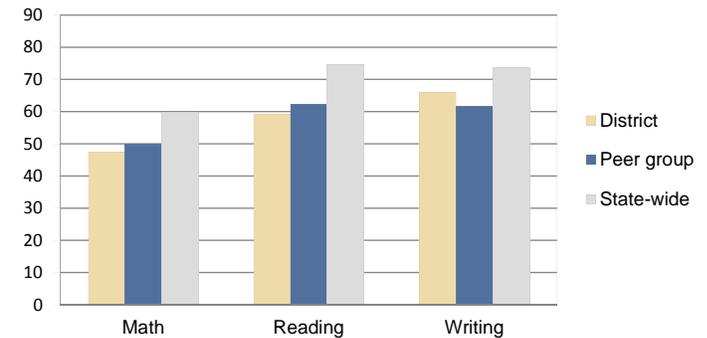


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,427	\$7,167	\$7,513	\$7,609	\$10,297
Classroom dollars	\$4,240	\$3,984	\$4,190	\$4,253	\$6,262
Nonclassroom dollars:	\$3,187	\$3,183	\$3,323	\$3,356	\$4,035
Administration	739	778	701	721	1,109
Plant Operations	748	745	794	914	1,003
Food Service	524	520	476	366	390
Transportation	207	201	279	342	438
Student Support	406	372	536	581	556
Instruction Support	563	567	537	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

8 schools met all applicable AYP objectives for NCLB. 9 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	94%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	28%	30%	21%
Student/teacher ratio	18.1	17.8	17.9
Average teacher salary	\$43,691	\$46,904	\$47,077
Average years' experience	7.6	8.7	10.6
Percent of teachers in first 3 years	41%	28%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$4,019 in additional pay, and each librarian earned \$748.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	▲
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	▲
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▲ = partially, and - = no goal set

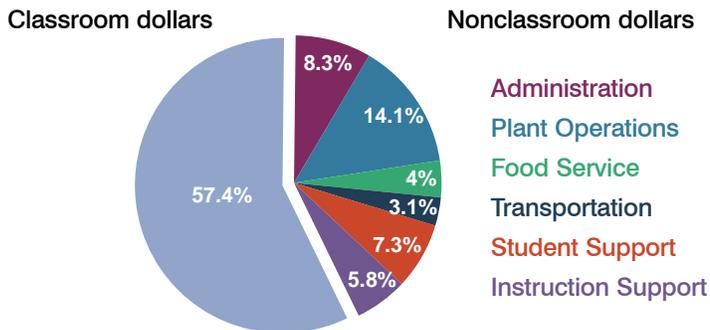
Glendale Union High School District

Maricopa County
Peer groups: Efficiency 2, Achievement 14
Legislative district(s): 6, 10, 11, 12, 13, 14, and 15

District size: Large
Students attending: 14,801
Number of schools: 10

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 11 percent. Spending in the classroom was fairly stable, but decreased overall from 59.4 to 57.4 percent. Spending on plant operations and student support increased, while spending in other nonclassroom areas remained stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$628	\$627	\$721
	Students per administrator	75	68	66
Plant Operations	Cost per square foot	\$6.97	\$6.54	\$6.25
	Square footage per student	154	142	146
Food Service	Cost per meal equivalent	\$2.62	\$2.52	\$2.41
Transportation	Cost per mile	\$4.66	\$3.31	\$3.35
	Miles per rider	427	323	282

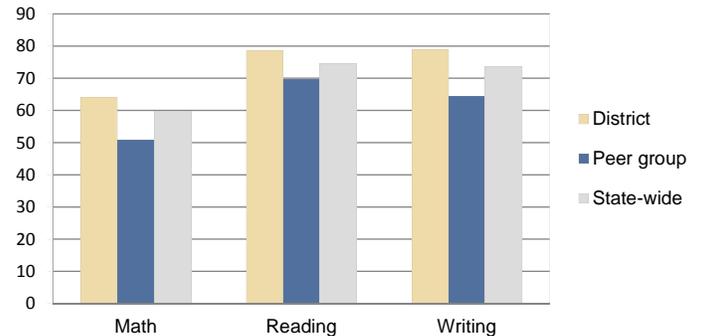
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$8,008	\$7,621	\$7,166	\$7,609	\$10,297
Classroom dollars	\$4,690	\$4,372	\$4,025	\$4,253	\$6,262
Nonclassroom dollars:	\$3,318	\$3,249	\$3,141	\$3,356	\$4,035
Administration	639	628	627	721	1,109
Plant Operations	1,147	1,075	917	914	1,003
Food Service	310	307	308	366	390
Transportation	250	237	326	342	438
Student Support	517	557	539	581	556
Instruction Support	455	445	424	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

9 schools met all applicable AYP objectives for NCLB. 1 did not because its graduation rate was not sufficient.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	96%	94%
Graduation rate (2009)	85%	78%	76%
Poverty rate (2009)	25%	24%	21%
Student/teacher ratio	20.8	20.7	17.9
Average teacher salary	\$50,567	\$51,973	\$47,077
Average years' experience	11.9	11.3	10.6
Percent of teachers in first 3 years	12%	12%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$5,112 in additional pay, and each instructional aide, librarian, and counselor earned between \$588 and \$6,100.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	▶
Dropout/graduation rates	■
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	■
Other	▶

■ = yes, □ = no, ▶ = partially, and - = no goal set

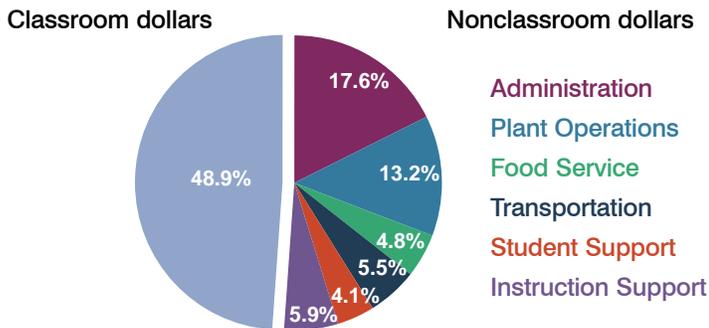
Globe Unified School District

Gila County
Peer groups: Efficiency 5, Achievement 19
Legislative district(s): 5

District size: Medium
Students attending: 1,779
Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 20 percent. Spending in the classroom varied year to year, decreasing significantly overall from 59.4 to 48.9 percent. Spending on administration and instruction support increased significantly, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,229	\$1,060	\$721
	Students per administrator	55	54	66
Plant Operations	Cost per square foot	\$4.86	\$5.34	\$6.25
	Square footage per student	189	243	146
Food Service	Cost per meal equivalent	\$2.64	\$2.83	\$2.41
Transportation	Cost per mile	\$2.91	\$2.55	\$3.35
	Miles per rider	178	360	282

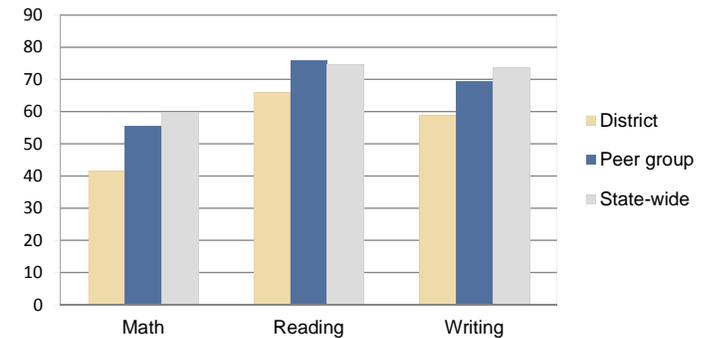


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,378	\$6,988	\$8,776	\$7,609	\$10,297
Classroom dollars	\$4,036	\$3,415	\$4,466	\$4,253	\$6,262
Nonclassroom dollars:	\$3,342	\$3,573	\$4,310	\$3,356	\$4,035
Administration	904	1,229	1,060	721	1,109
Plant Operations	959	920	1,260	914	1,003
Food Service	421	335	399	366	390
Transportation	355	384	510	342	438
Student Support	312	287	657	581	556
Instruction Support	391	418	424	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

1 school met all applicable AYP objectives for NCLB. 2 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	92%	94%
Graduation rate (2009)	84%	80%	76%
Poverty rate (2009)	22%	20%	21%
Student/teacher ratio	19.1	15.8	17.9
Average teacher salary	\$39,019	\$41,188	\$47,077
Average years' experience	10.9	11.6	10.6
Percent of teachers in first 3 years	23%	19%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$4,472 in additional pay, and each librarian and counselor earned between \$2,990 and \$3,949.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

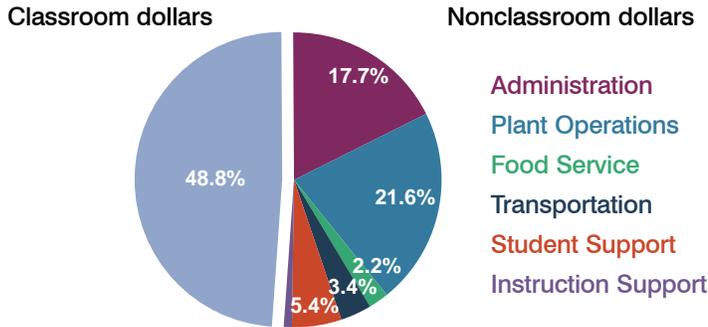
Grand Canyon Unified School District

Coconino County
Peer groups: Efficiency 6, Achievement 15
Legislative district(s): 1 and 2

District size: Small
Students attending: 268
Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased 32 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 53.7 to 48.8 percent. Spending on administration and plant operations increased significantly, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,391	\$1,447	\$721
	Students per administrator	45	42	66
Plant Operations	Cost per square foot	\$10.12	\$5.76	\$6.25
	Square footage per student	286	276	146
Food Service	Cost per meal equivalent	\$2.23	\$3.00	\$2.41
Transportation	Cost per mile	\$1.72	\$2.53	\$3.35
	Miles per rider	493	375	282

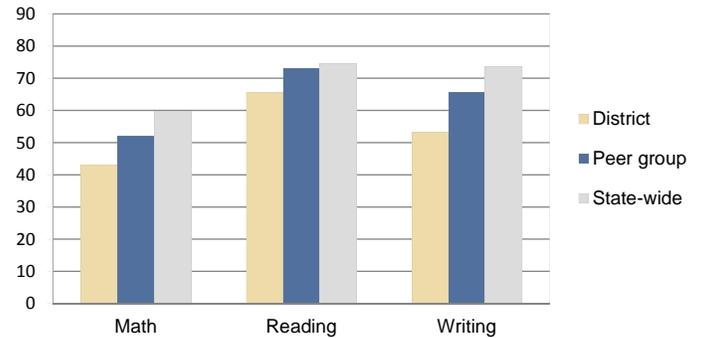
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$12,769	\$13,474	\$9,887	\$7,609	\$10,297
Classroom dollars	\$6,188	\$6,579	\$5,054	\$4,253	\$6,262
Nonclassroom dollars:	\$6,581	\$6,895	\$4,833	\$3,356	\$4,035
Administration	2,297	2,391	1,447	721	1,109
Plant Operations	2,732	2,892	1,462	914	1,003
Food Service	305	292	424	366	390
Transportation	503	461	445	342	438
Student Support	568	733	625	581	556
Instruction Support	176	126	430	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	94%	94%
Graduation rate (2009)	71%	84%	76%
Poverty rate (2009)	10%	8%	21%
Student/teacher ratio	9.9	15.1	17.9
Average teacher salary	\$38,952	\$38,015	\$47,077
Average years' experience	10.8	9.2	10.6
Percent of teachers in first 3 years	21%	27%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$2,609 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	■
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

Hackberry Elementary School District

Mohave County

Peer groups: Efficiency 12, Achievement 4

Legislative district(s): 2 and 3

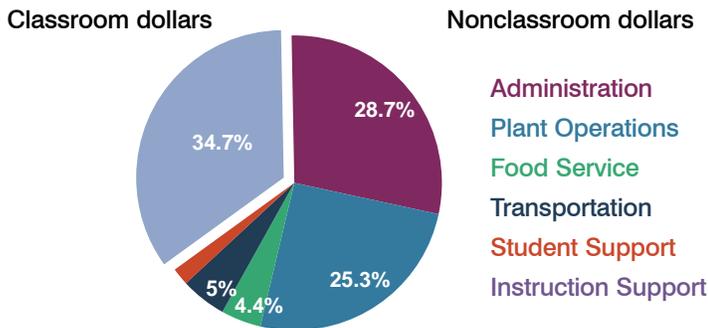
District size: Very Small

Students attending: 31

Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil doubled, which is only partially explained by the 31 percent decline in student enrollment. Spending in the classroom was inconsistent year to year, decreasing significantly overall from 55 to 34.7 percent. Spending on administration and plant operations increased significantly, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$7,743	\$2,444	\$721
	Students per administrator	8	32	66
Plant Operations	Cost per square foot	\$12.25	\$7.59	\$6.25
	Square footage per student	557	297	146
Food Service	Cost per meal equivalent	\$6.06	\$4.85	\$2.41
Transportation	Cost per mile	\$2.35	\$1.87	\$3.35
	Miles per rider	599	611	282

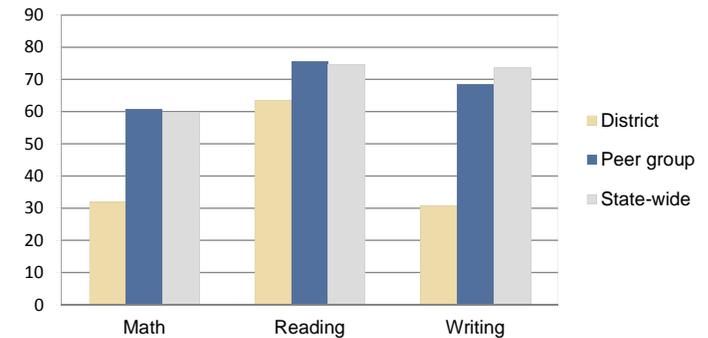


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$21,911	\$26,964	\$15,187	\$7,609	\$10,297
Classroom dollars	\$8,968	\$9,345	\$8,084	\$4,253	\$6,262
Nonclassroom dollars:	\$12,943	\$17,619	\$7,103	\$3,356	\$4,035
Administration	5,533	7,743	2,444	721	1,109
Plant Operations	2,856	6,831	2,188	914	1,003
Food Service	1,065	1,181	751	366	390
Transportation	993	1,354	924	342	438
Student Support	340	510	473	581	556
Instruction Support	2,156	0	323	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	97%	95%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	20%	20%	21%
Student/teacher ratio	7.8	12.9	17.9
Average teacher salary	\$32,030	\$45,161	\$47,077
Average years' experience	3.5	13.5	10.6
Percent of teachers in first 3 years	50%	8%	20%

Proposition 301

Teacher and other staff pay

The District did not pay out fiscal year 2010 Proposition 301 monies until fiscal year 2011.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

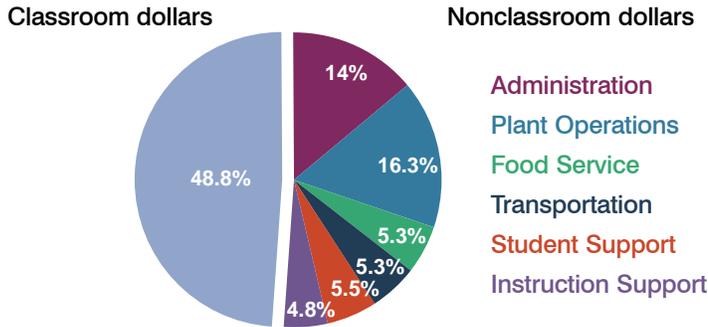
Hayden-Winkelman Unified School District

Gila County
Peer groups: Efficiency 6, Achievement 21
Legislative district(s): 5 and 23

District size: Small
Students attending: 361
Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 13 percent. Spending in the classroom varied year to year, decreasing overall from 50.3 to 48.8 percent. Spending on student and instruction support increased, while spending on administration and food service decreased. Spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,356	\$1,447	\$721
	Students per administrator	44	42	66
Plant Operations	Cost per square foot	\$3.19	\$5.76	\$6.25
	Square footage per student	496	276	146
Food Service	Cost per meal equivalent	\$2.20	\$3.00	\$2.41
Transportation	Cost per mile	\$2.15	\$2.53	\$3.35
	Miles per rider	257	375	282

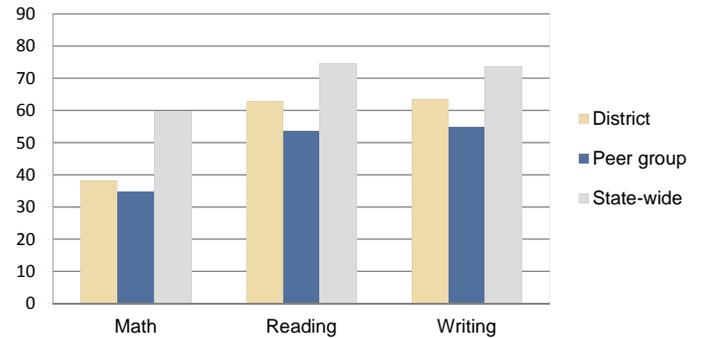
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$9,545	\$9,700	\$9,887	\$7,609	\$10,297
Classroom dollars	\$4,523	\$4,733	\$5,054	\$4,253	\$6,262
Nonclassroom dollars:	\$5,022	\$4,967	\$4,833	\$3,356	\$4,035
Administration	1,259	1,356	1,447	721	1,109
Plant Operations	1,732	1,584	1,462	914	1,003
Food Service	705	505	424	366	390
Transportation	474	518	445	342	438
Student Support	461	538	625	581	556
Instruction Support	391	466	430	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB. 1 did not because its graduation rate was not sufficient.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	96%	91%	94%
Graduation rate (2009)	69%	63%	76%
Poverty rate (2009)	37%	42%	21%
Student/teacher ratio	15.1	14.7	17.9
Average teacher salary	\$41,693	\$42,282	\$47,077
Average years' experience	14.6	12.3	10.6
Percent of teachers in first 3 years	4%	15%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$4,537 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	-
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

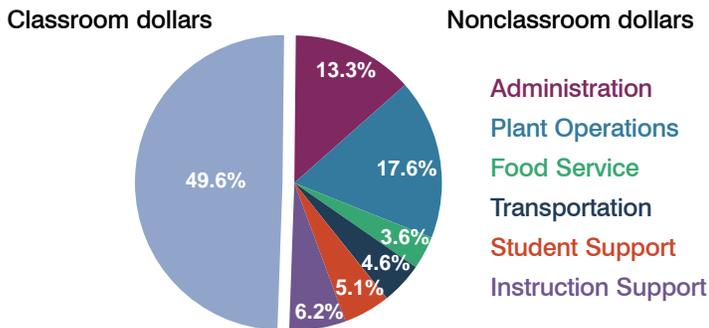
Heber-Overgaard Unified School District

Navajo County
Peer groups: Efficiency 6, Achievement 19
Legislative district(s): 5

District size: Small
Students attending: 488
Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 23 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 51.7 to 49.6 percent. Spending on plant operations and instruction support increased significantly, while spending on transportation decreased significantly. Spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,265	\$1,447	\$721
	Students per administrator	43	42	66
Plant Operations	Cost per square foot	\$5.35	\$5.76	\$6.25
	Square footage per student	313	276	146
Food Service	Cost per meal equivalent	\$2.89	\$3.00	\$2.41
Transportation	Cost per mile	\$1.74	\$2.53	\$3.35
	Miles per rider	287	375	282

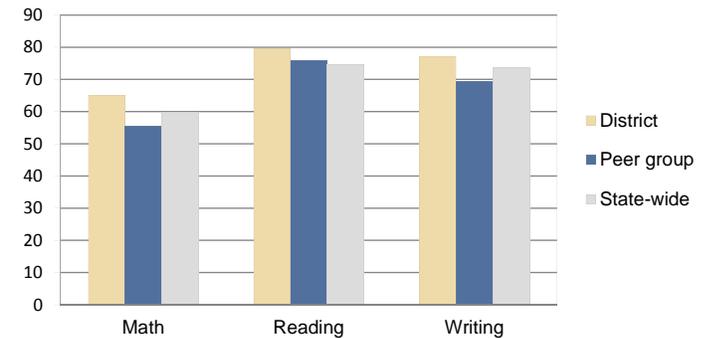


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$8,951	\$9,535	\$9,887	\$7,609	\$10,297
Classroom dollars	\$4,122	\$4,733	\$5,054	\$4,253	\$6,262
Nonclassroom dollars:	\$4,829	\$4,802	\$4,833	\$3,356	\$4,035
Administration	1,226	1,265	1,447	721	1,109
Plant Operations	1,642	1,675	1,462	914	1,003
Food Service	476	343	424	366	390
Transportation	498	435	445	342	438
Student Support	476	489	625	581	556
Instruction Support	511	595	430	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

4 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	91%	92%	94%
Graduation rate (2009)	85%	80%	76%
Poverty rate (2009)	18%	20%	21%
Student/teacher ratio	14.3	15.8	17.9
Average teacher salary	\$38,343	\$41,188	\$47,077
Average years' experience	10.8	11.6	10.6
Percent of teachers in first 3 years	21%	19%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$4,383 in additional pay, and each librarian and counselor earned \$4,490.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	▴
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

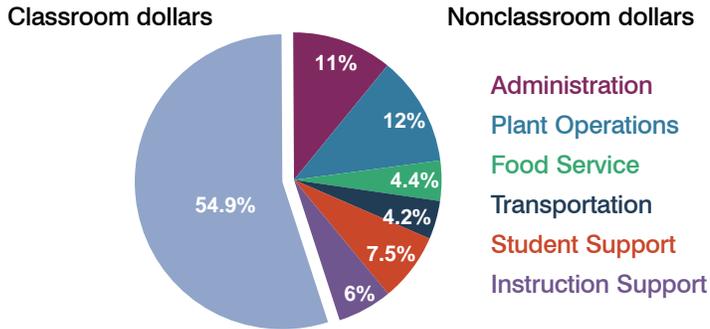
Higley Unified School District

Maricopa County
Peer groups: Efficiency 2, Achievement 16
Legislative district(s): 21 and 22

District size: Large
Students attending: 9,262
Number of schools: 10

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 16 percent. Spending in the classroom varied year to year, decreasing significantly overall from 65.4 to 54.9 percent. Spending on plant operations and student and instruction support increased significantly, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$696	\$627	\$721
	Students per administrator	88	68	66
Plant Operations	Cost per square foot	\$5.66	\$6.54	\$6.25
	Square footage per student	135	142	146
Food Service	Cost per meal equivalent	\$2.51	\$2.52	\$2.41
Transportation	Cost per mile	\$4.39	\$3.31	\$3.35
	Miles per rider	251	323	282

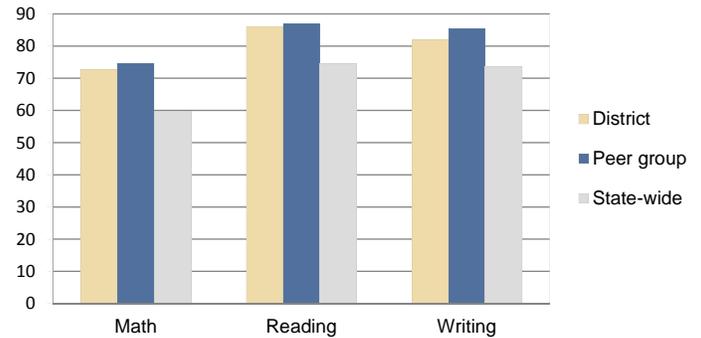
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$6,504	\$6,350	\$7,166	\$7,609	\$10,297
Classroom dollars	\$3,579	\$3,487	\$4,025	\$4,253	\$6,262
Nonclassroom dollars:	\$2,925	\$2,863	\$3,141	\$3,356	\$4,035
Administration	678	696	627	721	1,109
Plant Operations	802	763	917	914	1,003
Food Service	272	277	308	366	390
Transportation	331	265	326	342	438
Student Support	520	477	539	581	556
Instruction Support	322	385	424	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

10 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	94%
Graduation rate (2009)	86%	90%	76%
Poverty rate (2009)	9%	10%	21%
Student/teacher ratio	18.7	18.0	17.9
Average teacher salary	\$41,568	\$45,075	\$47,077
Average years' experience	6.5	10.4	10.6
Percent of teachers in first 3 years	29%	16%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$5,298 in additional pay, and each librarian, speech pathologist, and counselor earned between \$3,210 and \$5,323.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	▲
Teacher evaluations	-
Tutoring	-
Other	▲

■ = yes, □ = no, ▲ = partially, and - = no goal set

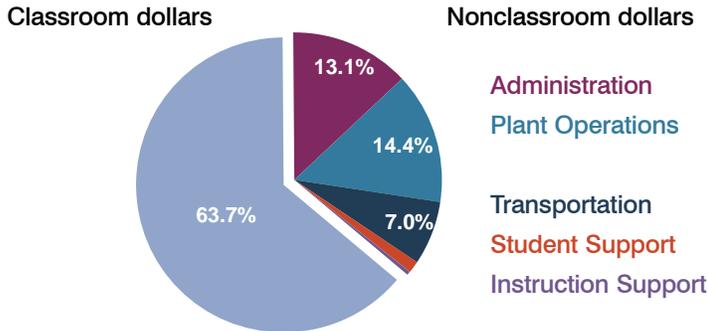
Hillside Elementary School District

Yavapai County
Peer groups: Efficiency 12, Achievement 6
Legislative district(s): 4

District size: Very Small
Students attending: 22
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Student enrollment increased by 79 percent, which contributed to the 25 percent decrease in total spending per pupil. Spending in the classroom was inconsistent year to year, increasing significantly overall from 56 to 63.7 percent. Spending on transportation and student support decreased significantly, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,683	\$2,444	\$721
	Students per administrator	12	32	66
Plant Operations	Cost per square foot	\$5.68	\$7.59	\$6.25
	Square footage per student	325	297	146
Food Service	Cost per meal equivalent	N/A	\$4.85	\$2.41
Transportation	Cost per mile	\$2.12	\$1.87	\$3.35
	Miles per rider	466	611	282

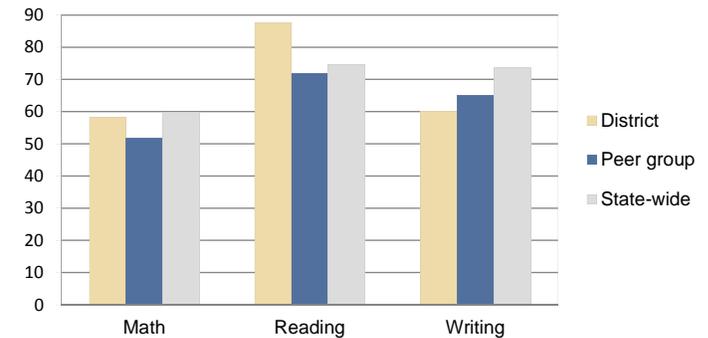


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$13,516	\$12,796	\$15,187	\$7,609	\$10,297
Classroom dollars	\$8,764	\$8,155	\$8,084	\$4,253	\$6,262
Nonclassroom dollars:	\$4,752	\$4,641	\$7,103	\$3,356	\$4,035
Administration	1,793	1,683	2,444	721	1,109
Plant Operations	2,249	1,847	2,188	914	1,003
Food Service	0	0	751	366	390
Transportation	469	890	924	342	438
Student Support	153	168	473	581	556
Instruction Support	88	53	323	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	94%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	25%	27%	21%
Student/teacher ratio	11.1	13.1	17.9
Average teacher salary	N/A	\$42,747	\$47,077
Average years' experience	N/A	13.8	10.6
Percent of teachers in first 3 years	0%	9%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$2,145 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

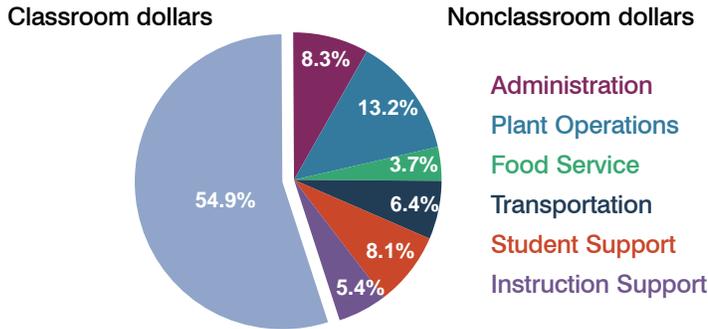
Holbrook Unified School District

Navajo County
Peer groups: Efficiency 5, Achievement 21
Legislative district(s): 5

District size: Medium
Students attending: 1,939
Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 30 percent. Spending in the classroom varied year to year, decreasing overall from 55.6 to 54.9 percent. Spending on administration decreased and spending on student support increased, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$886	\$1,060	\$721
	Students per administrator	54	54	66
Plant Operations	Cost per square foot	\$6.89	\$5.34	\$6.25
	Square footage per student	204	243	146
Food Service	Cost per meal equivalent	\$2.60	\$2.83	\$2.41
Transportation	Cost per mile	\$1.51	\$2.55	\$3.35
	Miles per rider	723	360	282

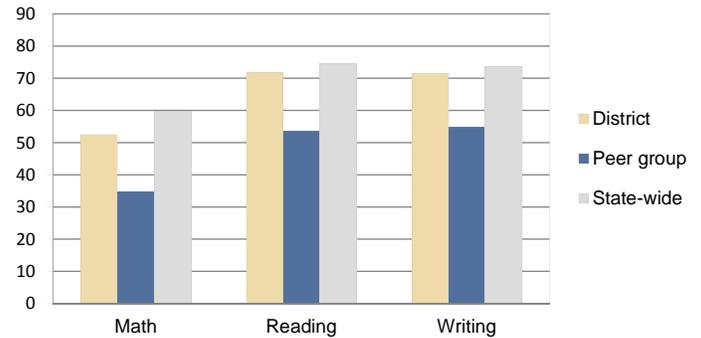
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$10,228	\$10,638	\$8,776	\$7,609	\$10,297
Classroom dollars	\$5,743	\$5,843	\$4,466	\$4,253	\$6,262
Nonclassroom dollars:	\$4,485	\$4,795	\$4,310	\$3,356	\$4,035
Administration	950	886	1,060	721	1,109
Plant Operations	1,212	1,404	1,260	914	1,003
Food Service	421	394	399	366	390
Transportation	588	676	510	342	438
Student Support	814	862	657	581	556
Instruction Support	500	573	424	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

4 schools met all applicable AYP objectives for NCLB. 1 did not because some students did not demonstrate sufficient academic progress. 1 school was not eligible for an AYP determination.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	91%	94%
Graduation rate (2009)	78%	63%	76%
Poverty rate (2009)	34%	42%	21%
Student/teacher ratio	12.6	14.7	17.9
Average teacher salary	\$43,819	\$42,282	\$47,077
Average years' experience	10.9	12.3	10.6
Percent of teachers in first 3 years	18%	15%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$4,071 in additional pay, and each counselor earned \$1,317.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	▀
Dropout/graduation rates	■
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	▀
Teacher evaluations	-
Tutoring	■
Other	■

■ = yes, □ = no, ▀ = partially, and - = no goal set

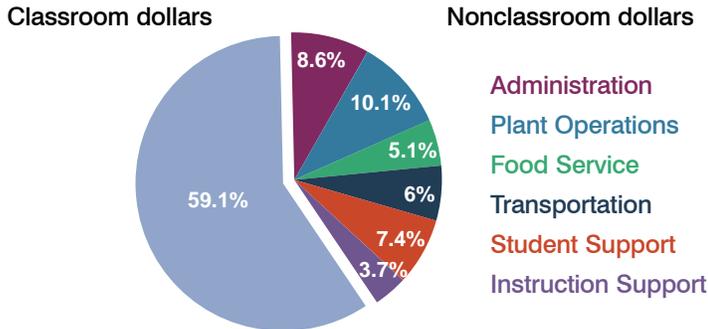
Humboldt Unified School District

Yavapai County
Peer groups: Efficiency 3, Achievement 19
Legislative district(s): 1 and 4

District size: Medium-Large
Students attending: 5,877
Number of schools: 9

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 19 percent. Spending in the classroom varied year to year, decreasing overall from 60.5 to 59.1 percent. Spending on instruction support increased, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$555	\$748	\$721
	Students per administrator	108	70	66
Plant Operations	Cost per square foot	\$4.84	\$5.70	\$6.25
	Square footage per student	135	155	146
Food Service	Cost per meal equivalent	\$2.12	\$2.62	\$2.41
Transportation	Cost per mile	\$2.68	\$3.40	\$3.35
	Miles per rider	269	252	282

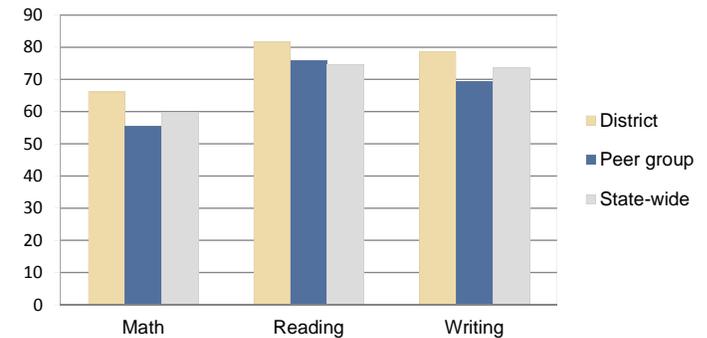


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$6,862	\$6,450	\$7,096	\$7,609	\$10,297
Classroom dollars	\$4,215	\$3,810	\$3,889	\$4,253	\$6,262
Nonclassroom dollars:	\$2,647	\$2,640	\$3,207	\$3,356	\$4,035
Administration	535	555	748	721	1,109
Plant Operations	657	651	874	914	1,003
Food Service	355	329	322	366	390
Transportation	384	385	396	342	438
Student Support	481	480	578	581	556
Instruction Support	235	240	289	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

8 schools met all applicable AYP objectives for NCLB. 1 did not because some students did not demonstrate sufficient academic progress and its graduation rate was not sufficient.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	92%	92%	94%
Graduation rate (2009)	76%	80%	76%
Poverty rate (2009)	18%	20%	21%
Student/teacher ratio	17.8	15.8	17.9
Average teacher salary	\$41,624	\$41,188	\$47,077
Average years' experience	11.4	11.6	10.6
Percent of teachers in first 3 years	10%	19%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$2,141 in additional pay, and each librarian, speech pathologist, counselor, nurse, and instructional/curriculum specialist earned between \$2,135 and \$2,145.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	-
Dropout/graduation rates	▴
Student attendance	▴
Parent/student satisfaction	▴
Teacher attendance	-
Teacher professional development	▴
Teacher evaluations	▴
Tutoring	-
Other	▴

■ = yes, □ = no, ▴ = partially, and - = no goal set

Hyder Elementary School District

Yuma County

Peer groups: Efficiency 12, Achievement 9

Legislative district(s): 24

District size: Very Small

Students attending: 118

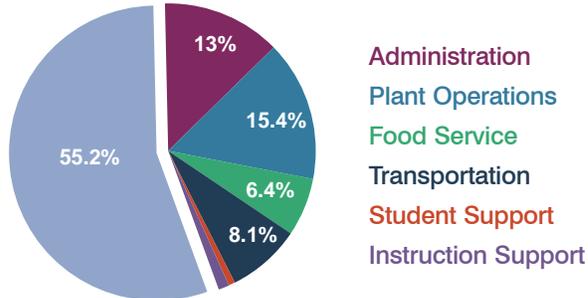
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function

Classroom dollars

Nonclassroom dollars



5-year trend

Total spending per pupil increased by 36 percent. Spending in the classroom varied year to year, increasing slightly overall from 55.1 to 55.2 percent. Spending on administration increased, while spending on food service decreased. Spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,779	\$2,444	\$721
	Students per administrator	34	32	66
Plant Operations	Cost per square foot	\$4.70	\$7.59	\$6.25
	Square footage per student	448	297	146
Food Service	Cost per meal equivalent	\$2.59	\$4.85	\$2.41
Transportation	Cost per mile	\$1.68	\$1.87	\$3.35
	Miles per rider	616	611	282

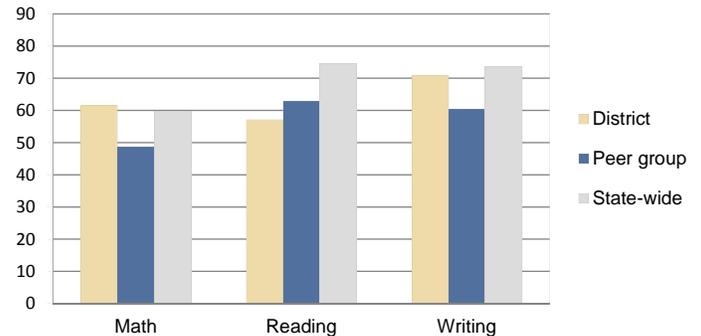


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$13,428	\$13,653	\$15,187	\$7,609	\$10,297
Classroom dollars	\$7,197	\$7,537	\$8,084	\$4,253	\$6,262
Nonclassroom dollars:	\$6,231	\$6,116	\$7,103	\$3,356	\$4,035
Administration	1,602	1,779	2,444	721	1,109
Plant Operations	2,343	2,104	2,188	914	1,003
Food Service	954	874	751	366	390
Transportation	1,041	1,110	924	342	438
Student Support	82	93	473	581	556
Instruction Support	209	156	323	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	97%	93%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	39%	49%	21%
Student/teacher ratio	11.8	10.7	17.9
Average teacher salary	\$50,418	\$42,652	\$47,077
Average years' experience	22.2	10.1	10.6
Percent of teachers in first 3 years	11%	19%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$4,568 in additional pay, and each instructional aide earned \$1,304.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

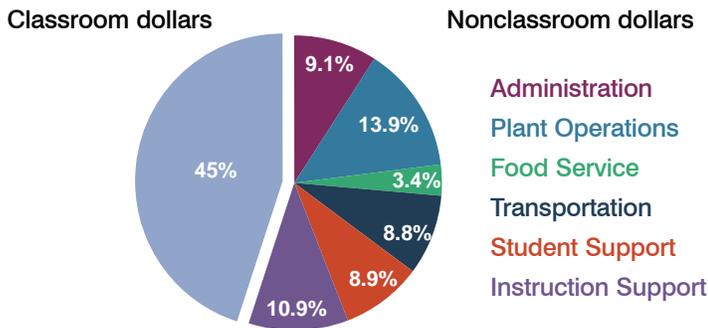
Indian Oasis-Baboquivari Unified School District

Pima County
Peer groups: Efficiency 5, Achievement 21
Legislative district(s): 25

District size: Medium
Students attending: 910
Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 32 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 49.6 to 45 percent. Spending on plant operations and instruction support increased significantly, while spending on administration and food service decreased significantly. Spending in other nonclassroom areas varied.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,128	\$1,060	\$721
	Students per administrator	57	54	66
Plant Operations	Cost per square foot	\$4.99	\$5.34	\$6.25
	Square footage per student	347	243	146
Food Service	Cost per meal equivalent	\$2.80	\$2.83	\$2.41
Transportation	Cost per mile	\$2.34	\$2.55	\$3.35
	Miles per rider	435	360	282

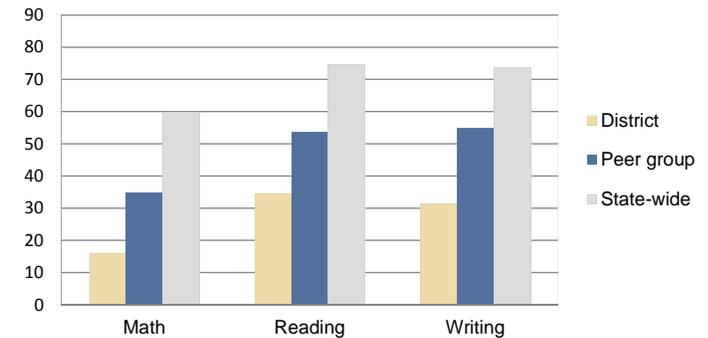


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$13,418	\$12,461	\$8,776	\$7,609	\$10,297
Classroom dollars	\$6,407	\$5,605	\$4,466	\$4,253	\$6,262
Nonclassroom dollars:	\$7,011	\$6,856	\$4,310	\$3,356	\$4,035
Administration	1,280	1,128	1,060	721	1,109
Plant Operations	2,032	1,730	1,260	914	1,003
Food Service	484	419	399	366	390
Transportation	1,038	1,102	510	342	438
Student Support	1,422	1,114	657	581	556
Instruction Support	755	1,363	424	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

3 schools did not meet applicable AYP objectives for NCLB because they failed to meet 1 or more of the following objectives: percent tested (1); academic progress (3); attendance rate (1).

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	90%	91%	94%
Graduation rate (2009)	48%	63%	76%
Poverty rate (2009)	57%	42%	21%
Student/teacher ratio	11.5	14.7	17.9
Average teacher salary	\$34,079	\$42,282	\$47,077
Average years' experience	10.5	12.3	10.6
Percent of teachers in first 3 years	20%	15%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$1,268 in additional pay, and each instructional aide, librarian, counselor, and staff development specialist earned between \$1,000 and \$1,217.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	▴
Dropout/graduation rates	-
Student attendance	▴
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	■
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

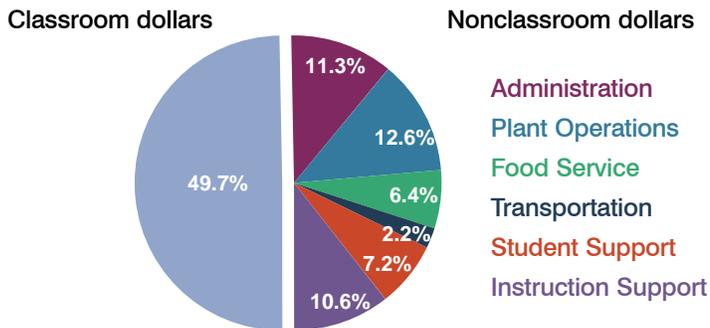
Isaac Elementary School District

Maricopa County
Peer groups: Efficiency 9, Achievement 7
Legislative district(s): 14

District size: Medium-Large
Students attending: 7,329
Number of schools: 12

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 22 percent. Spending in the classroom varied year to year, decreasing significantly overall from 55.5 to 49.7 percent. Spending on administration and instruction support increased significantly, while spending on student support decreased. Spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$931	\$872	\$721
	Students per administrator	71	72	66
Plant Operations	Cost per square foot	\$8.69	\$6.86	\$6.25
	Square footage per student	120	127	146
Food Service	Cost per meal equivalent	\$2.23	\$2.32	\$2.41
Transportation	Cost per mile	\$9.70	\$5.66	\$3.35
	Miles per rider	112	129	282

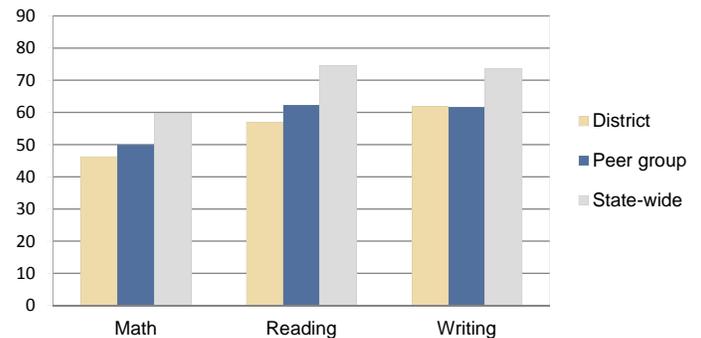
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$8,767	\$8,265	\$7,783	\$7,609	\$10,297
Classroom dollars	\$4,895	\$4,108	\$4,157	\$4,253	\$6,262
Nonclassroom dollars:	\$3,872	\$4,157	\$3,626	\$3,356	\$4,035
Administration	809	931	872	721	1,109
Plant Operations	927	1,040	873	914	1,003
Food Service	588	529	501	366	390
Transportation	181	178	260	342	438
Student Support	802	599	582	581	556
Instruction Support	565	880	538	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

9 schools met all applicable AYP objectives for NCLB. 3 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	94%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	35%	30%	21%
Student/teacher ratio	17.0	17.8	17.9
Average teacher salary	\$45,304	\$46,904	\$47,077
Average years' experience	9.3	8.7	10.6
Percent of teachers in first 3 years	23%	28%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,637 in additional pay, and each librarian, audiologist, counselor, academic coach, intervention specialist, and mentor earned between \$1,262 and \$3,731.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▬ = partially, and - = no goal set

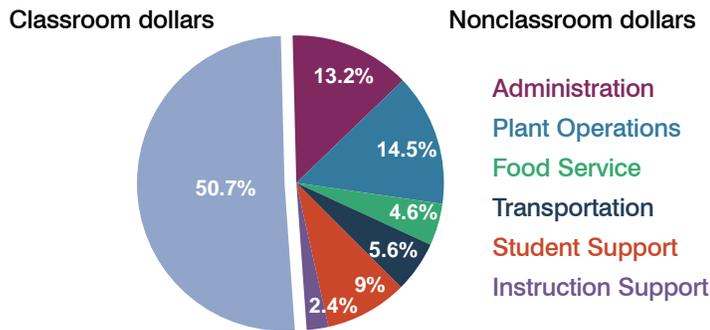
J.O. Combs Unified School District

Pinal County
Peer groups: Efficiency 4, Achievement 15
Legislative district(s): 23

District size: Medium-Large
Students attending: 3,929
Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending increased by 14 percent. Spending in the classroom varied year to year and decreased significantly overall from 56.2 to 50.7 percent. Spending on administration and transportation decreased, spending on plant operations and student support increased significantly, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$814	\$778	\$721
	Students per administrator	84	65	66
Plant Operations	Cost per square foot	\$5.31	\$5.81	\$6.25
	Square footage per student	167	171	146
Food Service	Cost per meal equivalent	\$1.89	\$2.53	\$2.41
Transportation	Cost per mile	\$3.03	\$2.94	\$3.35
	Miles per rider	236	297	282

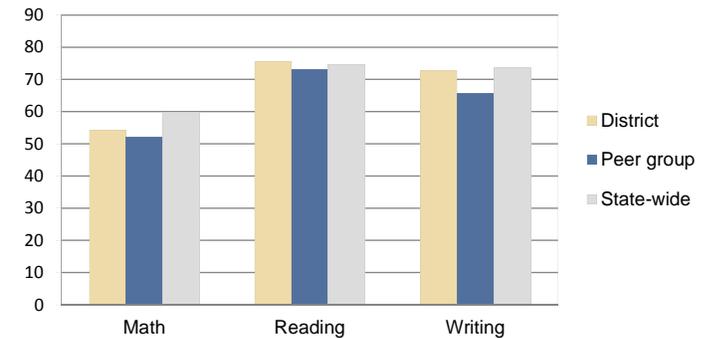


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$6,597	\$6,143	\$7,503	\$7,609	\$10,297
Classroom dollars	\$3,634	\$3,116	\$4,066	\$4,253	\$6,262
Nonclassroom dollars:	\$2,963	\$3,027	\$3,437	\$3,356	\$4,035
Administration	786	814	778	721	1,109
Plant Operations	729	888	973	914	1,003
Food Service	275	280	356	366	390
Transportation	378	346	356	342	438
Student Support	457	554	569	581	556
Instruction Support	338	145	405	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

4 schools met all applicable AYP objectives for NCLB. 2 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	94%	94%
Graduation rate (2009)	N/A	84%	76%
Poverty rate (2009)	10%	8%	21%
Student/teacher ratio	18.4	15.1	17.9
Average teacher salary	\$37,148	\$38,015	\$47,077
Average years' experience	6.4	9.2	10.6
Percent of teachers in first 3 years	38%	27%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,830 in additional pay, and each librarian and speech pathologist earned between \$643 and \$832.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	▲
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▲ = partially, and - = no goal set

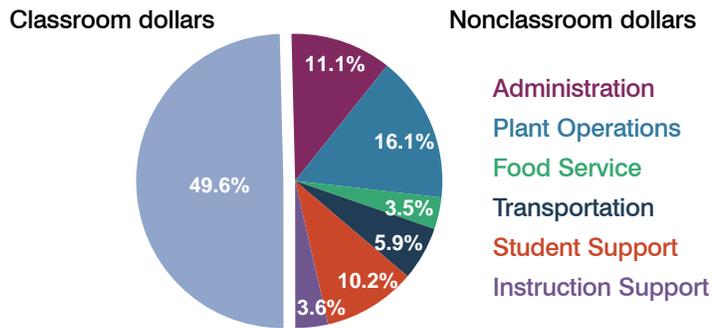
Joseph City Unified School District

Navajo County
Peer groups: Efficiency 6, Achievement 19
Legislative district(s): 2 and 5

District size: Small
Students attending: 461
Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 19 percent. Spending in the classroom varied year to year, decreasing significantly overall from 55 to 49.6 percent. Spending on student and instruction support increased significantly, while spending on administration decreased significantly. Spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,281	\$1,447	\$721
	Students per administrator	35	42	66
Plant Operations	Cost per square foot	\$4.22	\$5.76	\$6.25
	Square footage per student	440	276	146
Food Service	Cost per meal equivalent	\$4.64	\$3.00	\$2.41
Transportation	Cost per mile	\$1.35	\$2.53	\$3.35
	Miles per rider	674	375	282

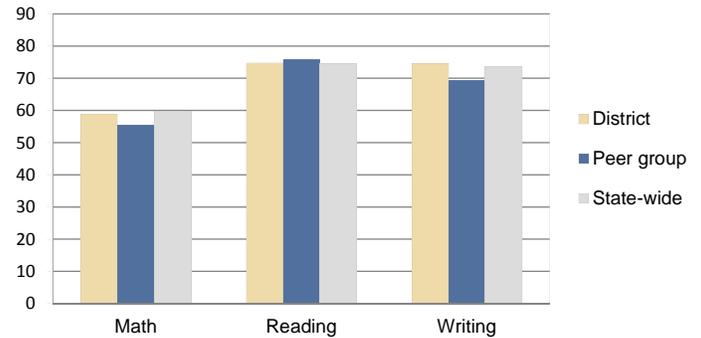
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$11,497	\$11,548	\$9,887	\$7,609	\$10,297
Classroom dollars	\$5,548	\$5,723	\$5,054	\$4,253	\$6,262
Nonclassroom dollars:	\$5,949	\$5,825	\$4,833	\$3,356	\$4,035
Administration	1,277	1,281	1,447	721	1,109
Plant Operations	1,915	1,858	1,462	914	1,003
Food Service	318	409	424	366	390
Transportation	879	678	445	342	438
Student Support	1,053	1,180	625	581	556
Instruction Support	507	419	430	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

1 school met all applicable AYP objectives for NCLB. 1 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	92%	94%
Graduation rate (2009)	98%	80%	76%
Poverty rate (2009)	22%	20%	21%
Student/teacher ratio	14.0	15.8	17.9
Average teacher salary	\$41,545	\$41,188	\$47,077
Average years' experience	12.4	11.6	10.6
Percent of teachers in first 3 years	17%	19%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,334 in additional pay, and the counselor earned \$3,348.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

Kayenta Unified School District

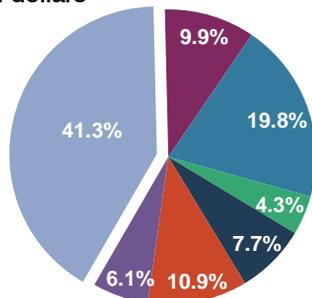
Navajo County
Peer groups: Efficiency 4, Achievement 21
Legislative district(s): 2

District size: Medium-Large
Students attending: 2,011
Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by function

Classroom dollars



Nonclassroom dollars

Administration
Plant Operations
Food Service
Transportation
Student Support
Instruction Support

5-year trend

Total spending per pupil increased by 24 percent. Spending in the classroom varied year to year, decreasing significantly overall from 46.9 to 41.3 percent. Spending on student support increased significantly, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,154	\$778	\$721
	Students per administrator	49	65	66
Plant Operations	Cost per square foot	\$7.52	\$5.81	\$6.25
	Square footage per student	307	171	146
Food Service	Cost per meal equivalent	\$2.86	\$2.53	\$2.41
Transportation	Cost per mile	\$2.36	\$2.94	\$3.35
	Miles per rider	528	297	282

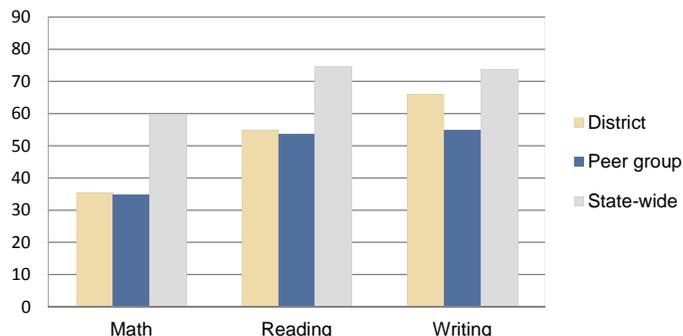
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$11,362	\$11,643	\$7,503	\$7,609	\$10,297
Classroom dollars	\$4,782	\$4,809	\$4,066	\$4,253	\$6,262
Nonclassroom dollars:	\$6,580	\$6,834	\$3,437	\$3,356	\$4,035
Administration	1,057	1,154	778	721	1,109
Plant Operations	2,361	2,311	973	914	1,003
Food Service	507	497	356	366	390
Transportation	815	892	356	342	438
Student Support	1,175	1,270	569	581	556
Instruction Support	665	710	405	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB. 2 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	90%	91%	94%
Graduation rate (2009)	84%	63%	76%
Poverty rate (2009)	38%	42%	21%
Student/teacher ratio	14.1	14.7	17.9
Average teacher salary	\$41,429	\$42,282	\$47,077
Average years' experience	12.6	12.3	10.6
Percent of teachers in first 3 years	13%	15%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$2,455 in additional pay, and each instructional aide, librarian, counselor, social worker, literacy coach, and staff developer earned between \$778 and \$1,924.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	▴
Dropout/graduation rates	■
Student attendance	□
Parent/student satisfaction	■
Teacher attendance	■
Teacher professional development	■
Teacher evaluations	■
Tutoring	■
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

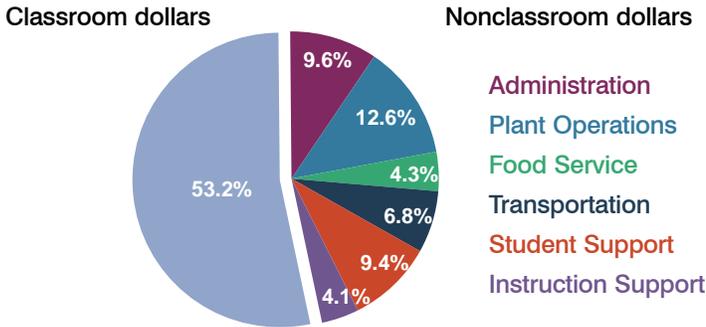
Kingman Unified School District

Mohave County
Peer groups: Efficiency 4, Achievement 20
Legislative district(s): 3

District size: Medium-Large
Students attending: 6,991
Number of schools: 10

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 14 percent. Spending in the classroom varied year to year, decreasing significantly overall from 56.7 to 53.2 percent. Spending on student support increased significantly, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$596	\$778	\$721
	Students per administrator	56	65	66
Plant Operations	Cost per square foot	\$4.55	\$5.81	\$6.25
	Square footage per student	171	171	146
Food Service	Cost per meal equivalent	\$2.28	\$2.53	\$2.41
Transportation	Cost per mile	\$2.02	\$2.94	\$3.35
	Miles per rider	357	297	282

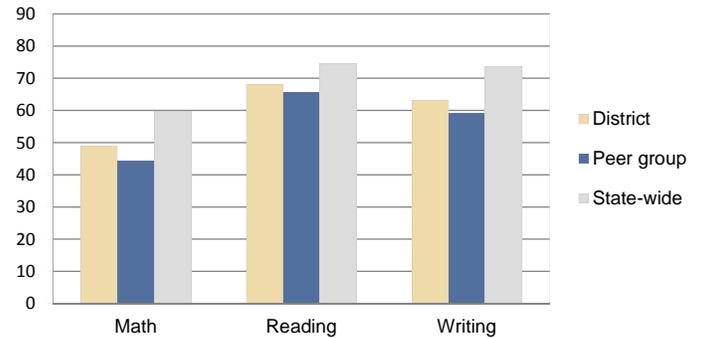
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$6,626	\$6,182	\$7,503	\$7,609	\$10,297
Classroom dollars	\$3,551	\$3,287	\$4,066	\$4,253	\$6,262
Nonclassroom dollars:	\$3,075	\$2,895	\$3,437	\$3,356	\$4,035
Administration	574	596	778	721	1,109
Plant Operations	902	779	973	914	1,003
Food Service	304	269	356	366	390
Transportation	389	421	356	342	438
Student Support	655	581	569	581	556
Instruction Support	251	249	405	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

5 schools met all applicable AYP objectives for NCLB. 4 did not because some students did not demonstrate sufficient academic progress. 1 did not because its graduation rate was not sufficient.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	93%	94%
Graduation rate (2009)	69%	80%	76%
Poverty rate (2009)	24%	26%	21%
Student/teacher ratio	19.6	15.4	17.9
Average teacher salary	\$37,835	\$41,299	\$47,077
Average years' experience	10.8	11.1	10.6
Percent of teachers in first 3 years	12%	20%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$4,587 in additional pay, and each librarian, counselor, and athletic trainer earned \$4,655.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	▀
Dropout/graduation rates	■
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	■
Tutoring	-
Other	■

■ = yes, □ = no, ▀ = partially, and - = no goal set

Kirkland Elementary School District

Yavapai County

Peer groups: Efficiency 12, Achievement 6

Legislative district(s): 4

District size: Very Small

Students attending: 59

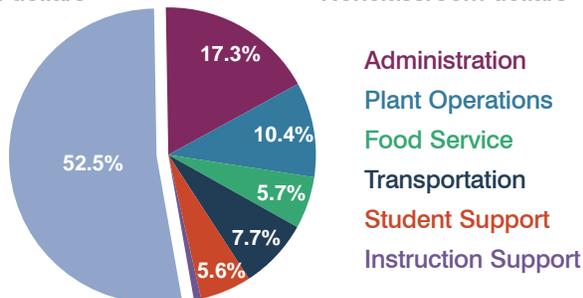
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function

Classroom dollars

Nonclassroom dollars



5-year trend

Total spending per pupil increased by 42 percent. Spending in the classroom varied year to year, decreasing significantly overall from 55.6 to 52.5 percent. Spending on plant operations, transportation, and student support increased, while spending on food service decreased significantly. Spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,245	\$2,444	\$721
	Students per administrator	29	32	66
Plant Operations	Cost per square foot	\$7.56	\$7.59	\$6.25
	Square footage per student	178	297	146
Food Service	Cost per meal equivalent	\$6.38	\$4.85	\$2.41
Transportation	Cost per mile	\$1.96	\$1.87	\$3.35
	Miles per rider	293	611	282

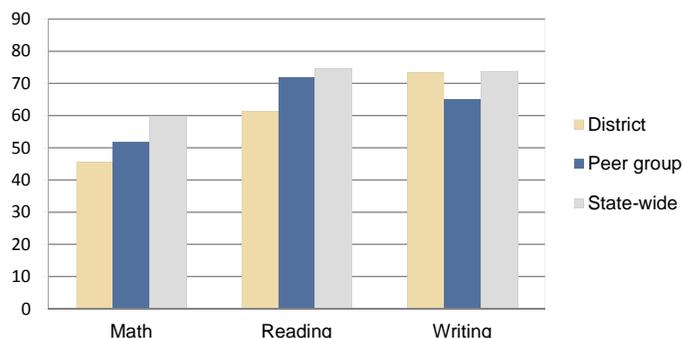


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$17,201	\$12,944	\$15,187	\$7,609	\$10,297
Classroom dollars	\$9,060	\$6,793	\$8,084	\$4,253	\$6,262
Nonclassroom dollars:	\$8,141	\$6,151	\$7,103	\$3,356	\$4,035
Administration	3,035	2,245	2,444	721	1,109
Plant Operations	1,918	1,342	2,188	914	1,003
Food Service	971	731	751	366	390
Transportation	1,291	997	924	342	438
Student Support	844	731	473	581	556
Instruction Support	82	105	323	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	94%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	30%	27%	21%
Student/teacher ratio	11.8	13.1	17.9
Average teacher salary	\$38,379	\$42,747	\$47,077
Average years' experience	12.6	13.8	10.6
Percent of teachers in first 3 years	0%	9%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,135 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	■
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

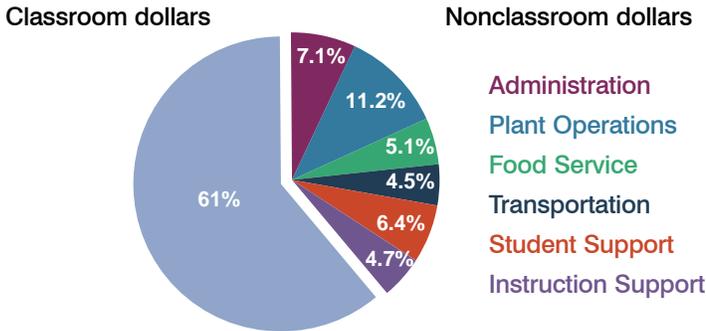
Kyrene Elementary School District

Maricopa County
Peer groups: Efficiency 8, Achievement 3
Legislative district(s): 17 and 20

District size: Large
Students attending: 16,849
Number of schools: 25

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 17 percent. Spending in the classroom was fairly stable, but decreased overall from 64.3 to 61 percent. Spending on plant operations and transportation increased, while spending in other nonclassroom areas remained stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$504	\$701	\$721
	Students per administrator	75	69	66
Plant Operations	Cost per square foot	\$5.34	\$6.48	\$6.25
	Square footage per student	149	123	146
Food Service	Cost per meal equivalent	\$3.31	\$2.36	\$2.41
Transportation	Cost per mile	\$3.40	\$4.82	\$3.35
	Miles per rider	269	180	282

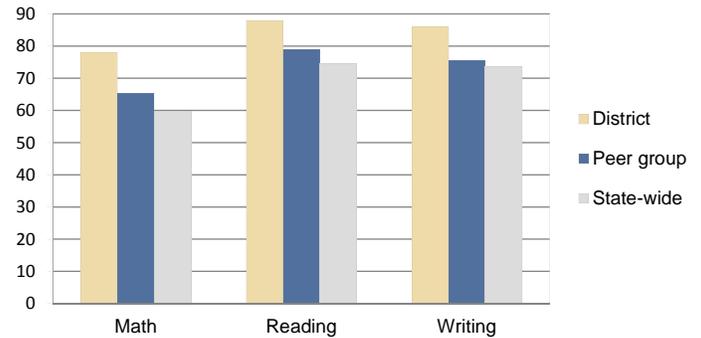
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,363	\$7,121	\$7,513	\$7,609	\$10,297
Classroom dollars	\$4,635	\$4,340	\$4,190	\$4,253	\$6,262
Nonclassroom dollars:	\$2,728	\$2,781	\$3,323	\$3,356	\$4,035
Administration	561	504	701	721	1,109
Plant Operations	756	797	794	914	1,003
Food Service	346	363	476	366	390
Transportation	299	321	279	342	438
Student Support	436	458	536	581	556
Instruction Support	330	338	537	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

25 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	6%	12%	21%
Student/teacher ratio	17.2	17.8	17.9
Average teacher salary	\$49,979	\$44,222	\$47,077
Average years' experience	11.9	7.5	10.6
Percent of teachers in first 3 years	11%	37%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$2,329 in additional pay, and each librarian, speech pathologist, counselor, and teacher specialist earned between \$2,386 and \$2,595.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	▀
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▀ = partially, and - = no goal set

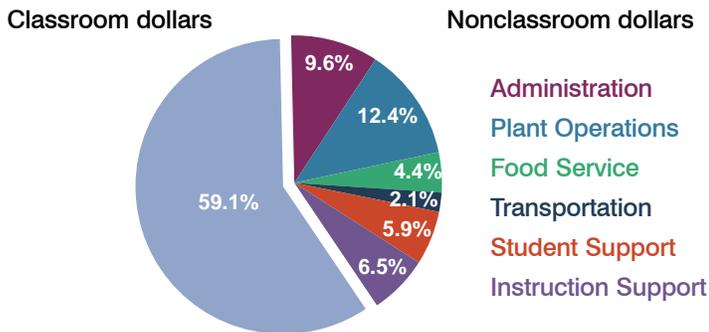
Lake Havasu Unified School District

Mohave County
Peer groups: Efficiency 4, Achievement 19
Legislative district(s): 3

District size: Medium-Large
Students attending: 6,130
Number of schools: 10

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 24 percent. Spending in the classroom was fairly stable, but decreased overall from 61.1 to 59.1 percent. Spending on instruction support increased significantly, while spending on food service decreased significantly. Spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$632	\$778	\$721
	Students per administrator	62	65	66
Plant Operations	Cost per square foot	\$5.87	\$5.81	\$6.25
	Square footage per student	138	171	146
Food Service	Cost per meal equivalent	\$2.11	\$2.53	\$2.41
Transportation	Cost per mile	\$2.91	\$2.94	\$3.35
	Miles per rider	467	297	282

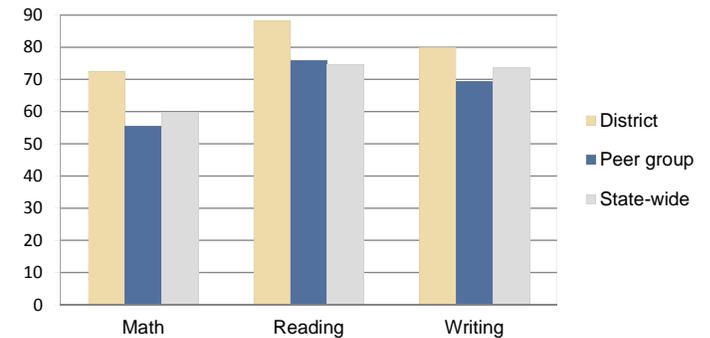


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$6,776	\$6,557	\$7,503	\$7,609	\$10,297
Classroom dollars	\$4,029	\$3,876	\$4,066	\$4,253	\$6,262
Nonclassroom dollars:	\$2,747	\$2,681	\$3,437	\$3,356	\$4,035
Administration	650	632	778	721	1,109
Plant Operations	847	810	973	914	1,003
Food Service	359	290	356	366	390
Transportation	152	138	356	342	438
Student Support	390	390	569	581	556
Instruction Support	349	421	405	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

7 schools met all applicable AYP objectives for NCLB. 3 schools failed to meet 1 or more of the following objectives: percent tested (1); academic progress (2); graduation rate (1).

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	92%	94%
Graduation rate (2009)	70%	80%	76%
Poverty rate (2009)	20%	20%	21%
Student/teacher ratio	18.4	15.8	17.9
Average teacher salary	\$41,157	\$41,188	\$47,077
Average years' experience	9.2	11.6	10.6
Percent of teachers in first 3 years	9%	19%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,791 in additional pay, and each librarian, speech pathologist, and counselor earned between \$2,713 and \$3,529.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

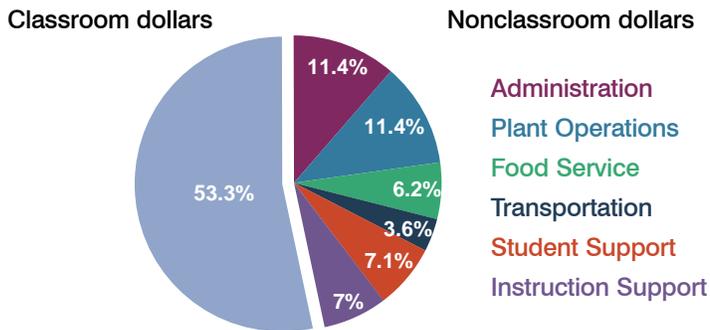
Laveen Elementary School District

Maricopa County
Peer groups: Efficiency 9, Achievement 5
Legislative district(s): 16

District size: Medium-Large
Students attending: 4,561
Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Student enrollment doubled, which contributed to the 7 percent decrease in total spending per pupil. Spending in the classroom varied year to year, increasing significantly overall from 50.7 to 53.3 percent. Spending on administration and instruction support decreased significantly, while spending on plant operations increased significantly.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$673	\$872	\$721
	Students per administrator	77	72	66
Plant Operations	Cost per square foot	\$6.93	\$6.86	\$6.25
	Square footage per student	98	127	146
Food Service	Cost per meal equivalent	\$1.99	\$2.32	\$2.41
Transportation	Cost per mile	\$5.12	\$5.66	\$3.35
	Miles per rider	119	129	282

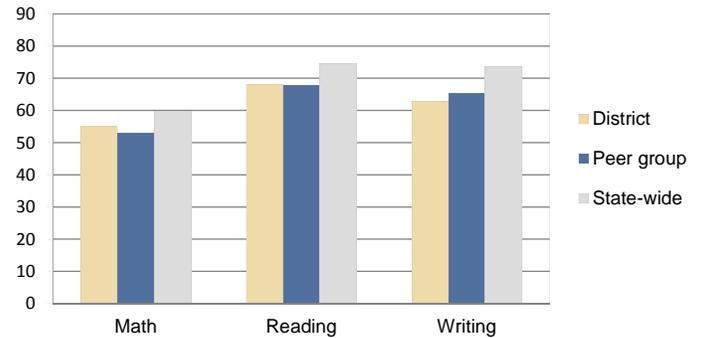
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$6,251	\$5,919	\$7,783	\$7,609	\$10,297
Classroom dollars	\$3,453	\$3,157	\$4,157	\$4,253	\$6,262
Nonclassroom dollars:	\$2,798	\$2,762	\$3,626	\$3,356	\$4,035
Administration	701	673	872	721	1,109
Plant Operations	699	678	873	914	1,003
Food Service	369	365	501	366	390
Transportation	235	215	260	342	438
Student Support	427	418	582	581	556
Instruction Support	367	413	538	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

6 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	18%	19%	21%
Student/teacher ratio	19.7	18.0	17.9
Average teacher salary	\$39,527	\$43,515	\$47,077
Average years' experience	4.9	7.9	10.6
Percent of teachers in first 3 years	73%	35%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$2,973 in additional pay, and each librarian, speech pathologist, counselor, psychologist, social worker, and occupational therapist earned between \$2,054 and \$3,154.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	▲
Teacher evaluations	-
Tutoring	-
Other	▲

■ = yes, □ = no, ▲ = partially, and - = no goal set

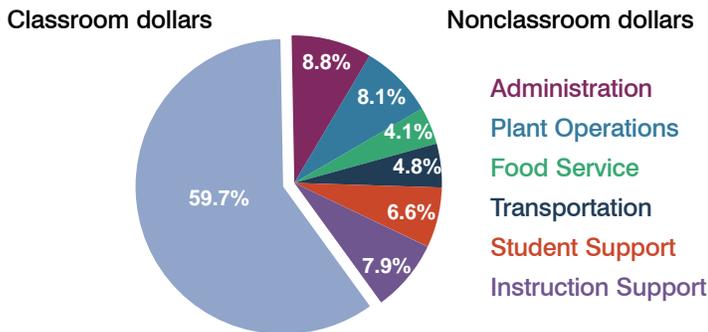
Liberty Elementary School District

Maricopa County
Peer groups: Efficiency 9, Achievement 3
Legislative district(s): 12

District size: Medium-Large
Students attending: 3,480
Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 27 percent. Spending in the classroom remained fairly stable, but decreased significantly overall from 62.4 to 59.7 percent. Spending on student support increased significantly, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$618	\$872	\$721
	Students per administrator	72	72	66
Plant Operations	Cost per square foot	\$5.46	\$6.86	\$6.25
	Square footage per student	103	127	146
Food Service	Cost per meal equivalent	\$2.39	\$2.32	\$2.41
Transportation	Cost per mile	\$3.24	\$5.66	\$3.35
	Miles per rider	NR	129	282

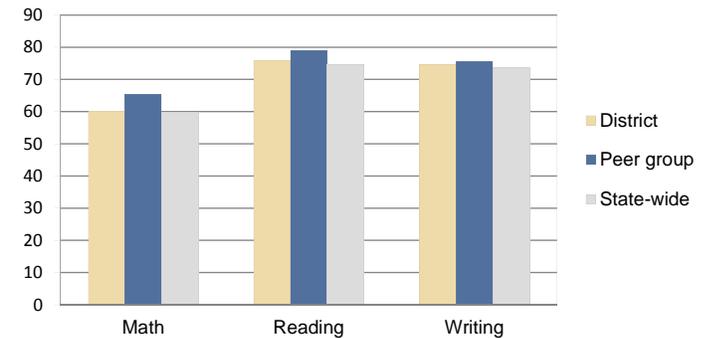


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,058	\$6,992	\$7,783	\$7,609	\$10,297
Classroom dollars	\$4,253	\$4,171	\$4,157	\$4,253	\$6,262
Nonclassroom dollars:	\$2,805	\$2,821	\$3,626	\$3,356	\$4,035
Administration	624	618	872	721	1,109
Plant Operations	537	565	873	914	1,003
Food Service	291	289	501	366	390
Transportation	325	335	260	342	438
Student Support	400	458	582	581	556
Instruction Support	628	556	538	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

4 schools met all applicable AYP objectives for NCLB. 1 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	95%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	13%	12%	21%
Student/teacher ratio	16.6	17.8	17.9
Average teacher salary	\$43,543	\$44,222	\$47,077
Average years' experience	7.6	7.5	10.6
Percent of teachers in first 3 years	34%	37%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,496 in additional pay, and each speech pathologist and counselor earned between \$2,304 and \$3,300.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	■
Tutoring	■
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

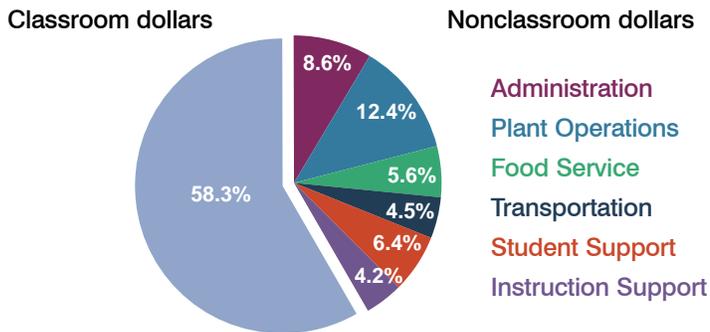
Litchfield Elementary School District

Maricopa County
Peer groups: Efficiency 8, Achievement 3
Legislative district(s): 4 and 12

District size: Large
Students attending: 9,498
Number of schools: 12

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 9 percent. Spending in the classroom was fairly stable, but decreased overall from 59.6 to 58.3 percent. Spending on student support increased significantly, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$526	\$701	\$721
	Students per administrator	91	69	66
Plant Operations	Cost per square foot	\$7.41	\$6.48	\$6.25
	Square footage per student	102	123	146
Food Service	Cost per meal equivalent	\$1.41	\$2.36	\$2.41
Transportation	Cost per mile	\$3.42	\$4.82	\$3.35
	Miles per rider	218	180	282

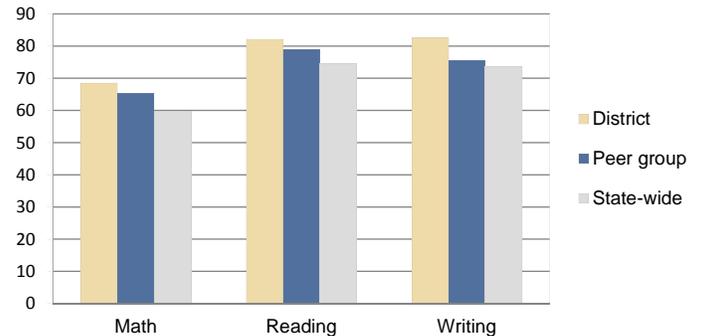
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$6,229	\$6,099	\$7,513	\$7,609	\$10,297
Classroom dollars	\$3,629	\$3,556	\$4,190	\$4,253	\$6,262
Nonclassroom dollars:	\$2,600	\$2,543	\$3,323	\$3,356	\$4,035
Administration	541	526	701	721	1,109
Plant Operations	781	758	794	914	1,003
Food Service	388	341	476	366	390
Transportation	294	274	279	342	438
Student Support	375	388	536	581	556
Instruction Support	221	256	537	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

12 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	11%	12%	21%
Student/teacher ratio	19.7	17.8	17.9
Average teacher salary	\$45,743	\$44,222	\$47,077
Average years' experience	7.3	7.5	10.6
Percent of teachers in first 3 years	37%	37%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$2,794 in additional pay, and each librarian, counselor, and instructional coach earned between \$2,761 and \$2,850.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	▲
Teacher professional development	-
Teacher evaluations	■
Tutoring	-
Other	-

■ = yes, □ = no, ▲ = partially, and - = no goal set

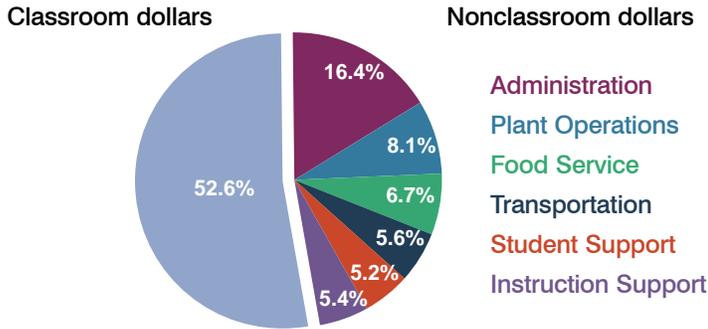
Littlefield Unified School District

Mohave County
Peer groups: Efficiency 6, Achievement 20
Legislative district(s): 3

District size: Small
Students attending: 529
Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 9 percent. Spending in the classroom varied year to year, decreasing significantly overall from 55.6 to 52.6 percent. Spending on student and instruction support increased significantly, while spending on plant operations decreased significantly. Spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,300	\$1,447	\$721
	Students per administrator	58	42	66
Plant Operations	Cost per square foot	\$4.23	\$5.76	\$6.25
	Square footage per student	153	276	146
Food Service	Cost per meal equivalent	\$2.82	\$3.00	\$2.41
Transportation	Cost per mile	\$3.20	\$2.53	\$3.35
	Miles per rider	182	375	282

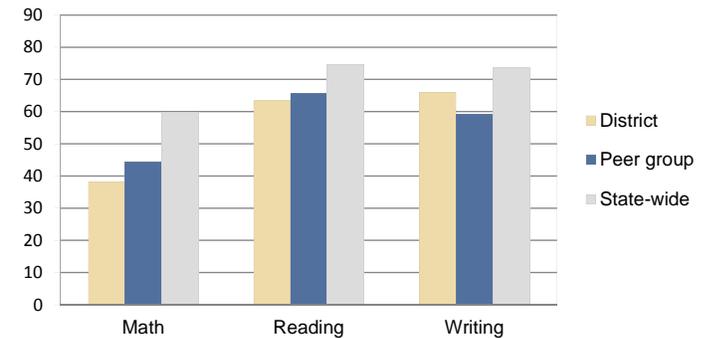


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,848	\$7,931	\$9,887	\$7,609	\$10,297
Classroom dollars	\$3,969	\$4,173	\$5,054	\$4,253	\$6,262
Nonclassroom dollars:	\$3,879	\$3,758	\$4,833	\$3,356	\$4,035
Administration	1,433	1,300	1,447	721	1,109
Plant Operations	674	645	1,462	914	1,003
Food Service	463	530	424	366	390
Transportation	442	445	445	342	438
Student Support	395	409	625	581	556
Instruction Support	472	429	430	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools did not meet applicable AYP objectives for NCLB because they failed to meet 1 or more of the following objectives: academic progress (2); graduation rate (1).

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	93%	94%
Graduation rate (2009)	75%	80%	76%
Poverty rate (2009)	26%	26%	21%
Student/teacher ratio	15.6	15.4	17.9
Average teacher salary	\$37,125	\$41,299	\$47,077
Average years' experience	7.3	11.1	10.6
Percent of teachers in first 3 years	24%	20%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$4,385 in additional pay, and each librarian and counselor earned between \$4,597 and \$5,378.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	■
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	■
Teacher professional development	■
Teacher evaluations	■
Tutoring	■
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

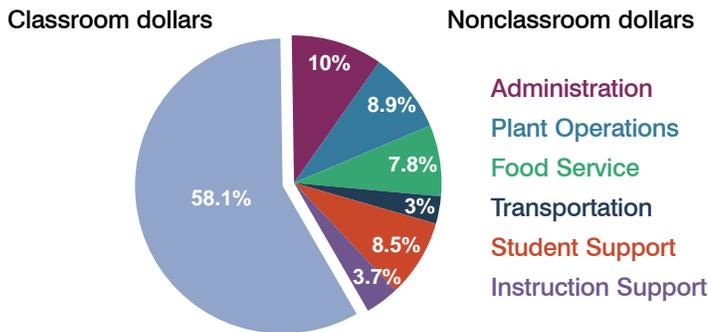
Littleton Elementary School District

Maricopa County
Peer groups: Efficiency 9, Achievement 5
Legislative district(s): 12, 13, and 23

District size: Medium-Large
Students attending: 4,764
Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 32 percent. Spending in the classroom varied year to year, decreasing slightly overall from 58.2 to 58.1 percent. Spending on transportation and instruction support decreased significantly, while spending on student support increased significantly. Spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$719	\$872	\$721
	Students per administrator	65	72	66
Plant Operations	Cost per square foot	\$6.12	\$6.86	\$6.25
	Square footage per student	105	127	146
Food Service	Cost per meal equivalent	\$2.57	\$2.32	\$2.41
Transportation	Cost per mile	\$4.47	\$5.66	\$3.35
	Miles per rider	150	129	282

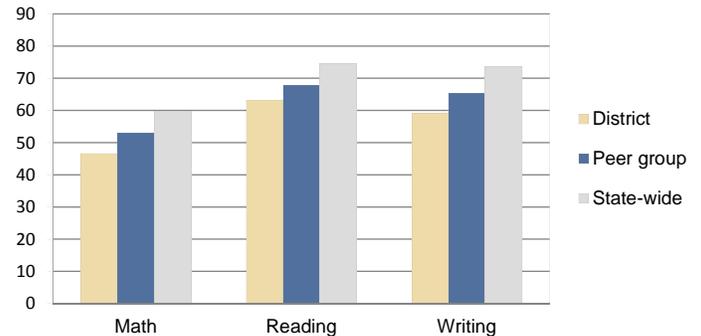


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,399	\$7,225	\$7,783	\$7,609	\$10,297
Classroom dollars	\$4,369	\$4,197	\$4,157	\$4,253	\$6,262
Nonclassroom dollars:	\$3,030	\$3,028	\$3,626	\$3,356	\$4,035
Administration	664	719	872	721	1,109
Plant Operations	657	642	873	914	1,003
Food Service	521	567	501	366	390
Transportation	206	220	260	342	438
Student Support	663	611	582	581	556
Instruction Support	319	269	538	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

3 schools met all applicable AYP objectives for NCLB. 3 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	18%	19%	21%
Student/teacher ratio	16.9	18.0	17.9
Average teacher salary	\$44,249	\$43,515	\$47,077
Average years' experience	4.9	7.9	10.6
Percent of teachers in first 3 years	63%	35%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$4,352 in additional pay, and each counselor and curriculum specialist earned between \$1,782 and \$2,700.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	▲
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	-
Teacher attendance	▲
Teacher professional development	▲
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▲ = partially, and - = no goal set

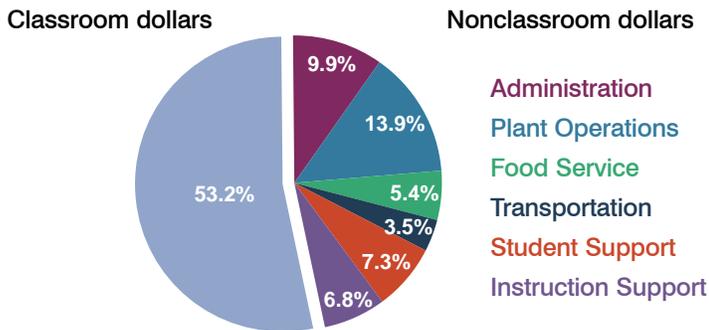
Madison Elementary School District

Maricopa County
Peer groups: Efficiency 9, Achievement 3
Legislative district(s): 11 and 15

District size: Medium-Large
Students attending: 5,430
Number of schools: 8

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 9 percent. Spending in the classroom varied year to year, decreasing significantly overall from 59.3 to 53.2 percent. Spending on plant operations and instruction support increased significantly, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$691	\$872	\$721
	Students per administrator	59	72	66
Plant Operations	Cost per square foot	\$7.18	\$6.86	\$6.25
	Square footage per student	134	127	146
Food Service	Cost per meal equivalent	\$2.05	\$2.32	\$2.41
Transportation	Cost per mile	\$5.57	\$5.66	\$3.35
	Miles per rider	158	129	282

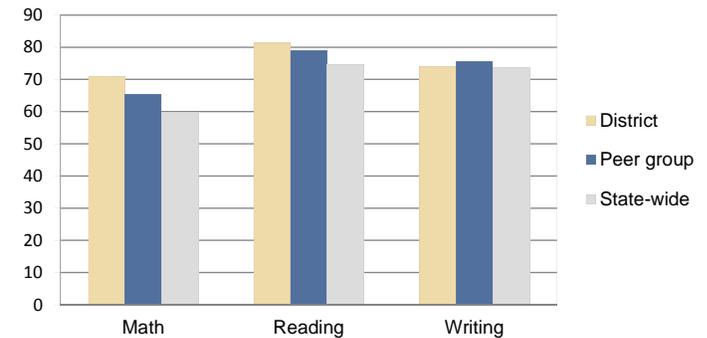


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,330	\$6,961	\$7,783	\$7,609	\$10,297
Classroom dollars	\$4,005	\$3,705	\$4,157	\$4,253	\$6,262
Nonclassroom dollars:	\$3,325	\$3,256	\$3,626	\$3,356	\$4,035
Administration	819	691	872	721	1,109
Plant Operations	924	964	873	914	1,003
Food Service	410	378	501	366	390
Transportation	259	243	260	342	438
Student Support	490	506	582	581	556
Instruction Support	423	474	538	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

8 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	95%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	15%	12%	21%
Student/teacher ratio	17.7	17.8	17.9
Average teacher salary	\$43,973	\$44,222	\$47,077
Average years' experience	5.9	7.5	10.6
Percent of teachers in first 3 years	42%	37%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$4,664 in additional pay, and each librarian, speech pathologist, counselor, and psychologist earned between \$2,053 and \$6,317.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

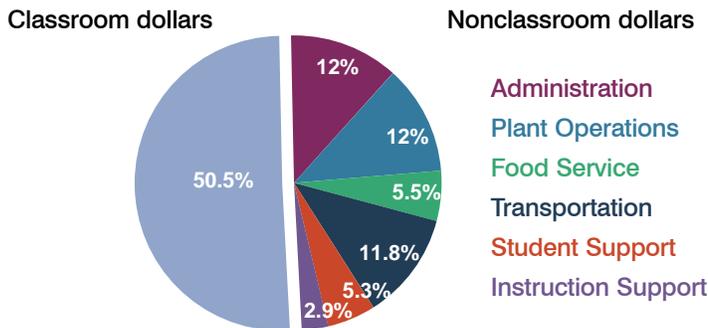
Maine Consolidated School District

Coconino County
Peer groups: Efficiency 12, Achievement 1
Legislative district(s): 1

District size: Very Small
Students attending: 107
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 24 percent. Spending in the classroom was very inconsistent year to year, decreasing slightly overall from 50.7 to 50.5 percent. Spending on administration decreased significantly, while spending on plant operations increased significantly. Spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,035	\$2,444	\$721
	Students per administrator	38	32	66
Plant Operations	Cost per square foot	\$7.35	\$7.59	\$6.25
	Square footage per student	276	297	146
Food Service	Cost per meal equivalent	\$7.13	\$4.85	\$2.41
Transportation	Cost per mile	\$3.29	\$1.87	\$3.35
	Miles per rider	589	611	282

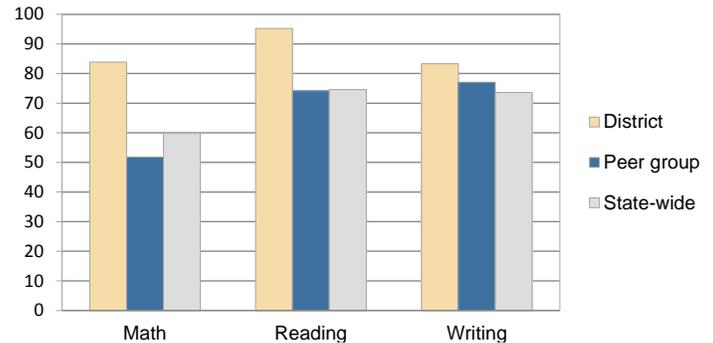
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$13,911	\$16,914	\$15,187	\$7,609	\$10,297
Classroom dollars	\$7,436	\$8,546	\$8,084	\$4,253	\$6,262
Nonclassroom dollars:	\$6,475	\$8,368	\$7,103	\$3,356	\$4,035
Administration	1,818	2,035	2,444	721	1,109
Plant Operations	1,489	2,030	2,188	914	1,003
Food Service	730	934	751	366	390
Transportation	1,367	1,992	924	342	438
Student Support	800	892	473	581	556
Instruction Support	271	485	323	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	90%	92%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	10%	7%	21%
Student/teacher ratio	7.9	11.6	17.9
Average teacher salary	\$41,530	\$44,664	\$47,077
Average years' experience	8.4	12.8	10.6
Percent of teachers in first 3 years	0%	13%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,750 in additional pay, and a librarian and counselor each earned between \$1,760 and \$1,955.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▮ = partially, and - = no goal set

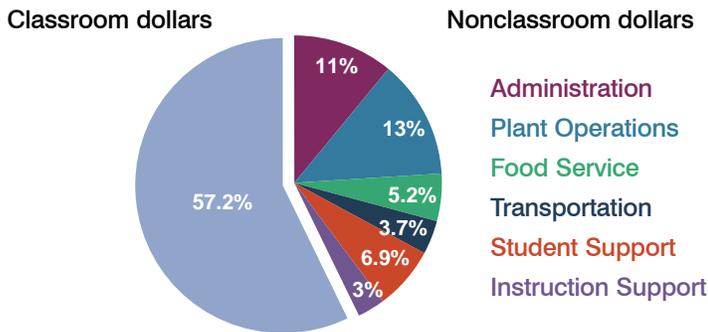
Mammoth-San Manuel Unified School District

Pinal County
Peer groups: Efficiency 5, Achievement 19
Legislative district(s): 23

District size: Medium
Students attending: 1,093
Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 14 percent. Spending in the classroom varied year to year, increasing slightly overall from 56.2 to 57.2 percent. Spending on food service and instruction support decreased, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$840	\$1,060	\$721
	Students per administrator	56	54	66
Plant Operations	Cost per square foot	\$3.24	\$5.34	\$6.25
	Square footage per student	307	243	146
Food Service	Cost per meal equivalent	\$2.20	\$2.83	\$2.41
Transportation	Cost per mile	\$1.89	\$2.55	\$3.35
	Miles per rider	376	360	282

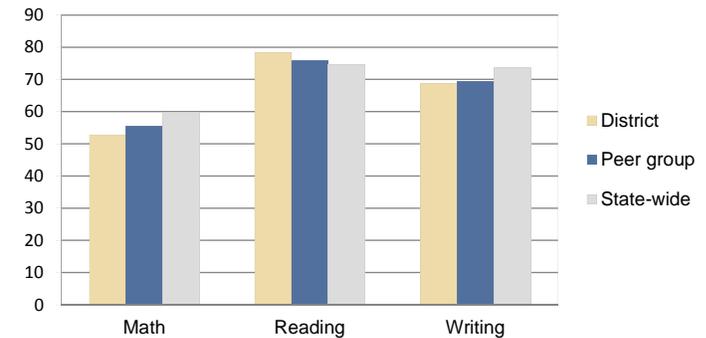


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$8,058	\$7,662	\$8,776	\$7,609	\$10,297
Classroom dollars	\$4,534	\$4,386	\$4,466	\$4,253	\$6,262
Nonclassroom dollars:	\$3,524	\$3,276	\$4,310	\$3,356	\$4,035
Administration	904	840	1,060	721	1,109
Plant Operations	1,175	994	1,260	914	1,003
Food Service	468	400	399	366	390
Transportation	275	281	510	342	438
Student Support	479	530	657	581	556
Instruction Support	223	231	424	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

4 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	87%	92%	94%
Graduation rate (2009)	82%	80%	76%
Poverty rate (2009)	21%	20%	21%
Student/teacher ratio	15.8	15.8	17.9
Average teacher salary	\$41,803	\$41,188	\$47,077
Average years' experience	11.3	11.6	10.6
Percent of teachers in first 3 years	19%	19%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher, librarian, and counselor earned \$4,488 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	▴
Dropout/graduation rates	■
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	■
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

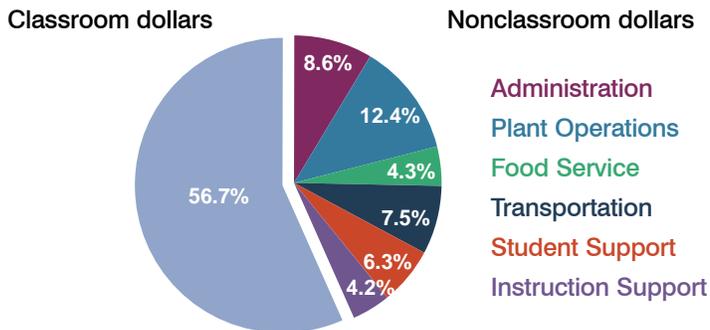
Marana Unified School District

Pima County
Peer groups: Efficiency 2, Achievement 16
Legislative district(s): 25, 26, and 27

District size: Large
Students attending: 12,384
Number of schools: 16

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 23 percent. Spending in the classroom varied year to year, decreasing significantly overall from 58.8 to 56.7 percent. Spending on instruction support increased, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$603	\$627	\$721
	Students per administrator	64	68	66
Plant Operations	Cost per square foot	\$6.31	\$6.54	\$6.25
	Square footage per student	138	142	146
Food Service	Cost per meal equivalent	\$2.43	\$2.52	\$2.41
Transportation	Cost per mile	\$3.19	\$3.31	\$3.35
	Miles per rider	298	323	282

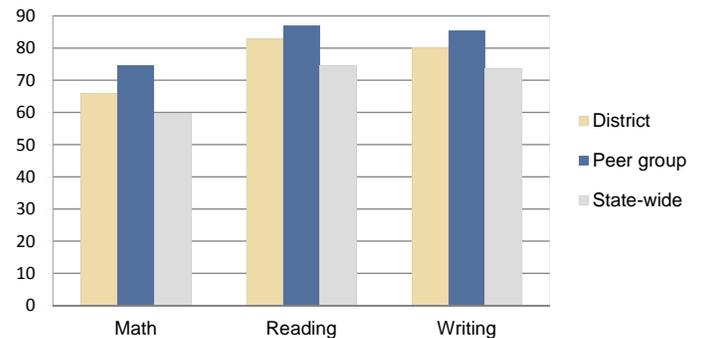
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,652	\$6,974	\$7,166	\$7,609	\$10,297
Classroom dollars	\$4,431	\$3,956	\$4,025	\$4,253	\$6,262
Nonclassroom dollars:	\$3,221	\$3,018	\$3,141	\$3,356	\$4,035
Administration	618	603	627	721	1,109
Plant Operations	904	868	917	914	1,003
Food Service	301	297	308	366	390
Transportation	564	524	326	342	438
Student Support	497	437	539	581	556
Instruction Support	337	289	424	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

12 schools met all applicable AYP objectives for NCLB. 4 schools failed to meet 1 or more of the following objectives: academic progress (4); graduation rate (1).

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	94%
Graduation rate (2009)	80%	90%	76%
Poverty rate (2009)	12%	10%	21%
Student/teacher ratio	17.7	18.0	17.9
Average teacher salary	\$44,074	\$45,075	\$47,077
Average years' experience	11.8	10.4	10.6
Percent of teachers in first 3 years	16%	16%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,112 in additional pay, and each librarian, speech pathologist, and counselor earned between \$3,094 and \$3,124.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

Maricopa Unified School District

Pinal County

Peer groups: Efficiency 4, Achievement 15

Legislative district(s): 23 and 25

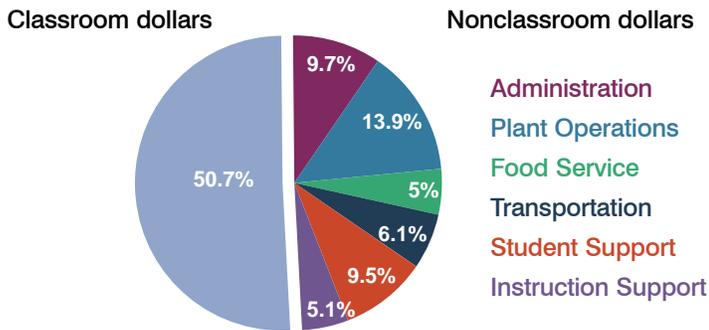
District size: Medium-Large

Students attending: 6,124

Number of schools: 9

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 5 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 55.8 to 50.7 percent. Spending on plant operations, and student and instruction support increased significantly, while spending on administration decreased significantly. Spending in other areas remained stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$659	\$778	\$721
	Students per administrator	79	65	66
Plant Operations	Cost per square foot	\$6.97	\$5.81	\$6.25
	Square footage per student	137	171	146
Food Service	Cost per meal equivalent	\$2.04	\$2.53	\$2.41
Transportation	Cost per mile	\$2.91	\$2.94	\$3.35
	Miles per rider	253	297	282

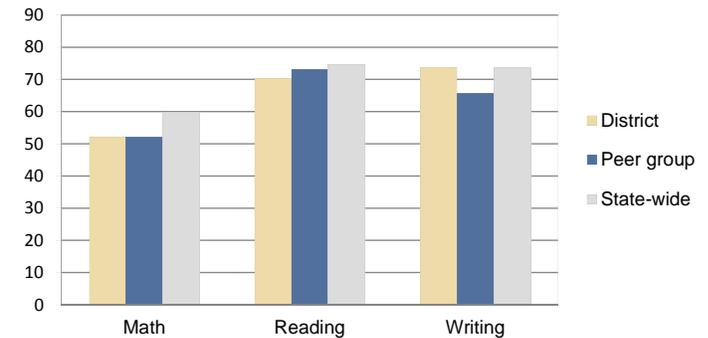


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,541	\$6,833	\$7,503	\$7,609	\$10,297
Classroom dollars	\$3,941	\$3,464	\$4,066	\$4,253	\$6,262
Nonclassroom dollars:	\$3,600	\$3,369	\$3,437	\$3,356	\$4,035
Administration	725	659	778	721	1,109
Plant Operations	995	953	973	914	1,003
Food Service	359	343	356	366	390
Transportation	451	418	356	342	438
Student Support	695	649	569	581	556
Instruction Support	375	347	405	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

5 schools met all applicable AYP objectives for NCLB. 4 schools failed to meet 1 or more of the following objectives: academic progress (4); graduation rate (1).

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	94%	94%
Graduation rate (2009)	75%	84%	76%
Poverty rate (2009)	10%	8%	21%
Student/teacher ratio	19.4	15.1	17.9
Average teacher salary	\$42,478	\$38,015	\$47,077
Average years' experience	6.7	9.2	10.6
Percent of teachers in first 3 years	29%	27%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$2,563 in additional pay, and each counselor earned \$2,583.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	▲
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	■
Tutoring	-
Other	-

■ = yes, □ = no, ▲ = partially, and - = no goal set

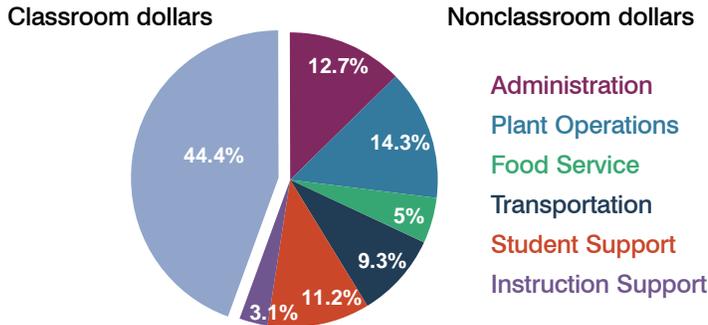
Mayer Unified School District

Yavapai County
Peer groups: Efficiency 6, Achievement 19
Legislative district(s): 4

District size: Small
Students attending: 438
Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 26 percent. Spending in the classroom decreased significantly overall from 53.7 to 44.4 percent. Spending on transportation, and student and instruction support increased significantly, while spending on administration decreased significantly. Spending in other nonclassroom areas remained stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,279	\$1,447	\$721
	Students per administrator	37	42	66
Plant Operations	Cost per square foot	\$5.99	\$5.76	\$6.25
	Square footage per student	241	276	146
Food Service	Cost per meal equivalent	\$2.99	\$3.00	\$2.41
Transportation	Cost per mile	\$2.04	\$2.53	\$3.35
	Miles per rider	658	375	282

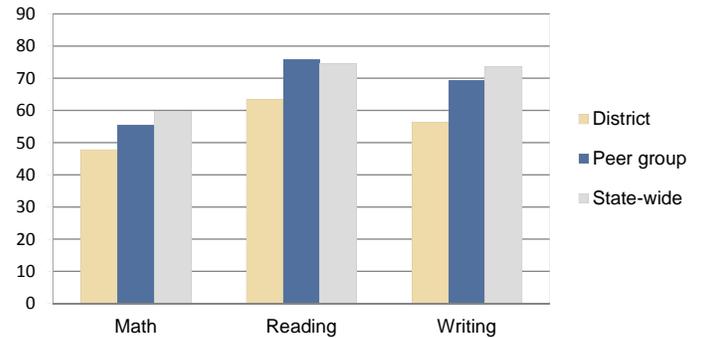


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$8,885	\$10,073	\$9,887	\$7,609	\$10,297
Classroom dollars	\$4,240	\$4,476	\$5,054	\$4,253	\$6,262
Nonclassroom dollars:	\$4,645	\$5,597	\$4,833	\$3,356	\$4,035
Administration	1,099	1,279	1,447	721	1,109
Plant Operations	1,336	1,442	1,462	914	1,003
Food Service	548	504	424	366	390
Transportation	778	934	445	342	438
Student Support	671	1,132	625	581	556
Instruction Support	213	306	430	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

1 school met all applicable AYP objectives for NCLB. 1 school did not have sufficient attendance and graduation rates.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	90%	92%	94%
Graduation rate (2009)	75%	80%	76%
Poverty rate (2009)	19%	20%	21%
Student/teacher ratio	14.6	15.8	17.9
Average teacher salary	\$36,735	\$41,188	\$47,077
Average years' experience	9.0	11.6	10.6
Percent of teachers in first 3 years	46%	19%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$8,994 in additional pay, and each speech pathologist and counselor earned between \$5,201 and \$6,800.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▬ = partially, and - = no goal set

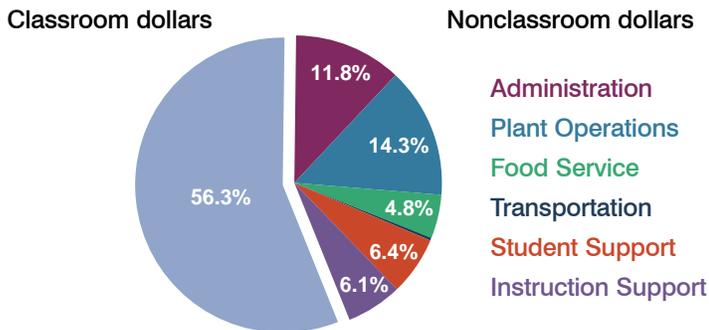
McNary Elementary School District

Apache County
Peer groups: Efficiency 12, Achievement 9
Legislative district(s): 5

District size: Very Small
Students attending: 108
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 34 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 58.8 to 56.3 percent. Spending on administration, and student and instruction support increased significantly, while spending on plant operations decreased significantly. Spending in other nonclassroom areas varied.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,755	\$2,444	\$721
	Students per administrator	36	32	66
Plant Operations	Cost per square foot	\$5.82	\$7.59	\$6.25
	Square footage per student	367	297	146
Food Service	Cost per meal equivalent	\$3.38	\$4.85	\$2.41
Transportation	Cost per mile	\$0.36	\$1.87	\$3.35
	Miles per rider	1,115	611	282

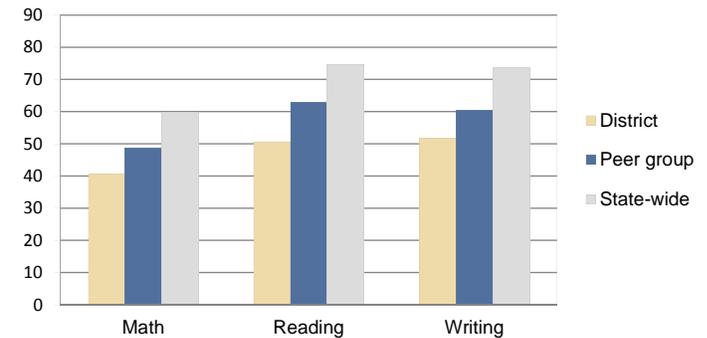


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$15,462	\$14,929	\$15,187	\$7,609	\$10,297
Classroom dollars	\$9,768	\$8,407	\$8,084	\$4,253	\$6,262
Nonclassroom dollars:	\$5,694	\$6,522	\$7,103	\$3,356	\$4,035
Administration	1,742	1,755	2,444	721	1,109
Plant Operations	1,838	2,136	2,188	914	1,003
Food Service	1,026	720	751	366	390
Transportation	84	44	924	342	438
Student Support	607	959	473	581	556
Instruction Support	397	908	323	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school did not meet all AYP objectives for NCLB because its attendance rate was not sufficient.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	89%	93%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	79%	49%	21%
Student/teacher ratio	10.8	10.7	17.9
Average teacher salary	\$35,111	\$42,652	\$47,077
Average years' experience	7.9	10.1	10.6
Percent of teachers in first 3 years	10%	19%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$4,186 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

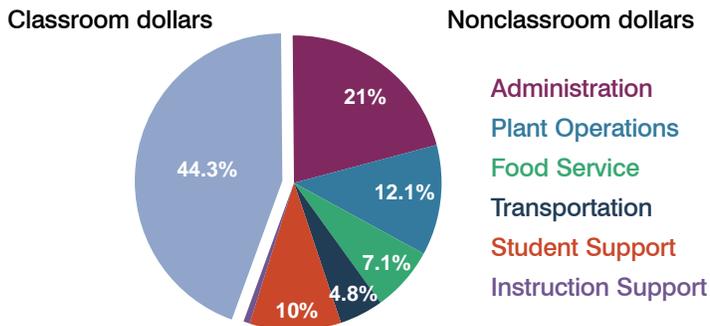
McNeal Elementary School District

Cochise County
Peer groups: Efficiency 12, Achievement 8
Legislative district(s): 25

District size: Very Small
Students attending: 46
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 1 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 49.2 to 44.3 percent. Spending on student support increased significantly, while spending on administration and plant operations decreased significantly. Spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$3,009	\$2,444	\$721
	Students per administrator	23	32	66
Plant Operations	Cost per square foot	\$9.36	\$7.59	\$6.25
	Square footage per student	185	297	146
Food Service	Cost per meal equivalent	\$4.00	\$4.85	\$2.41
Transportation	Cost per mile	\$0.87	\$1.87	\$3.35
	Miles per rider	828	611	282

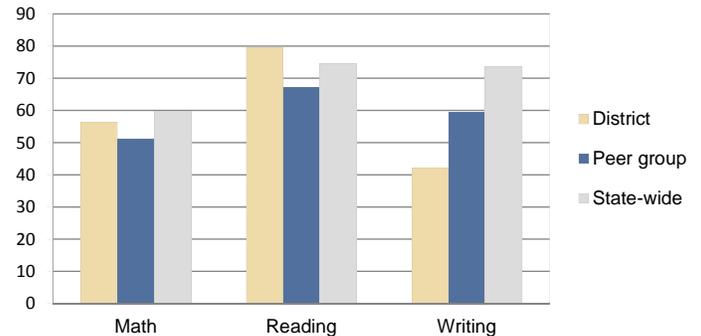
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$13,460	\$14,307	\$15,187	\$7,609	\$10,297
Classroom dollars	\$6,506	\$6,339	\$8,084	\$4,253	\$6,262
Nonclassroom dollars:	\$6,954	\$7,968	\$7,103	\$3,356	\$4,035
Administration	2,907	3,009	2,444	721	1,109
Plant Operations	1,635	1,732	2,188	914	1,003
Food Service	1,062	1,021	751	366	390
Transportation	609	684	924	342	438
Student Support	677	1,430	473	581	556
Instruction Support	64	92	323	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	94%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	32%	34%	21%
Student/teacher ratio	9.2	14.4	17.9
Average teacher salary	\$39,880	\$43,616	\$47,077
Average years' experience	12.2	11.0	10.6
Percent of teachers in first 3 years	0%	20%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$2,717 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

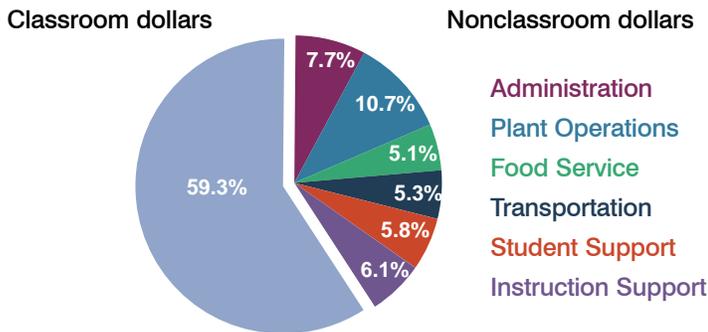
Mesa Unified School District

Maricopa County
Peer groups: Efficiency 1, Achievement 18
Legislative district(s): 17, 18, 19, 20, 21, 22, and 23

District size: Very Large
Students attending: 63,794
Number of schools: 88

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 21 percent. Spending in the classroom varied year to year, decreasing significantly overall from 63.3 to 59.3 percent. Spending on instruction support increased significantly, while spending in other nonclassroom areas remained stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$590	\$601	\$721
	Students per administrator	74	80	66
Plant Operations	Cost per square foot	\$6.47	\$6.01	\$6.25
	Square footage per student	127	137	146
Food Service	Cost per meal equivalent	\$2.60	\$2.32	\$2.41
Transportation	Cost per mile	\$4.14	\$3.71	\$3.35
	Miles per rider	343	292	282

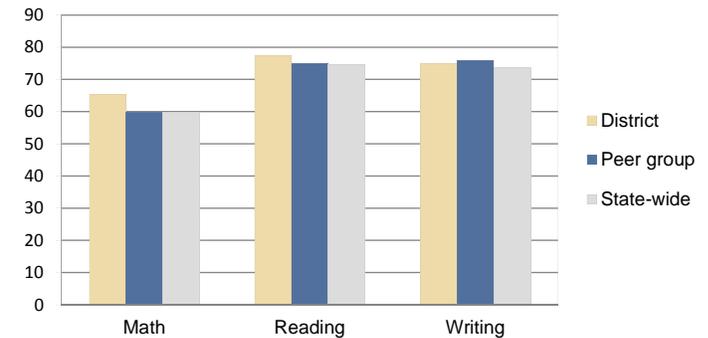


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,894	\$7,635	\$7,200	\$7,609	\$10,297
Classroom dollars	\$4,722	\$4,529	\$4,253	\$4,253	\$6,262
Nonclassroom dollars:	\$3,172	\$3,106	\$2,947	\$3,356	\$4,035
Administration	625	590	601	721	1,109
Plant Operations	886	820	819	914	1,003
Food Service	370	388	303	366	390
Transportation	405	404	318	342	438
Student Support	442	439	552	581	556
Instruction Support	444	465	354	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

63 schools met all AYP objectives for NCLB. 24 schools failed to meet 1 or more of the following objectives: percent tested (5); academic progress (21); attendance rate (1); graduation rate (3). 1 school did not have an AYP determination.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	94%	94%
Graduation rate (2009)	78%	82%	76%
Poverty rate (2009)	19%	19%	21%
Student/teacher ratio	18.6	17.2	17.9
Average teacher salary	\$55,880	\$48,446	\$47,077
Average years' experience	14.5	11.4	10.6
Percent of teachers in first 3 years	9%	18%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$4,273 in additional pay, and each instructional aide, librarian, and counselor earned between \$660 and \$3,472.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	▴
Dropout/graduation rates	■
Student attendance	■
Parent/student satisfaction	▴
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	▴

■ = yes, □ = no, ▴ = partially, and - = no goal set

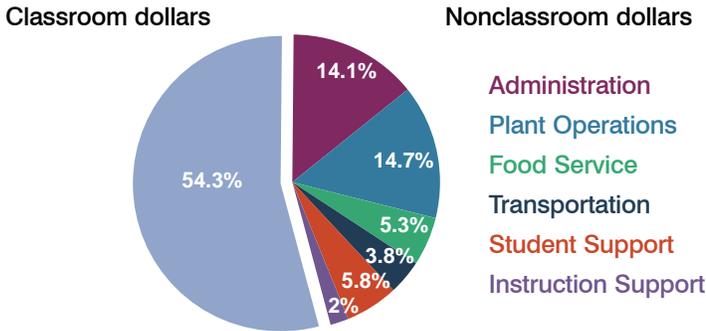
Miami Unified School District

Gila County
Peer groups: Efficiency 5, Achievement 20
Legislative district(s): 5

District size: Medium
Students attending: 1,143
Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Student enrollment increased by 11 percent, which contributed to a 4 percent decrease in total spending per pupil. Spending in the classroom varied year to year, decreasing significantly overall from 57.7 to 54.3 percent. Spending on plant operations and transportation increased, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,079	\$1,060	\$721
	Students per administrator	54	54	66
Plant Operations	Cost per square foot	\$4.72	\$5.34	\$6.25
	Square footage per student	237	243	146
Food Service	Cost per meal equivalent	\$2.46	\$2.83	\$2.41
Transportation	Cost per mile	\$3.32	\$2.55	\$3.35
	Miles per rider	228	360	282

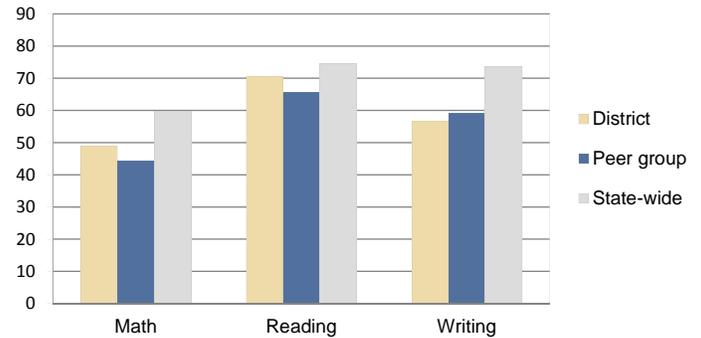


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,851	\$7,639	\$8,776	\$7,609	\$10,297
Classroom dollars	\$4,322	\$4,149	\$4,466	\$4,253	\$6,262
Nonclassroom dollars:	\$3,529	\$3,490	\$4,310	\$3,356	\$4,035
Administration	1,216	1,079	1,060	721	1,109
Plant Operations	1,008	1,120	1,260	914	1,003
Food Service	400	406	399	366	390
Transportation	271	285	510	342	438
Student Support	465	445	657	581	556
Instruction Support	169	155	424	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

4 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	93%	94%
Graduation rate (2009)	99%	80%	76%
Poverty rate (2009)	27%	26%	21%
Student/teacher ratio	17.2	15.4	17.9
Average teacher salary	\$42,286	\$41,299	\$47,077
Average years' experience	16.4	11.1	10.6
Percent of teachers in first 3 years	13%	20%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,339 in additional pay, and each instructional aide and counselor earned between \$399 and \$3,617.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	■
Tutoring	■
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

Mingus Union High School District

Yavapai County

Peer groups: Efficiency 5, Achievement 11

Legislative district(s): 1

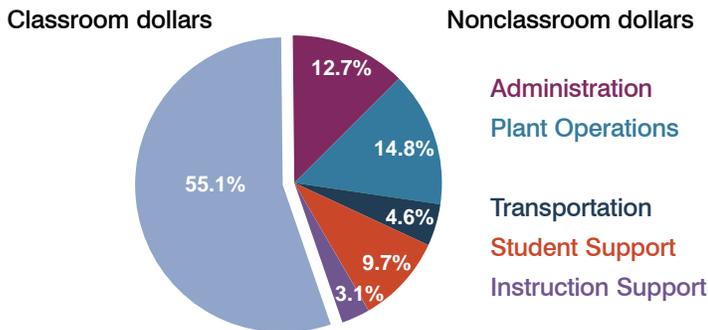
District size: Medium

Students attending: 1,277

Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 7 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 58.1 to 55.1 percent. Spending on plant operations increased significantly, while spending in other nonclassroom areas was very inconsistent year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$882	\$1,060	\$721
	Students per administrator	62	54	66
Plant Operations	Cost per square foot	\$6.65	\$5.34	\$6.25
	Square footage per student	156	243	146
Food Service	Cost per meal equivalent	N/A	\$2.83	\$2.41
Transportation	Cost per mile	\$3.63	\$2.55	\$3.35
	Miles per rider	340	360	282

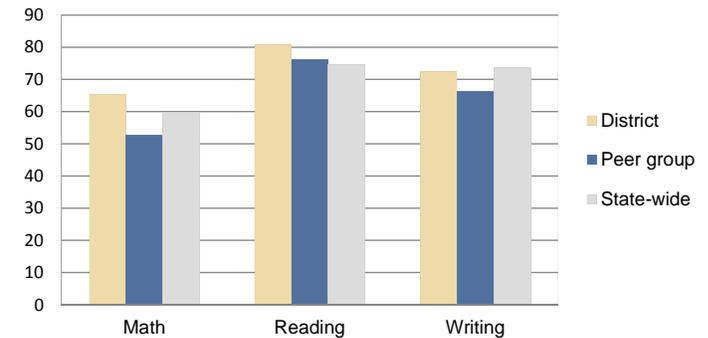


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,651	\$6,967	\$8,776	\$7,609	\$10,297
Classroom dollars	\$4,790	\$3,837	\$4,466	\$4,253	\$6,262
Nonclassroom dollars:	\$2,861	\$3,130	\$4,310	\$3,356	\$4,035
Administration	825	882	1,060	721	1,109
Plant Operations	928	1,035	1,260	914	1,003
Food Service	0	1	399	366	390
Transportation	319	324	510	342	438
Student Support	603	675	657	581	556
Instruction Support	186	213	424	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	91%	94%
Graduation rate (2009)	74%	75%	76%
Poverty rate (2009)	20%	17%	21%
Student/teacher ratio	20.9	16.1	17.9
Average teacher salary	\$47,384	\$42,851	\$47,077
Average years' experience	8.9	9.1	10.6
Percent of teachers in first 3 years	25%	29%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$4,914 in additional pay, and each librarian and counselor earned between \$5,029 and \$5,082.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

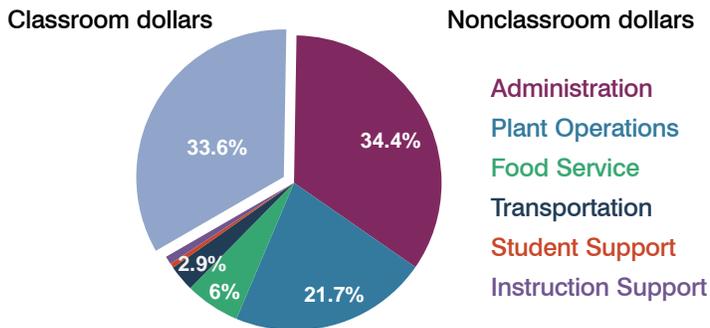
Mobile Elementary School District

Maricopa County
Peer groups: Efficiency 12, Achievement 9
Legislative district(s): 25

District size: Very Small
Students attending: 13
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Student enrollment decreased by 15 percent, which contributed to the 47 percent increase in total spending per pupil. Spending in the classroom was very inconsistent year to year, decreasing slightly overall from 34.2 to 33.6 percent. Spending on transportation and food service decreased significantly, while spending on administration increased significantly.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$18,490	\$2,444	\$721
	Students per administrator	6	32	66
Plant Operations	Cost per square foot	\$6.49	\$7.59	\$6.25
	Square footage per student	1,804	297	146
Food Service	Cost per meal equivalent	\$9.29	\$4.85	\$2.41
Transportation	Cost per mile	\$2.90	\$1.87	\$3.35
	Miles per rider	376	611	282

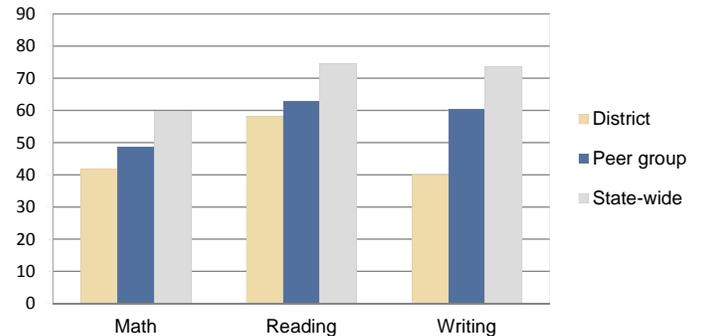


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$35,379	\$53,808	\$15,187	\$7,609	\$10,297
Classroom dollars	\$13,994	\$18,080	\$8,084	\$4,253	\$6,262
Nonclassroom dollars:	\$21,385	\$35,728	\$7,103	\$3,356	\$4,035
Administration	11,441	18,490	2,444	721	1,109
Plant Operations	6,317	11,701	2,188	914	1,003
Food Service	2,025	3,228	751	366	390
Transportation	809	1,545	924	342	438
Student Support	534	284	473	581	556
Instruction Support	259	480	323	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	93%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	41%	49%	21%
Student/teacher ratio	3.5	10.7	17.9
Average teacher salary	\$42,038	\$42,652	\$47,077
Average years' experience	4.9	10.1	10.6
Percent of teachers in first 3 years	67%	19%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$1,880 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

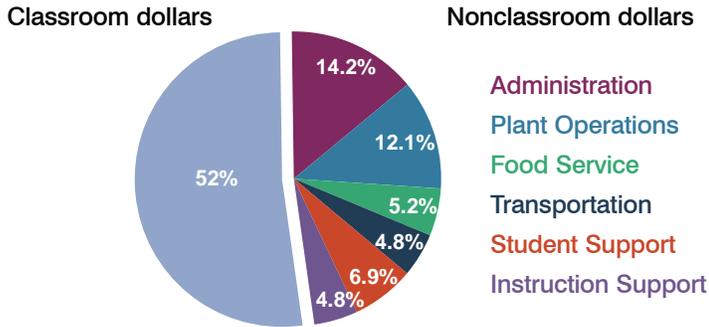
Mohave Valley Elementary School District

Mohave County
Peer groups: Efficiency 10, Achievement 4
Legislative district(s): 3

District size: Medium
Students attending: 1,680
Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 35 percent. Spending in the classroom varied year to year, decreasing significantly overall from 58 to 52 percent. Spending on administration increased significantly, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,028	\$1,019	\$721
	Students per administrator	84	65	66
Plant Operations	Cost per square foot	\$6.65	\$6.70	\$6.25
	Square footage per student	131	130	146
Food Service	Cost per meal equivalent	\$1.94	\$2.42	\$2.41
Transportation	Cost per mile	\$2.39	\$3.03	\$3.35
	Miles per rider	223	196	282

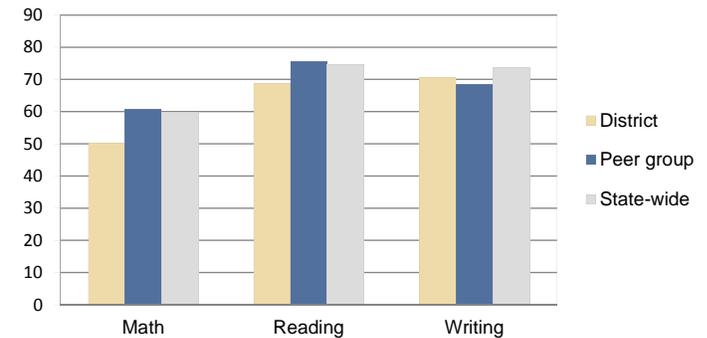


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,335	\$7,234	\$7,810	\$7,609	\$10,297
Classroom dollars	\$4,290	\$3,765	\$4,011	\$4,253	\$6,262
Nonclassroom dollars:	\$3,045	\$3,469	\$3,799	\$3,356	\$4,035
Administration	715	1,028	1,019	721	1,109
Plant Operations	794	871	916	914	1,003
Food Service	423	376	503	366	390
Transportation	309	350	432	342	438
Student Support	452	500	478	581	556
Instruction Support	352	344	451	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

3 schools met all applicable AYP objectives for NCLB. 1 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	95%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	21%	20%	21%
Student/teacher ratio	19.8	12.9	17.9
Average teacher salary	\$46,472	\$45,161	\$47,077
Average years' experience	9.8	13.5	10.6
Percent of teachers in first 3 years	12%	8%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$4,334 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	▴
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	■
Teacher professional development	■
Teacher evaluations	■
Tutoring	■
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

Mohawk Valley Elementary School District

Yuma County

Peer groups: Efficiency 12, Achievement 6

Legislative district(s): 24

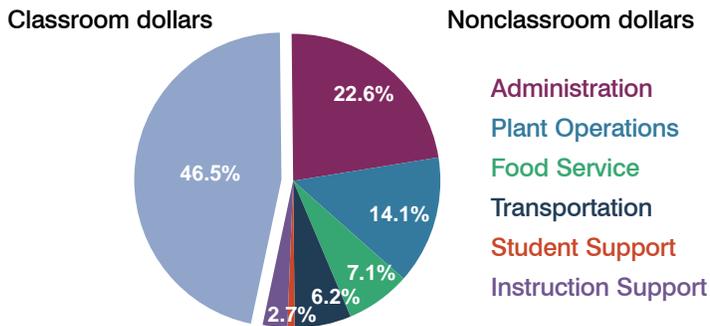
District size: Very Small

Students attending: 150

Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 39 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 53.6 to 46.5 percent. Spending on administration and plant operations increased significantly, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,364	\$2,444	\$721
	Students per administrator	38	32	66
Plant Operations	Cost per square foot	\$4.66	\$7.59	\$6.25
	Square footage per student	317	297	146
Food Service	Cost per meal equivalent	\$3.39	\$4.85	\$2.41
Transportation	Cost per mile	\$2.00	\$1.87	\$3.35
	Miles per rider	398	611	282

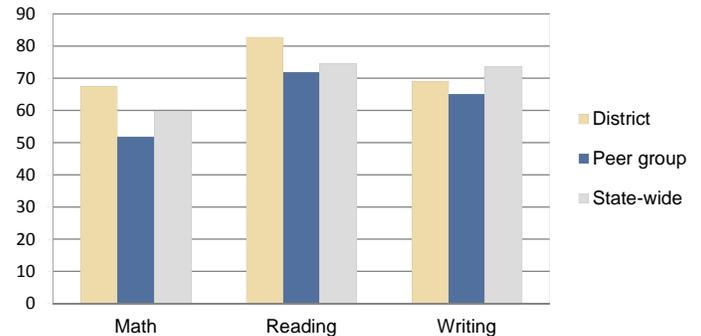


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$9,970	\$10,475	\$15,187	\$7,609	\$10,297
Classroom dollars	\$4,931	\$4,867	\$8,084	\$4,253	\$6,262
Nonclassroom dollars:	\$5,039	\$5,608	\$7,103	\$3,356	\$4,035
Administration	2,063	2,364	2,444	721	1,109
Plant Operations	1,472	1,478	2,188	914	1,003
Food Service	543	742	751	366	390
Transportation	562	654	924	342	438
Student Support	138	83	473	581	556
Instruction Support	261	287	323	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	94%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	24%	27%	21%
Student/teacher ratio	13.7	13.1	17.9
Average teacher salary	\$43,536	\$42,747	\$47,077
Average years' experience	22.3	13.8	10.6
Percent of teachers in first 3 years	0%	9%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$2,697 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

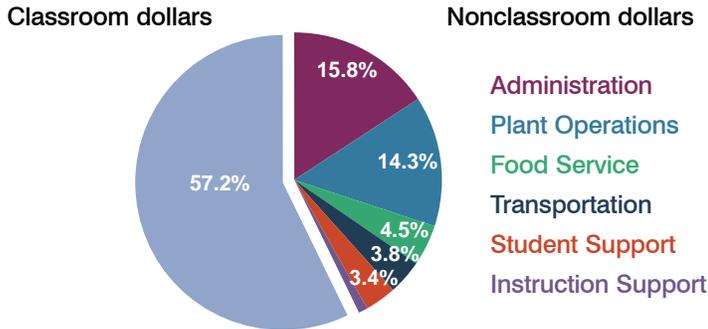
Morenci Unified School District

Greenlee County
Peer groups: Efficiency 5, Achievement 15
Legislative district(s): 5

District size: Medium
Students attending: 1,074
Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 16 percent. Spending in the classroom varied from year to year, decreasing overall from 58.3 to 57.2 percent. Spending on administration increased significantly, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,135	\$1,060	\$721
	Students per administrator	58	54	66
Plant Operations	Cost per square foot	\$4.03	\$5.34	\$6.25
	Square footage per student	255	243	146
Food Service	Cost per meal equivalent	\$3.54	\$2.83	\$2.41
Transportation	Cost per mile	\$3.67	\$2.55	\$3.35
	Miles per rider	139	360	282

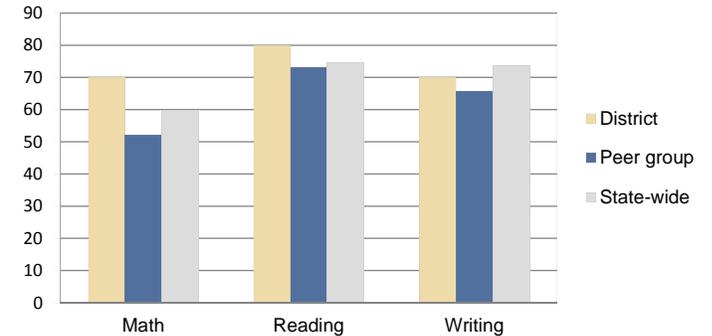


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$6,704	\$7,185	\$8,776	\$7,609	\$10,297
Classroom dollars	\$3,908	\$4,107	\$4,466	\$4,253	\$6,262
Nonclassroom dollars:	\$2,796	\$3,078	\$4,310	\$3,356	\$4,035
Administration	935	1,135	1,060	721	1,109
Plant Operations	990	1,026	1,260	914	1,003
Food Service	326	329	399	366	390
Transportation	225	273	510	342	438
Student Support	248	244	657	581	556
Instruction Support	72	71	424	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	94%	94%
Graduation rate (2009)	97%	84%	76%
Poverty rate (2009)	4%	8%	21%
Student/teacher ratio	16.7	15.1	17.9
Average teacher salary	\$41,081	\$38,015	\$47,077
Average years' experience	11.5	9.2	10.6
Percent of teachers in first 3 years	6%	27%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$4,965 in additional pay, and the speech pathologist earned \$5,000.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	■
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	▲
Teacher evaluations	■
Tutoring	-
Other	-

■ = yes, □ = no, ▲ = partially, and - = no goal set

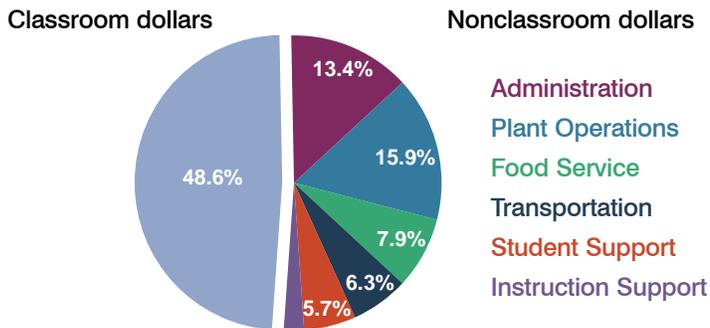
Morristown Elementary School District

Maricopa County
Peer groups: Efficiency 12, Achievement 2
Legislative district(s): 4

District size: Very Small
Students attending: 145
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 12 percent. Spending in the classroom varied year to year, increasing significantly overall from 45.8 to 48.6 percent. Spending on administration decreased significantly, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,280	\$2,444	\$721
	Students per administrator	58	32	66
Plant Operations	Cost per square foot	\$6.58	\$7.59	\$6.25
	Square footage per student	232	297	146
Food Service	Cost per meal equivalent	\$3.47	\$4.85	\$2.41
Transportation	Cost per mile	\$1.28	\$1.87	\$3.35
	Miles per rider	379	611	282

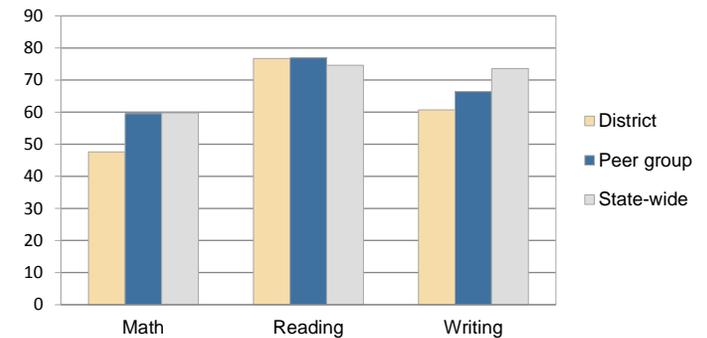
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$10,142	\$9,599	\$15,187	\$7,609	\$10,297
Classroom dollars	\$5,058	\$4,668	\$8,084	\$4,253	\$6,262
Nonclassroom dollars:	\$5,084	\$4,931	\$7,103	\$3,356	\$4,035
Administration	1,429	1,280	2,444	721	1,109
Plant Operations	1,338	1,529	2,188	914	1,003
Food Service	855	756	751	366	390
Transportation	681	607	924	342	438
Student Support	565	548	473	581	556
Instruction Support	216	211	323	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	94%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	16%	15%	21%
Student/teacher ratio	19.3	13.8	17.9
Average teacher salary	\$47,339	\$44,598	\$47,077
Average years' experience	11.1	11.4	10.6
Percent of teachers in first 3 years	13%	13%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$4,350 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	□
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	▲
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▲ = partially, and - = no goal set

Murphy Elementary School District

Maricopa County

Peer groups: Efficiency 9, Achievement 10

Legislative district(s): 16

District size: Medium-Large

Students attending: 2,175

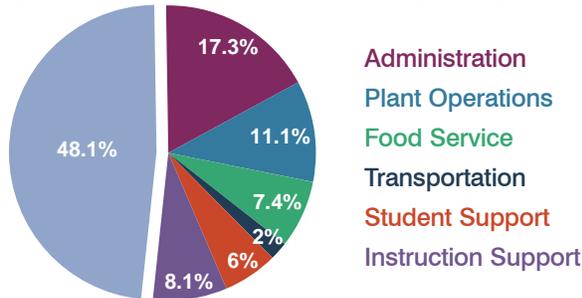
Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by function

Classroom dollars

Nonclassroom dollars



5-year trend

Total spending per pupil increased by 27 percent. Spending in the classroom varied year to year, decreasing significantly overall from 55.7 to 48.1 percent. Spending on administration and instruction support increased significantly, while spending in other areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,682	\$872	\$721
	Students per administrator	48	72	66
Plant Operations	Cost per square foot	\$7.75	\$6.86	\$6.25
	Square footage per student	140	127	146
Food Service	Cost per meal equivalent	\$3.11	\$2.32	\$2.41
Transportation	Cost per mile	\$3.79	\$5.66	\$3.35
	Miles per rider	87	129	282

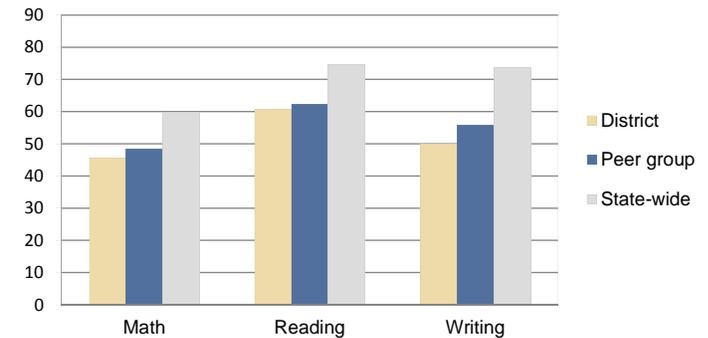


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$9,784	\$9,739	\$7,783	\$7,609	\$10,297
Classroom dollars	\$4,953	\$4,685	\$4,157	\$4,253	\$6,262
Nonclassroom dollars:	\$4,831	\$5,054	\$3,626	\$3,356	\$4,035
Administration	1,452	1,682	872	721	1,109
Plant Operations	1,119	1,087	873	914	1,003
Food Service	745	723	501	366	390
Transportation	188	194	260	342	438
Student Support	725	581	582	581	556
Instruction Support	602	787	538	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB. 2 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	95%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	52%	52%	21%
Student/teacher ratio	15.9	15.4	17.9
Average teacher salary	\$36,748	\$43,860	\$47,077
Average years' experience	7.3	9.0	10.6
Percent of teachers in first 3 years	43%	29%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$4,196 in additional pay, and each librarian, speech pathologist, counselor, and curriculum specialist earned between \$948 and \$3,948.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

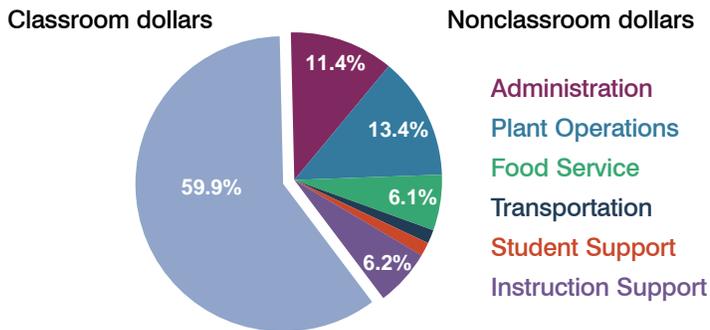
Naco Elementary School District

Cochise County
Peer groups: Efficiency 11, Achievement 8
Legislative district(s): 16

District size: Small
Students attending: 264
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 23 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 65.3 to 59.9 percent. Spending on administration and plant operations increased significantly, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,096	\$1,128	\$721
	Students per administrator	63	68	66
Plant Operations	Cost per square foot	\$9.51	\$7.21	\$6.25
	Square footage per student	136	148	146
Food Service	Cost per meal equivalent	\$2.95	\$2.70	\$2.41
Transportation	Cost per mile	\$1.51	\$2.00	\$3.35
	Miles per rider	124	222	282

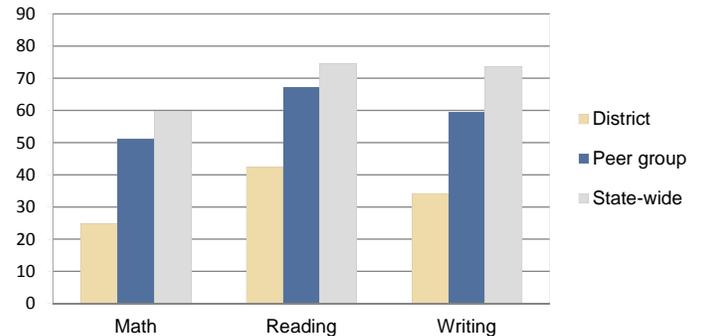
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,830	\$9,666	\$8,569	\$7,609	\$10,297
Classroom dollars	\$4,355	\$5,794	\$4,716	\$4,253	\$6,262
Nonclassroom dollars:	\$3,475	\$3,872	\$3,853	\$3,356	\$4,035
Administration	986	1,096	1,128	721	1,109
Plant Operations	1,069	1,296	1,025	914	1,003
Food Service	560	588	484	366	390
Transportation	137	146	389	342	438
Student Support	138	148	553	581	556
Instruction Support	585	598	274	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school did not meet all AYP objectives for NCLB because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	94%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	32%	34%	21%
Student/teacher ratio	13.9	14.4	17.9
Average teacher salary	\$42,085	\$43,616	\$47,077
Average years' experience	11.8	11.0	10.6
Percent of teachers in first 3 years	25%	20%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$6,938 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	▲
Teacher evaluations	-
Tutoring	-
Other	▲

■ = yes, □ = no, ▲ = partially, and - = no goal set

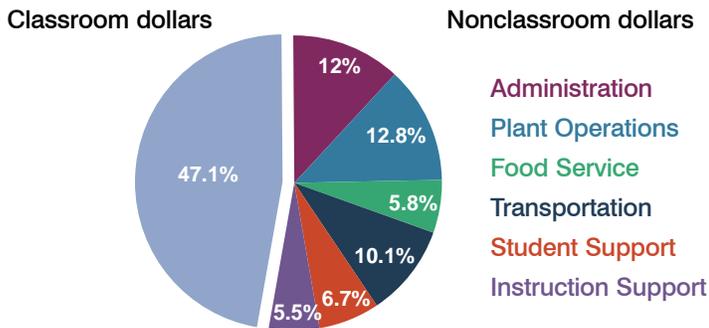
Nadaburg Unified School District

Maricopa County
Peer groups: Efficiency 5, Achievement 19
Legislative district(s): 4

District size: Medium
Students attending: 884
Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil returned to 2005 levels. Per-pupil spending in the classroom decreased even more, as the percentage spent in the classroom decreased significantly from 55.6 to 47.1 percent in this period. Spending on administration, plant operations, and instruction support increased significantly, while spending in other nonclassroom areas varied.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$975	\$1,060	\$721
	Students per administrator	60	54	66
Plant Operations	Cost per square foot	\$7.57	\$5.34	\$6.25
	Square footage per student	138	243	146
Food Service	Cost per meal equivalent	\$2.76	\$2.83	\$2.41
Transportation	Cost per mile	\$2.06	\$2.55	\$3.35
	Miles per rider	513	360	282

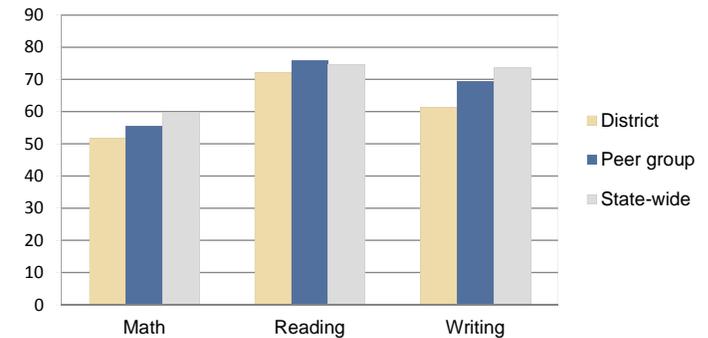


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$8,825	\$8,160	\$8,776	\$7,609	\$10,297
Classroom dollars	\$4,611	\$3,845	\$4,466	\$4,253	\$6,262
Nonclassroom dollars:	\$4,214	\$4,315	\$4,310	\$3,356	\$4,035
Administration	894	975	1,060	721	1,109
Plant Operations	1,161	1,044	1,260	914	1,003
Food Service	484	476	399	366	390
Transportation	855	825	510	342	438
Student Support	518	550	657	581	556
Instruction Support	302	445	424	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	92%	94%
Graduation rate (2009)	N/A	80%	76%
Poverty rate (2009)	22%	20%	21%
Student/teacher ratio	19.3	15.8	17.9
Average teacher salary	\$44,929	\$41,188	\$47,077
Average years' experience	9.8	11.6	10.6
Percent of teachers in first 3 years	20%	19%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$2,380 in additional pay, and each speech pathologist, counselor, and computer lab instructor earned between \$1,285 and \$2,979.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	■
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

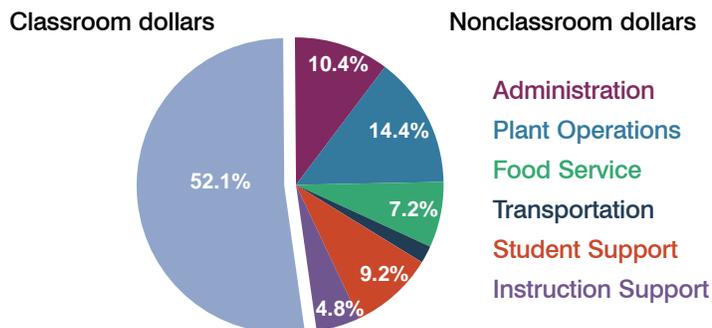
Nogales Unified School District

Santa Cruz County
Peer groups: Efficiency 4, Achievement 21
Legislative district(s): 25

District size: Medium-Large
Students attending: 5,797
Number of schools: 10

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 15 percent. Spending in the classroom varied from year to year, decreasing significantly overall from 54.9 to 52.1 percent. Spending on administration, plant operations, and instruction support increased, while spending on student support decreased significantly. Spending in other nonclassroom areas remained stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$742	\$778	\$721
	Students per administrator	59	65	66
Plant Operations	Cost per square foot	\$8.04	\$5.81	\$6.25
	Square footage per student	128	171	146
Food Service	Cost per meal equivalent	\$3.18	\$2.53	\$2.41
Transportation	Cost per mile	\$2.66	\$2.94	\$3.35
	Miles per rider	67	297	282

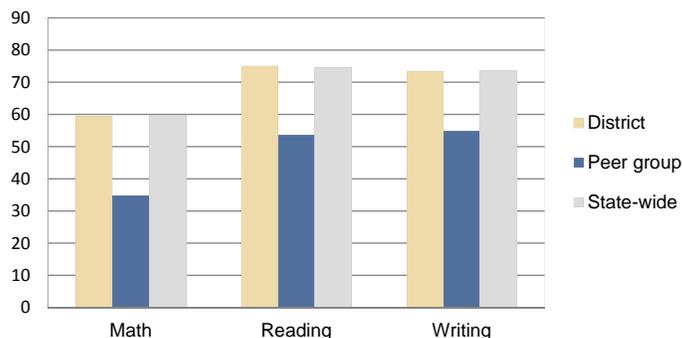
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,691	\$7,150	\$7,503	\$7,609	\$10,297
Classroom dollars	\$4,052	\$3,722	\$4,066	\$4,253	\$6,262
Nonclassroom dollars:	\$3,639	\$3,428	\$3,437	\$3,356	\$4,035
Administration	730	742	778	721	1,109
Plant Operations	1,052	1,028	973	914	1,003
Food Service	483	519	356	366	390
Transportation	136	133	356	342	438
Student Support	771	661	569	581	556
Instruction Support	467	345	405	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

7 schools met all applicable AYP objectives for NCLB. 2 did not because some students did not demonstrate sufficient academic progress. 1 school did not because its graduation rate was not sufficient.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	91%	94%
Graduation rate (2009)	84%	63%	76%
Poverty rate (2009)	40%	42%	21%
Student/teacher ratio	19.8	14.7	17.9
Average teacher salary	\$46,713	\$42,282	\$47,077
Average years' experience	13.2	12.3	10.6
Percent of teachers in first 3 years	13%	15%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,491 in additional pay, and each librarian, speech pathologist, counselor, Title I coordinator, and reading coach earned between \$3,516 and \$3,531.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	▶
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	■
Teacher professional development	▶
Teacher evaluations	-
Tutoring	▶
Other	▶

■ = yes, □ = no, ▶ = partially, and - = no goal set

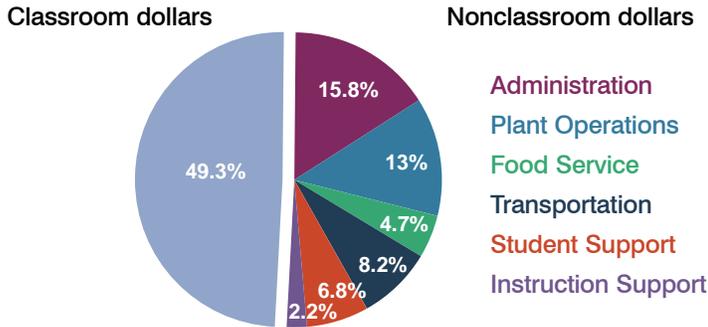
Oracle Elementary School District

Pinal County
Peer groups: Efficiency 11, Achievement 1
Legislative district(s): 23 and 26

District size: Small
Students attending: 492
Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Student enrollment increased by 40 percent, which contributed to the increase of only 1 percent in total spending per pupil. Spending in the classroom varied year to year, increasing slightly overall from 48.7 to 49.3 percent. Spending on plant operations decreased significantly, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,402	\$1,128	\$721
	Students per administrator	NR	68	66
Plant Operations	Cost per square foot	\$7.32	\$7.21	\$6.25
	Square footage per student	158	148	146
Food Service	Cost per meal equivalent	\$2.51	\$2.70	\$2.41
Transportation	Cost per mile	\$1.70	\$2.00	\$3.35
	Miles per rider	NR	222	282

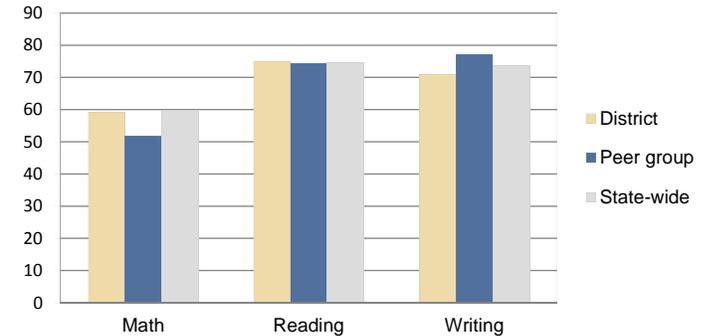


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$9,605	\$8,896	\$8,569	\$7,609	\$10,297
Classroom dollars	\$4,751	\$4,368	\$4,716	\$4,253	\$6,262
Nonclassroom dollars:	\$4,854	\$4,508	\$3,853	\$3,356	\$4,035
Administration	1,520	1,402	1,128	721	1,109
Plant Operations	1,172	1,158	1,025	914	1,003
Food Service	469	414	484	366	390
Transportation	754	727	389	342	438
Student Support	640	607	553	581	556
Instruction Support	299	200	274	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

1 school met all applicable AYP objectives for NCLB. 1 school was not eligible for an AYP determination.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	84%	92%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	9%	7%	21%
Student/teacher ratio	16.4	11.6	17.9
Average teacher salary	\$40,389	\$44,664	\$47,077
Average years' experience	14.0	12.8	10.6
Percent of teachers in first 3 years	33%	13%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$2,761 in additional pay, and the counselor earned \$2,805.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	■
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

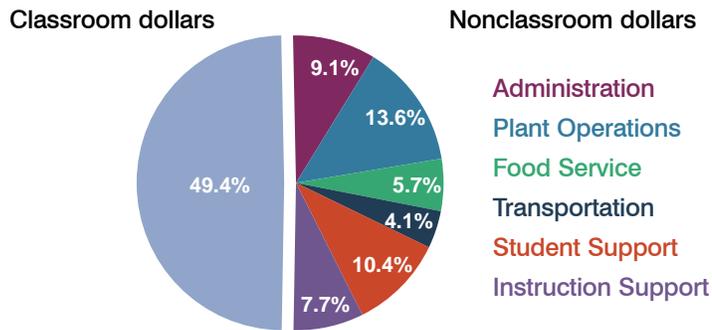
Osborn Elementary School District

Maricopa County
Peer groups: Efficiency 9, Achievement 7
Legislative district(s): 11 and 15

District size: Medium-Large
Students attending: 3,118
Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 22 percent. Spending in the classroom was fairly stable, increasing slightly overall from 49.1 to 49.4 percent. Spending on student support decreased significantly, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$753	\$872	\$721
	Students per administrator	64	72	66
Plant Operations	Cost per square foot	\$6.50	\$6.86	\$6.25
	Square footage per student	172	127	146
Food Service	Cost per meal equivalent	\$2.07	\$2.32	\$2.41
Transportation	Cost per mile	\$4.89	\$5.66	\$3.35
	Miles per rider	176	129	282

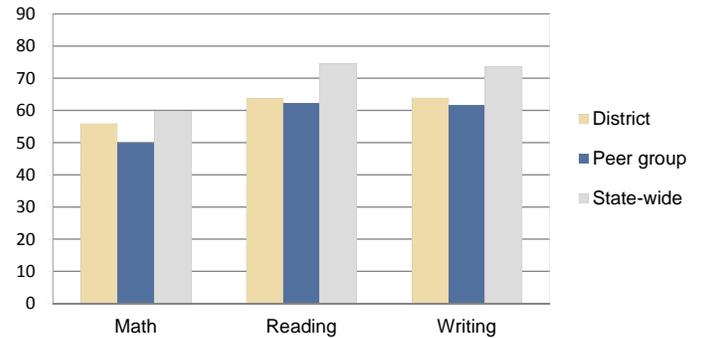


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$8,928	\$8,235	\$7,783	\$7,609	\$10,297
Classroom dollars	\$4,541	\$4,068	\$4,157	\$4,253	\$6,262
Nonclassroom dollars:	\$4,387	\$4,167	\$3,626	\$3,356	\$4,035
Administration	814	753	872	721	1,109
Plant Operations	1,129	1,118	873	914	1,003
Food Service	530	466	501	366	390
Transportation	369	333	260	342	438
Student Support	905	860	582	581	556
Instruction Support	640	637	538	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

5 schools met all applicable AYP objectives for NCLB. 1 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	94%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	28%	30%	21%
Student/teacher ratio	14.2	17.8	17.9
Average teacher salary	\$36,378	\$46,904	\$47,077
Average years' experience	7.6	8.7	10.6
Percent of teachers in first 3 years	26%	28%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$2,580 in additional pay, and each librarian and speech pathologist earned between \$213 and \$3,006.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

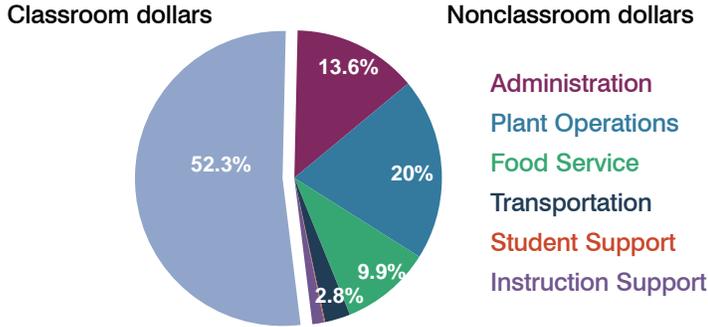
Owens-Whitney Elementary School District

Mohave County
Peer groups: Efficiency 12, Achievement 6
Legislative district(s): 3

District size: Very Small
Students attending: 24
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 20 percent. Spending in the classroom varied year to year, decreasing significantly overall from 59.6 to 52.3 percent. Spending on administration and plant operations increased significantly, while spending on student support decreased significantly. Spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,620	\$2,444	\$721
	Students per administrator	20	32	66
Plant Operations	Cost per square foot	\$12.34	\$7.59	\$6.25
	Square footage per student	313	297	146
Food Service	Cost per meal equivalent	\$10.76	\$4.85	\$2.41
Transportation	Cost per mile	\$0.18	\$1.87	\$3.35
	Miles per rider	NR	611	282

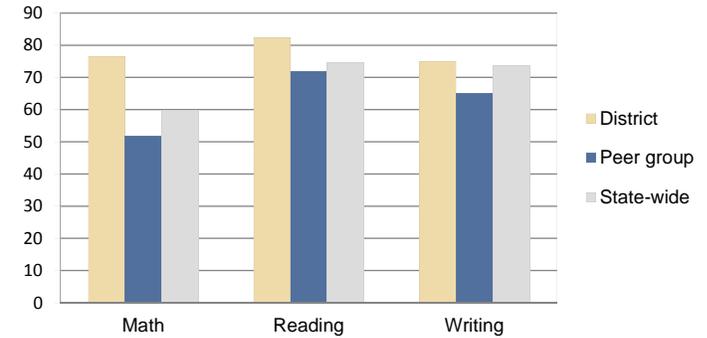


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$21,816	\$19,316	\$15,187	\$7,609	\$10,297
Classroom dollars	\$13,345	\$10,094	\$8,084	\$4,253	\$6,262
Nonclassroom dollars:	\$8,471	\$9,222	\$7,103	\$3,356	\$4,035
Administration	2,346	2,620	2,444	721	1,109
Plant Operations	3,797	3,868	2,188	914	1,003
Food Service	1,847	1,921	751	366	390
Transportation	271	539	924	342	438
Student Support	8	26	473	581	556
Instruction Support	202	248	323	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	94%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	27%	27%	21%
Student/teacher ratio	11.9	13.1	17.9
Average teacher salary	N/A	\$42,747	\$47,077
Average years' experience	N/A	13.8	10.6
Percent of teachers in first 3 years	0%	9%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$4,402 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	▲
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▲ = partially, and - = no goal set

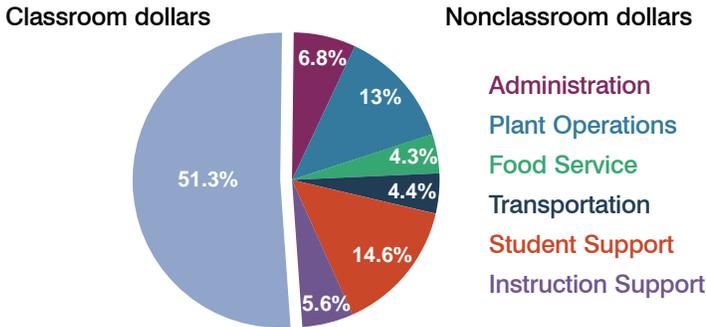
Page Unified School District

Coconino County
Peer groups: Efficiency 4, Achievement 20
Legislative district(s): 2 and 3

District size: Medium-Large
Students attending: 2,929
Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 8 percent. Spending in the classroom varied year to year, yet remained at 51.3 percent. Spending on administration, plant operations, and instruction support decreased significantly, while spending on student support increased significantly. Spending in other nonclassroom areas remained stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$656	\$778	\$721
	Students per administrator	48	65	66
Plant Operations	Cost per square foot	\$5.74	\$5.81	\$6.25
	Square footage per student	218	171	146
Food Service	Cost per meal equivalent	\$2.80	\$2.53	\$2.41
Transportation	Cost per mile	\$2.03	\$2.94	\$3.35
	Miles per rider	364	297	282

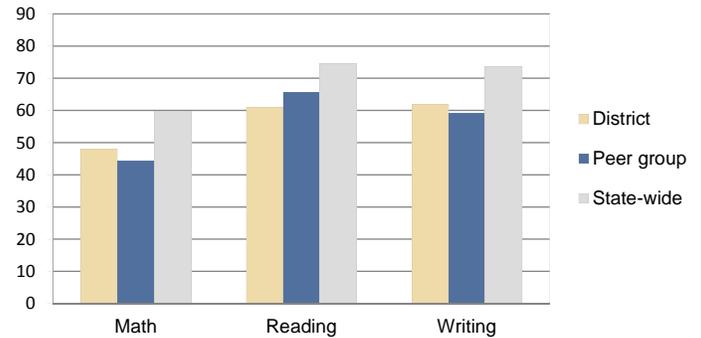
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$9,995	\$9,642	\$7,503	\$7,609	\$10,297
Classroom dollars	\$5,228	\$4,948	\$4,066	\$4,253	\$6,262
Nonclassroom dollars:	\$4,767	\$4,694	\$3,437	\$3,356	\$4,035
Administration	742	656	778	721	1,109
Plant Operations	1,255	1,250	973	914	1,003
Food Service	418	414	356	366	390
Transportation	402	423	356	342	438
Student Support	1,403	1,409	569	581	556
Instruction Support	547	542	405	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

1 school met all applicable AYP objectives for NCLB. 3 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	92%	93%	94%
Graduation rate (2009)	81%	80%	76%
Poverty rate (2009)	23%	26%	21%
Student/teacher ratio	16.5	15.4	17.9
Average teacher salary	\$46,112	\$41,299	\$47,077
Average years' experience	10.8	11.1	10.6
Percent of teachers in first 3 years	17%	20%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$2,917 in additional pay. Speech pathologists, counselors, the director of research and evaluation, gifted coordinator, and others earned between \$1,400 and \$3,245.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	▶
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	▶
Teacher evaluations	-
Tutoring	■
Other	▶

■ = yes, □ = no, ▶ = partially, and - = no goal set

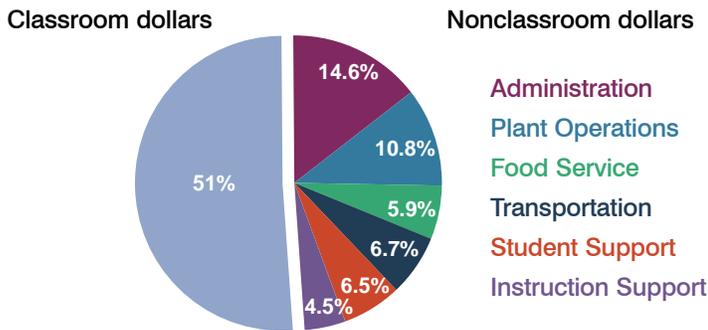
Palo Verde Elementary School District

Maricopa County
Peer groups: Efficiency 11, Achievement 6
Legislative district(s): 4 and 25

District size: Small
Students attending: 481
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Student enrollment increased by 44 percent, which contributed to the increase of only 4 percent in total spending per pupil. Spending in the classroom varied year to year, increasing overall from 49.6 to 51 percent. Spending on administration and plant operations decreased, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,060	\$1,128	\$721
	Students per administrator	51	68	66
Plant Operations	Cost per square foot	\$5.92	\$7.21	\$6.25
	Square footage per student	132	148	146
Food Service	Cost per meal equivalent	\$2.35	\$2.70	\$2.41
Transportation	Cost per mile	\$2.74	\$2.00	\$3.35
	Miles per rider	254	222	282

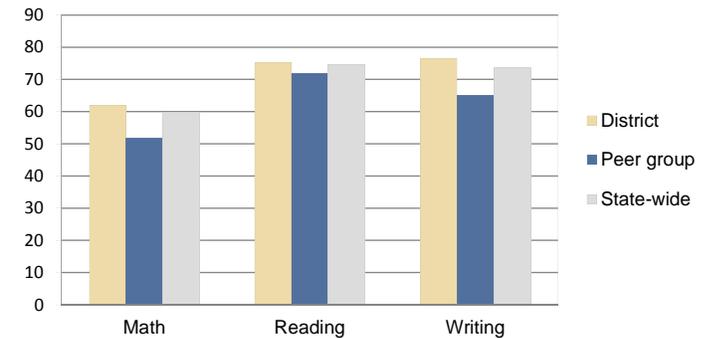


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$8,785	\$7,255	\$8,569	\$7,609	\$10,297
Classroom dollars	\$4,596	\$3,699	\$4,716	\$4,253	\$6,262
Nonclassroom dollars:	\$4,189	\$3,556	\$3,853	\$3,356	\$4,035
Administration	1,294	1,060	1,128	721	1,109
Plant Operations	879	784	1,025	914	1,003
Food Service	519	428	484	366	390
Transportation	659	485	389	342	438
Student Support	521	475	553	581	556
Instruction Support	317	324	274	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	94%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	29%	27%	21%
Student/teacher ratio	19.7	13.1	17.9
Average teacher salary	\$40,170	\$42,747	\$47,077
Average years' experience	8.9	13.8	10.6
Percent of teachers in first 3 years	21%	9%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$2,493 in additional pay, and each librarian earned \$1,687.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	■
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

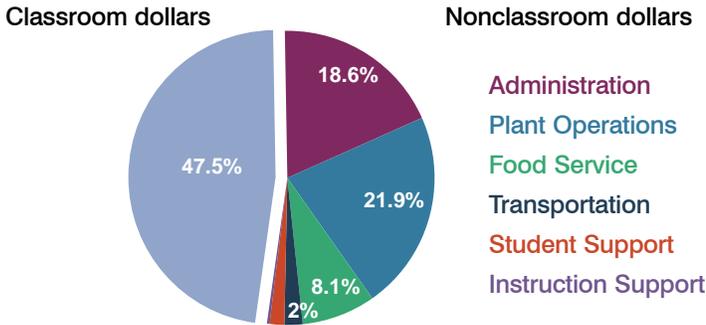
Paloma Elementary School District

Maricopa County
Peer groups: Efficiency 12, Achievement 9
Legislative district(s): 25

District size: Very Small
Students attending: 75
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Student enrollment increased by 28 percent, which contributed to the increase of only 5 percent in total spending per pupil. Spending in the classroom was very inconsistent year to year, decreasing overall from 48.1 to 47.5 percent. Spending on administration increased significantly, while spending on plant operations and transportation decreased significantly.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,393	\$2,444	\$721
	Students per administrator	75	32	66
Plant Operations	Cost per square foot	\$13.86	\$7.59	\$6.25
	Square footage per student	204	297	146
Food Service	Cost per meal equivalent	\$3.90	\$4.85	\$2.41
Transportation	Cost per mile	\$1.82	\$1.87	\$3.35
	Miles per rider	303	611	282

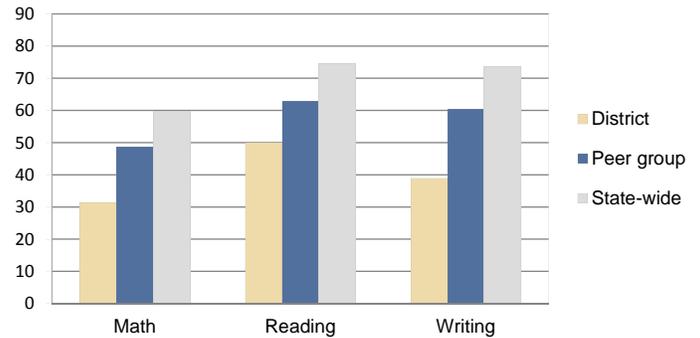


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$15,288	\$12,875	\$15,187	\$7,609	\$10,297
Classroom dollars	\$7,665	\$6,114	\$8,084	\$4,253	\$6,262
Nonclassroom dollars:	\$7,623	\$6,761	\$7,103	\$3,356	\$4,035
Administration	2,392	2,393	2,444	721	1,109
Plant Operations	3,342	2,824	2,188	914	1,003
Food Service	1,107	1,044	751	366	390
Transportation	428	250	924	342	438
Student Support	0	211	473	581	556
Instruction Support	354	39	323	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	93%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	43%	49%	21%
Student/teacher ratio	16.7	10.7	17.9
Average teacher salary	\$51,317	\$42,652	\$47,077
Average years' experience	11.5	10.1	10.6
Percent of teachers in first 3 years	17%	19%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,115 in additional pay, and each instructional aide earned \$166.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

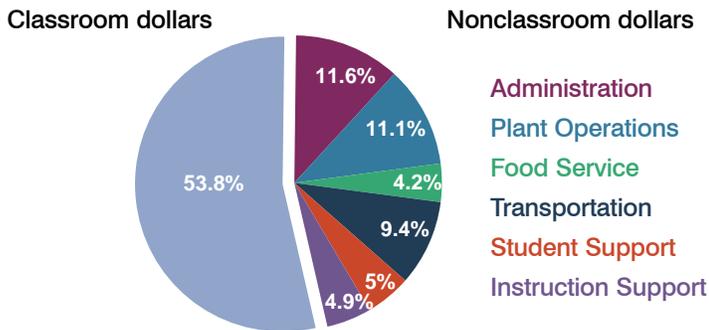
Palominas Elementary School District

Cochise County
Peer groups: Efficiency 10, Achievement 2
Legislative district(s): 25

District size: Medium
Students attending: 1,024
Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 8 percent. Spending in the classroom varied year to year, decreasing slightly overall from 54.3 to 53.8 percent. Spending on transportation decreased significantly, while spending on instruction support increased significantly. Spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$899	\$1,019	\$721
	Students per administrator	64	65	66
Plant Operations	Cost per square foot	\$6.81	\$6.70	\$6.25
	Square footage per student	127	130	146
Food Service	Cost per meal equivalent	\$2.33	\$2.42	\$2.41
Transportation	Cost per mile	\$1.67	\$3.03	\$3.35
	Miles per rider	316	196	282

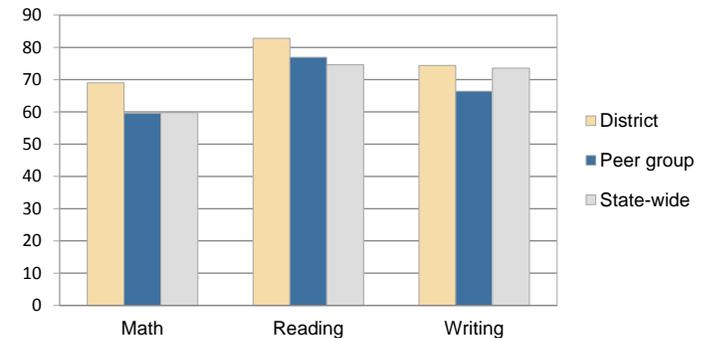


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$8,011	\$7,759	\$7,810	\$7,609	\$10,297
Classroom dollars	\$4,337	\$4,173	\$4,011	\$4,253	\$6,262
Nonclassroom dollars:	\$3,674	\$3,586	\$3,799	\$3,356	\$4,035
Administration	896	899	1,019	721	1,109
Plant Operations	925	864	916	914	1,003
Food Service	355	324	503	366	390
Transportation	735	732	432	342	438
Student Support	408	390	478	581	556
Instruction Support	355	377	451	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

3 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	94%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	15%	15%	21%
Student/teacher ratio	15.6	13.8	17.9
Average teacher salary	\$36,341	\$44,598	\$47,077
Average years' experience	10.9	11.4	10.6
Percent of teachers in first 3 years	22%	13%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,795 in additional pay, and each librarian, speech pathologist, and counselor earned between \$3,454 and \$3,658.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

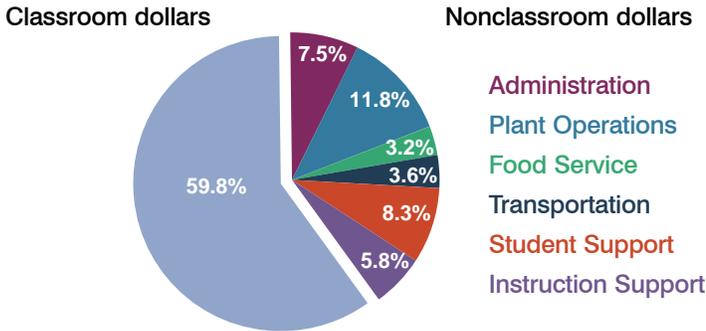
Paradise Valley Unified School District

Maricopa County
Peer groups: Efficiency 1, Achievement 16
Legislative district(s): 6, 7, 8, 10, and 11

District size: Very Large
Students attending: 31,867
Number of schools: 46

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 16 percent. Spending in the classroom varied year to year, decreasing significantly overall from 63 to 59.8 percent. Spending on student support increased, while spending in other nonclassroom areas remained stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$531	\$601	\$721
	Students per administrator	79	80	66
Plant Operations	Cost per square foot	\$5.49	\$6.01	\$6.25
	Square footage per student	152	137	146
Food Service	Cost per meal equivalent	\$2.31	\$2.32	\$2.41
Transportation	Cost per mile	\$3.30	\$3.71	\$3.35
	Miles per rider	255	292	282

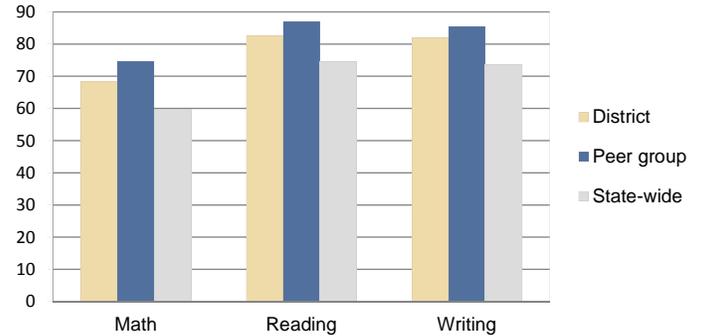
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,387	\$7,041	\$7,200	\$7,609	\$10,297
Classroom dollars	\$4,479	\$4,208	\$4,253	\$4,253	\$6,262
Nonclassroom dollars:	\$2,908	\$2,833	\$2,947	\$3,356	\$4,035
Administration	561	531	601	721	1,109
Plant Operations	828	833	819	914	1,003
Food Service	233	226	303	366	390
Transportation	262	255	318	342	438
Student Support	620	582	552	581	556
Instruction Support	404	406	354	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

36 schools met all applicable AYP objectives for NCLB. 10 schools failed to meet 1 or more of the following objectives: percent tested (2); academic progress (8); attendance rate (2); graduation rate (1).

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	94%
Graduation rate (2009)	89%	90%	76%
Poverty rate (2009)	14%	10%	21%
Student/teacher ratio	19.4	18.0	17.9
Average teacher salary	\$48,859	\$45,075	\$47,077
Average years' experience	12.8	10.4	10.6
Percent of teachers in first 3 years	12%	16%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,820 in additional pay, and each librarian, speech pathologist, and counselor earned between \$2,069 and \$4,489.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	■
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

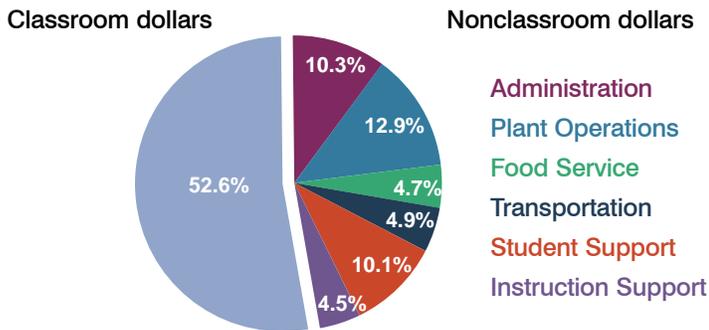
Parker Unified School District

La Paz County
Peer groups: Efficiency 5, Achievement 21
Legislative district(s): 24

District size: Medium
Students attending: 1,779
Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 20 percent. Spending in the classroom varied year to year, decreasing significantly overall from 55.1 to 52.6 percent. Spending on plant operations increased, while spending in other nonclassroom areas remained stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$925	\$1,060	\$721
	Students per administrator	61	54	66
Plant Operations	Cost per square foot	\$5.65	\$5.34	\$6.25
	Square footage per student	206	243	146
Food Service	Cost per meal equivalent	\$2.75	\$2.83	\$2.41
Transportation	Cost per mile	\$2.45	\$2.55	\$3.35
	Miles per rider	306	360	282

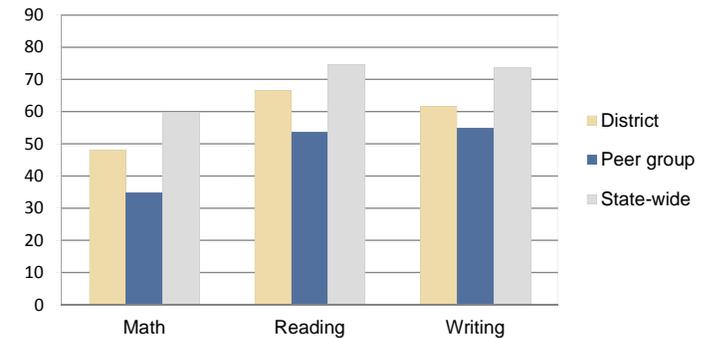


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$9,173	\$8,998	\$8,776	\$7,609	\$10,297
Classroom dollars	\$4,650	\$4,735	\$4,466	\$4,253	\$6,262
Nonclassroom dollars:	\$4,523	\$4,263	\$4,310	\$3,356	\$4,035
Administration	935	925	1,060	721	1,109
Plant Operations	1,255	1,162	1,260	914	1,003
Food Service	479	427	399	366	390
Transportation	431	433	510	342	438
Student Support	926	909	657	581	556
Instruction Support	497	407	424	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

4 schools met all applicable AYP objectives for NCLB. 2 schools failed to meet 1 or more of the following objectives: academic progress (1); attendance rate (1); graduation rate (1).

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	91%	94%
Graduation rate (2009)	82%	63%	76%
Poverty rate (2009)	37%	42%	21%
Student/teacher ratio	15.8	14.7	17.9
Average teacher salary	\$42,351	\$42,282	\$47,077
Average years' experience	12.3	12.3	10.6
Percent of teachers in first 3 years	19%	15%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$4,418 in additional pay, and each librarian and counselor earned \$4,441.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	▲
Teacher evaluations	-
Tutoring	-
Other	▲

■ = yes, □ = no, ▲ = partially, and - = no goal set

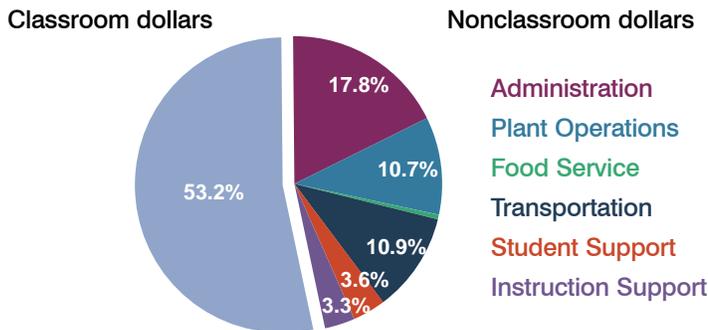
Patagonia Elementary School District

Santa Cruz County
Peer groups: Efficiency 12, Achievement 8
Legislative district(s): 25 and 30

District size: Very Small
Students attending: 78
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 17 percent. Spending in the classroom varied year to year, decreasing significantly overall from 59 to 53.2 percent. Spending on administration and plant operations increased significantly, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,409	\$2,444	\$721
	Students per administrator	74	32	66
Plant Operations	Cost per square foot	\$9.05	\$7.59	\$6.25
	Square footage per student	160	297	146
Food Service	Cost per meal equivalent	N/A	\$4.85	\$2.41
Transportation	Cost per mile	\$2.11	\$1.87	\$3.35
	Miles per rider	NR	611	282

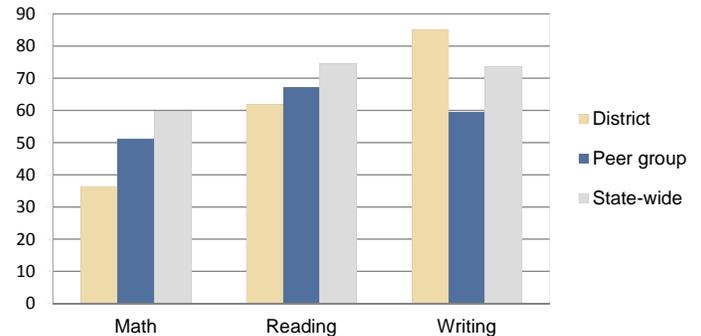


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$13,858	\$13,507	\$15,187	\$7,609	\$10,297
Classroom dollars	\$7,701	\$7,192	\$8,084	\$4,253	\$6,262
Nonclassroom dollars:	\$6,157	\$6,315	\$7,103	\$3,356	\$4,035
Administration	2,221	2,409	2,444	721	1,109
Plant Operations	1,561	1,445	2,188	914	1,003
Food Service	68	64	751	366	390
Transportation	1,139	1,476	924	342	438
Student Support	495	479	473	581	556
Instruction Support	673	442	323	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	94%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	36%	34%	21%
Student/teacher ratio	13.0	14.4	17.9
Average teacher salary	\$42,235	\$43,616	\$47,077
Average years' experience	18.3	11.0	10.6
Percent of teachers in first 3 years	21%	20%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$5,353 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▮ = partially, and - = no goal set

Patagonia Union High School District

Santa Cruz County

Peer groups: Efficiency 7, Achievement 11

Legislative district(s): 25 and 30

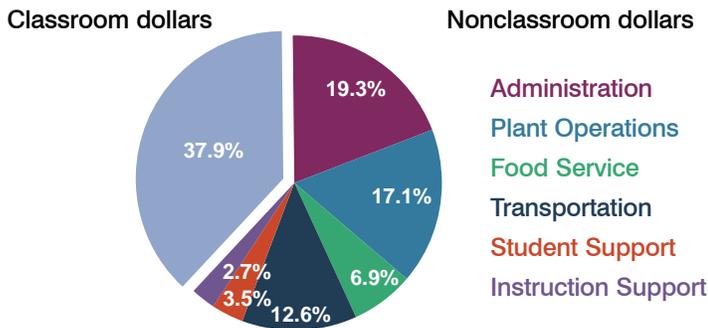
District size: Very Small

Students attending: 75

Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 20 percent. Spending in the classroom varied year to year, decreasing significantly overall from 41.7 to 37.9 percent. Spending on administration increased significantly, while spending on instruction support decreased significantly. Spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$3,725	\$2,555	\$721
	Students per administrator	17	28	66
Plant Operations	Cost per square foot	\$3.51	\$4.77	\$6.25
	Square footage per student	NR	509	146
Food Service	Cost per meal equivalent	\$3.78	\$4.98	\$2.41
Transportation	Cost per mile	\$1.11	\$1.78	\$3.35
	Miles per rider	NR	1,443	282

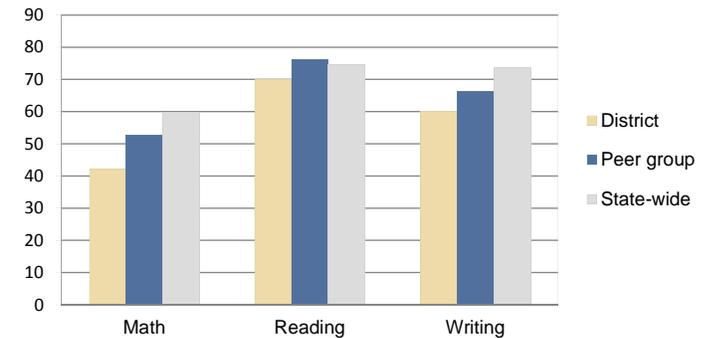


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$16,796	\$19,333	\$16,816	\$7,609	\$10,297
Classroom dollars	\$6,562	\$7,328	\$8,229	\$4,253	\$6,262
Nonclassroom dollars:	\$10,234	\$12,005	\$8,587	\$3,356	\$4,035
Administration	3,031	3,725	2,555	721	1,109
Plant Operations	3,134	3,301	2,717	914	1,003
Food Service	1,110	1,342	813	366	390
Transportation	1,702	2,431	1,262	342	438
Student Support	757	678	751	581	556
Instruction Support	500	528	489	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	88%	91%	94%
Graduation rate (2009)	96%	75%	76%
Poverty rate (2009)	14%	17%	21%
Student/teacher ratio	9.6	16.1	17.9
Average teacher salary	\$35,467	\$42,851	\$47,077
Average years' experience	7.4	9.1	10.6
Percent of teachers in first 3 years	45%	29%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,814 in additional pay, and each librarian and counselor earned \$306.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	■
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	■
Teacher professional development	■
Teacher evaluations	■
Tutoring	■
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

Payson Unified School District

Gila County

Peer groups: Efficiency 4, Achievement 19

Legislative district(s): 5

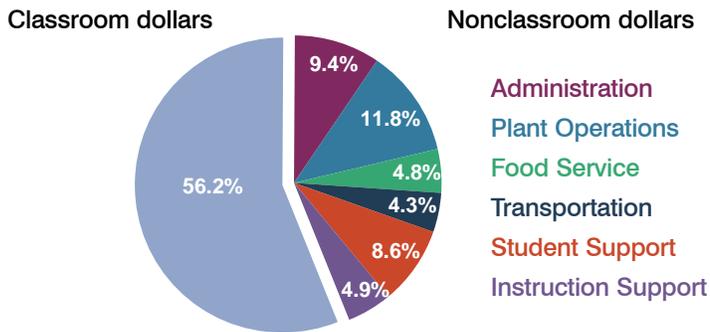
District size: Medium-Large

Students attending: 2,540

Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased 23 percent. Spending in the classroom varied year to year, decreasing significantly overall from 59.3 to 56.2 percent. Spending on food service and instruction support increased, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$739	\$778	\$721
	Students per administrator	62	65	66
Plant Operations	Cost per square foot	\$6.47	\$5.81	\$6.25
	Square footage per student	144	171	146
Food Service	Cost per meal equivalent	\$2.72	\$2.53	\$2.41
Transportation	Cost per mile	\$2.82	\$2.94	\$3.35
	Miles per rider	363	297	282

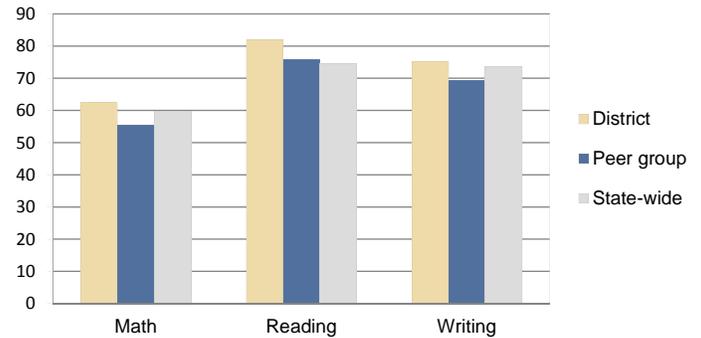
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,790	\$7,903	\$7,503	\$7,609	\$10,297
Classroom dollars	\$4,456	\$4,444	\$4,066	\$4,253	\$6,262
Nonclassroom dollars:	\$3,334	\$3,459	\$3,437	\$3,356	\$4,035
Administration	722	739	778	721	1,109
Plant Operations	895	930	973	914	1,003
Food Service	370	382	356	366	390
Transportation	322	340	356	342	438
Student Support	635	681	569	581	556
Instruction Support	390	387	405	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

5 schools met all applicable AYP objectives for NCLB. 1 school did not because its graduation rate was not sufficient.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	92%	94%
Graduation rate (2009)	73%	80%	76%
Poverty rate (2009)	19%	20%	21%
Student/teacher ratio	16.5	15.8	17.9
Average teacher salary	\$46,760	\$41,188	\$47,077
Average years' experience	11.3	11.6	10.6
Percent of teachers in first 3 years	10%	19%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$5,131 in additional pay, and each librarian, speech pathologist, and counselor earned between \$1,571 and \$5,777.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

Peach Springs Unified School District

Mohave County

Peer groups: Efficiency 7, Achievement 21

Legislative district(s): 2 and 3

District size: Very Small

Students attending: 171

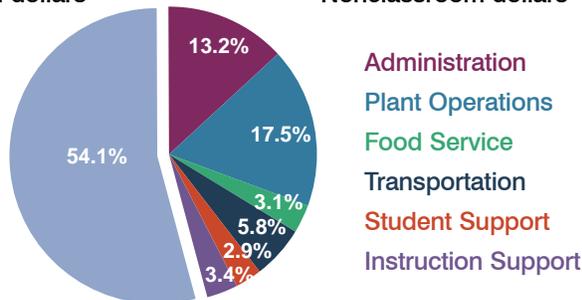
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function

Classroom dollars

Nonclassroom dollars



5-year trend

Total spending per pupil increased by 11 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 60.6 to 54.1 percent. Spending on plant operations, transportation, and instruction support increased significantly, while spending on administration and food service decreased significantly.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,235	\$2,555	\$721
	Students per administrator	28	28	66
Plant Operations	Cost per square foot	\$4.84	\$4.77	\$6.25
	Square footage per student	614	509	146
Food Service	Cost per meal equivalent	\$2.65	\$4.98	\$2.41
Transportation	Cost per mile	\$4.82	\$1.78	\$3.35
	Miles per rider	NR	1,443	282

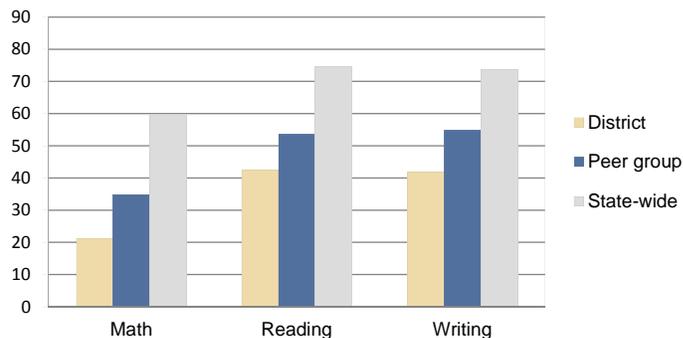


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$13,185	\$16,993	\$16,816	\$7,609	\$10,297
Classroom dollars	\$5,450	\$9,199	\$8,229	\$4,253	\$6,262
Nonclassroom dollars:	\$7,735	\$7,794	\$8,587	\$3,356	\$4,035
Administration	2,991	2,235	2,555	721	1,109
Plant Operations	2,532	2,972	2,717	914	1,003
Food Service	555	534	813	366	390
Transportation	999	984	1,262	342	438
Student Support	423	488	751	581	556
Instruction Support	235	581	489	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school did not meet all applicable AYP objectives for NCLB because it failed to meet the percent-tested objective and some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	91%	91%	94%
Graduation rate (2009)	0%	63%	76%
Poverty rate (2009)	48%	42%	21%
Student/teacher ratio	11.0	14.7	17.9
Average teacher salary	\$56,833	\$42,282	\$47,077
Average years' experience	12.8	12.3	10.6
Percent of teachers in first 3 years	5%	15%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,964 in additional pay, and each speech pathologist earned \$2,000.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	▲
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▲ = partially, and - = no goal set

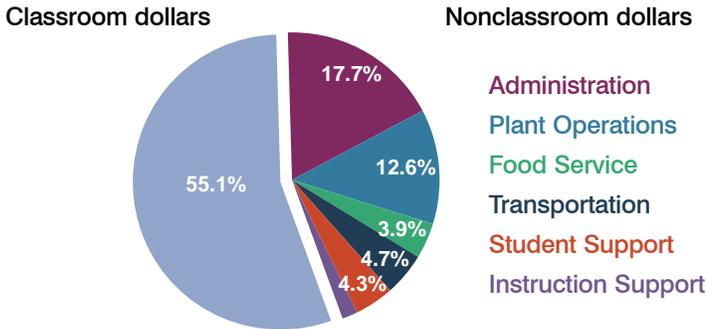
Pearce Elementary School District

Cochise County
Peer groups: Efficiency 12, Achievement 4
Legislative district(s): 25

District size: Very Small
Students attending: 90
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function

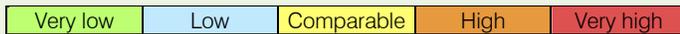


5-year trend

Student enrollment decreased by 16 percent, which contributed to the 56 percent increase in total spending per pupil. Spending in the classroom varied year to year, increasing significantly overall from 52.4 to 55.1 percent. Spending on plant operations and student support increased, while spending in all other nonclassroom areas decreased.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,675	\$2,444	\$721
	Students per administrator	24	32	66
Plant Operations	Cost per square foot	\$5.87	\$7.59	\$6.25
	Square footage per student	326	297	146
Food Service	Cost per meal equivalent	\$3.72	\$4.85	\$2.41
Transportation	Cost per mile	\$1.59	\$1.87	\$3.35
	Miles per rider	424	611	282

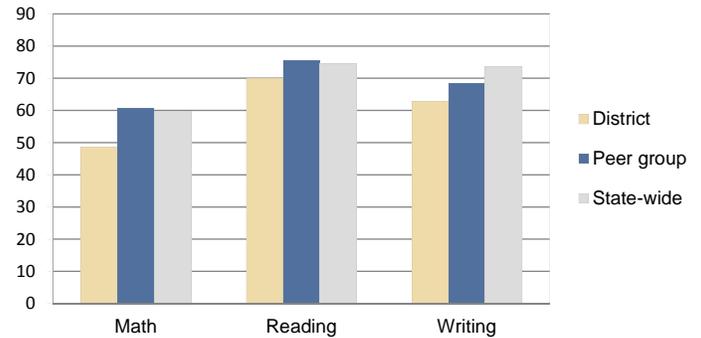


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$16,388	\$15,113	\$15,187	\$7,609	\$10,297
Classroom dollars	\$9,192	\$8,333	\$8,084	\$4,253	\$6,262
Nonclassroom dollars:	\$7,196	\$6,780	\$7,103	\$3,356	\$4,035
Administration	2,857	2,675	2,444	721	1,109
Plant Operations	1,753	1,911	2,188	914	1,003
Food Service	847	591	751	366	390
Transportation	1,161	711	924	342	438
Student Support	235	643	473	581	556
Instruction Support	343	249	323	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	95%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	21%	20%	21%
Student/teacher ratio	9.0	12.9	17.9
Average teacher salary	\$48,125	\$45,161	\$47,077
Average years' experience	14.3	13.5	10.6
Percent of teachers in first 3 years	10%	8%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$2,467 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

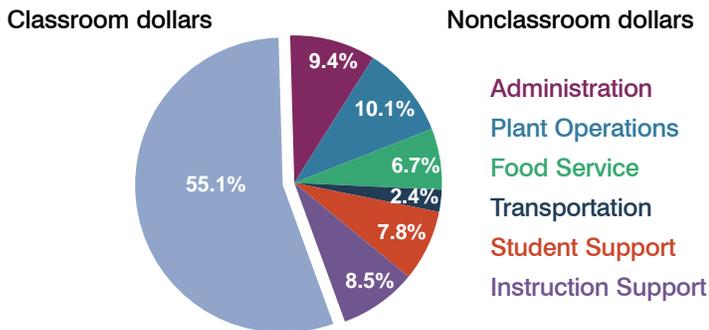
Pendergast Elementary School District

Maricopa County
Peer groups: Efficiency 8, Achievement 5
Legislative district(s): 12 and 13

District size: Large
Students attending: 9,729
Number of schools: 14

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 24 percent. Spending in the classroom varied year to year, decreasing significantly overall from 58.9 to 55.1 percent. Spending on instruction support increased significantly, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$694	\$701	\$721
	Students per administrator	78	69	66
Plant Operations	Cost per square foot	\$6.54	\$6.48	\$6.25
	Square footage per student	114	123	146
Food Service	Cost per meal equivalent	\$2.44	\$2.36	\$2.41
Transportation	Cost per mile	\$4.70	\$4.82	\$3.35
	Miles per rider	193	180	282

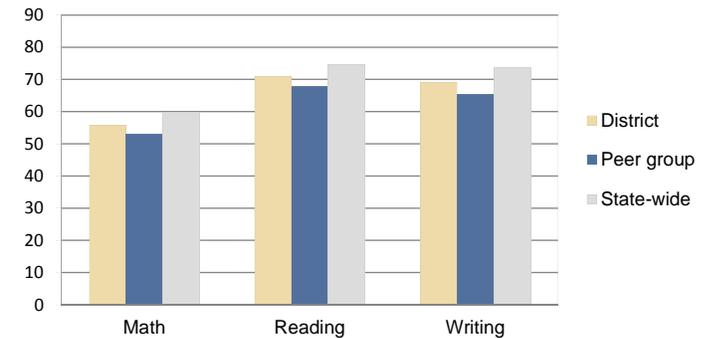


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,341	\$7,381	\$7,513	\$7,609	\$10,297
Classroom dollars	\$4,092	\$4,071	\$4,190	\$4,253	\$6,262
Nonclassroom dollars:	\$3,249	\$3,310	\$3,323	\$3,356	\$4,035
Administration	690	694	701	721	1,109
Plant Operations	737	747	794	914	1,003
Food Service	494	493	476	366	390
Transportation	177	176	279	342	438
Student Support	567	576	536	581	556
Instruction Support	584	624	537	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

12 schools met all applicable AYP objectives for NCLB. 2 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	95%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	19%	19%	21%
Student/teacher ratio	18.2	18.0	17.9
Average teacher salary	\$47,665	\$43,515	\$47,077
Average years' experience	8.1	7.9	10.6
Percent of teachers in first 3 years	32%	35%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$4,411 in additional pay, and each librarian, speech pathologist, counselor, instructional coach, and inclusion specialist earned between \$3,067 and \$4,726.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

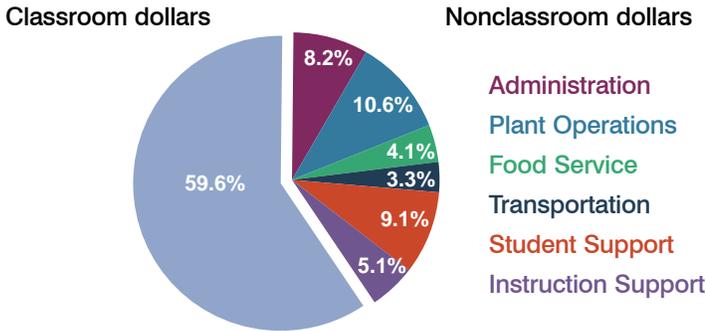
Peoria Unified School District

Maricopa County
Peer groups: Efficiency 1, Achievement 16
Legislative district(s): 4, 9, 10, and 12

District size: Very Large
Students attending: 36,177
Number of schools: 39

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 12 percent. Spending in the classroom was fairly stable, but decreased slightly overall from 60 to 59.6 percent. Spending on student support increased, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$541	\$601	\$721
	Students per administrator	100	80	66
Plant Operations	Cost per square foot	\$5.42	\$6.01	\$6.25
	Square footage per student	130	137	146
Food Service	Cost per meal equivalent	\$2.32	\$2.32	\$2.41
Transportation	Cost per mile	\$3.33	\$3.71	\$3.35
	Miles per rider	315	292	282

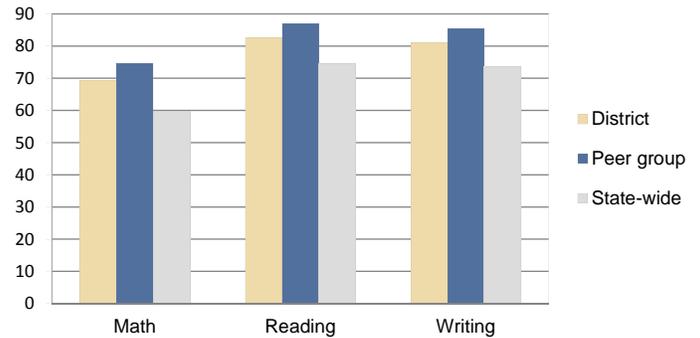
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,206	\$6,639	\$7,200	\$7,609	\$10,297
Classroom dollars	\$4,357	\$3,958	\$4,253	\$4,253	\$6,262
Nonclassroom dollars:	\$2,849	\$2,681	\$2,947	\$3,356	\$4,035
Administration	557	541	601	721	1,109
Plant Operations	742	705	819	914	1,003
Food Service	270	274	303	366	390
Transportation	251	220	318	342	438
Student Support	634	605	552	581	556
Instruction Support	395	336	354	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

35 schools met all applicable AYP objectives for NCLB. 4 schools failed to meet 1 or more of the following objectives: percent tested (1); academic progress (3); attendance rate (1); graduation rate (1).

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	96%	95%	94%
Graduation rate (2009)	92%	90%	76%
Poverty rate (2009)	13%	10%	21%
Student/teacher ratio	17.6	18.0	17.9
Average teacher salary	\$45,529	\$45,075	\$47,077
Average years' experience	9.7	10.4	10.6
Percent of teachers in first 3 years	23%	16%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,093 in additional pay, and each librarian, speech pathologist, audiologist, and counselor earned between \$4,490 and \$5,929.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	▶
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	▶
Teacher evaluations	▶
Tutoring	-
Other	▶

■ = yes, □ = no, ▶ = partially, and - = no goal set

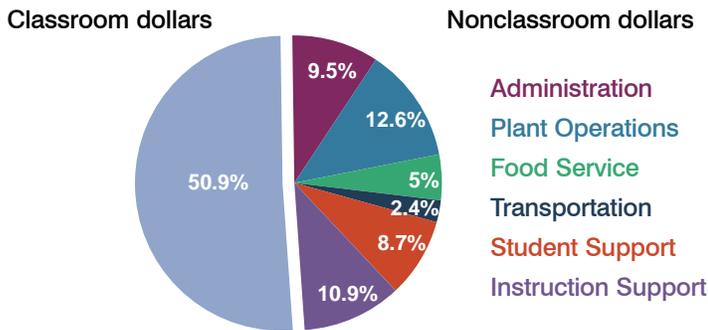
Phoenix Elementary School District

Maricopa County
Peer groups: Efficiency 9, Achievement 10
Legislative district(s): 14, 15, and 16

District size: Medium-Large
Students attending: 6,666
Number of schools: 14

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 34 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 57.1 to 50.9 percent. Spending on instruction support increased significantly, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,007	\$872	\$721
	Students per administrator	50	72	66
Plant Operations	Cost per square foot	\$7.73	\$6.86	\$6.25
	Square footage per student	173	127	146
Food Service	Cost per meal equivalent	\$2.11	\$2.32	\$2.41
Transportation	Cost per mile	\$6.43	\$5.66	\$3.35
	Miles per rider	129	129	282

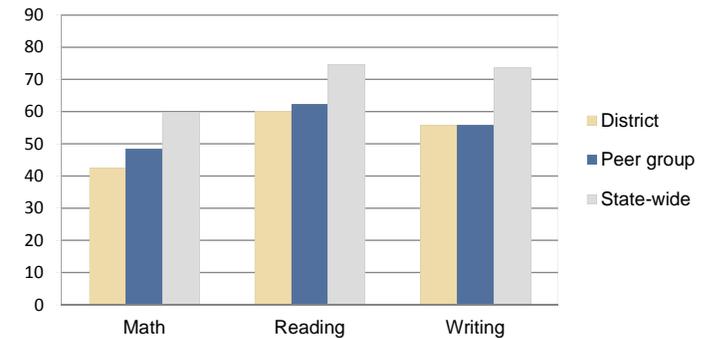


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$10,494	\$10,660	\$7,783	\$7,609	\$10,297
Classroom dollars	\$5,647	\$5,427	\$4,157	\$4,253	\$6,262
Nonclassroom dollars:	\$4,847	\$5,233	\$3,626	\$3,356	\$4,035
Administration	826	1,007	872	721	1,109
Plant Operations	1,174	1,339	873	914	1,003
Food Service	495	538	501	366	390
Transportation	269	260	260	342	438
Student Support	970	930	582	581	556
Instruction Support	1,113	1,159	538	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

5 schools met all applicable AYP objectives for NCLB. 9 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	51%	52%	21%
Student/teacher ratio	13.9	15.4	17.9
Average teacher salary	\$43,500	\$43,860	\$47,077
Average years' experience	10.0	9.0	10.6
Percent of teachers in first 3 years	28%	29%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,570 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	▲
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	▲
Teacher professional development	▲
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▲ = partially, and - = no goal set

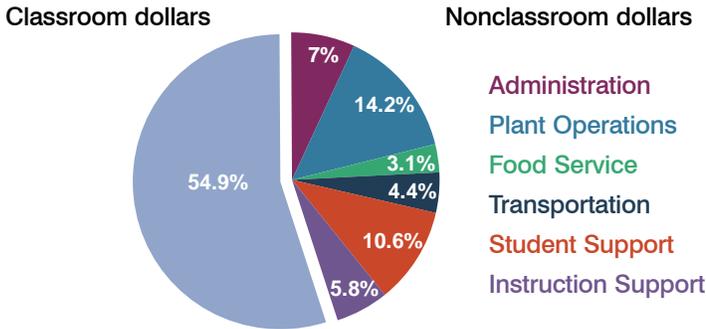
Phoenix Union High School District

Maricopa County
Peer groups: Efficiency 1, Achievement 14
Legislative district(s): 11, 13, 14, 15, and 16

District size: Very Large
Students attending: 25,151
Number of schools: 16

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 18 percent. Spending in the classroom remained fairly stable, but decreased slightly overall from 55.3 to 54.9 percent. Spending on administration decreased and spending transportation increased, while spending in other nonclassroom areas remained stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$716	\$601	\$721
	Students per administrator	NR	80	66
Plant Operations	Cost per square foot	\$8.54	\$6.01	\$6.25
	Square footage per student	169	137	146
Food Service	Cost per meal equivalent	\$2.30	\$2.32	\$2.41
Transportation	Cost per mile	\$7.81	\$3.71	\$3.35
	Miles per rider	496	292	282

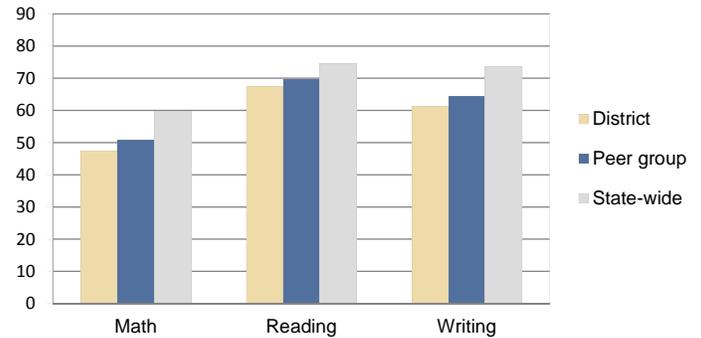
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$10,243	\$10,163	\$7,200	\$7,609	\$10,297
Classroom dollars	\$5,694	\$5,576	\$4,253	\$4,253	\$6,262
Nonclassroom dollars:	\$4,549	\$4,587	\$2,947	\$3,356	\$4,035
Administration	858	716	601	721	1,109
Plant Operations	1,319	1,445	819	914	1,003
Food Service	297	311	303	366	390
Transportation	457	453	318	342	438
Student Support	1,050	1,079	552	581	556
Instruction Support	568	583	354	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

5 schools met all applicable AYP objectives for NCLB. 11 schools failed to meet 1 or more of the following objectives: academic progress (9); graduation rate (4).

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	98%	96%	94%
Graduation rate (2009)	79%	78%	76%
Poverty rate (2009)	30%	24%	21%
Student/teacher ratio	18.9	20.7	17.9
Average teacher salary	\$66,596	\$51,973	\$47,077
Average years' experience	11.4	11.3	10.6
Percent of teachers in first 3 years	10%	12%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$5,925 in additional pay, and each librarian, speech pathologist, counselor, and teacher on assignment earned between \$320 and \$1,248.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	■
Student attendance	■
Parent/student satisfaction	▲
Teacher attendance	▲
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▲ = partially, and - = no goal set

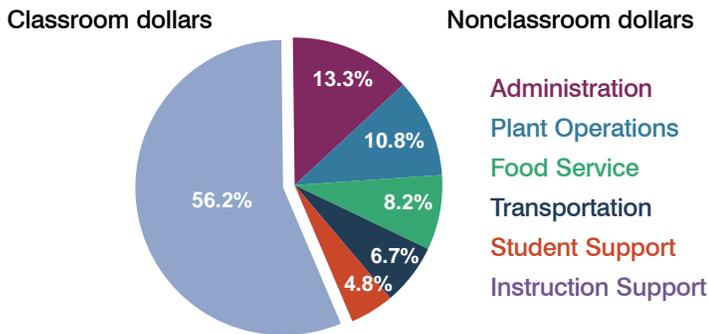
Picacho Elementary School District

Pinal County
Peer groups: Efficiency 12, Achievement 4
Legislative district(s): 23

District size: Very Small
Students attending: 181
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 39 percent. Spending in the classroom was very inconsistent year to year, increasing significantly overall from 54.1 to 56.2 percent. Spending on instruction support decreased significantly, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,374	\$2,444	\$721
	Students per administrator	48	32	66
Plant Operations	Cost per square foot	\$8.08	\$7.59	\$6.25
	Square footage per student	138	297	146
Food Service	Cost per meal equivalent	\$3.47	\$4.85	\$2.41
Transportation	Cost per mile	\$2.83	\$1.87	\$3.35
	Miles per rider	237	611	282

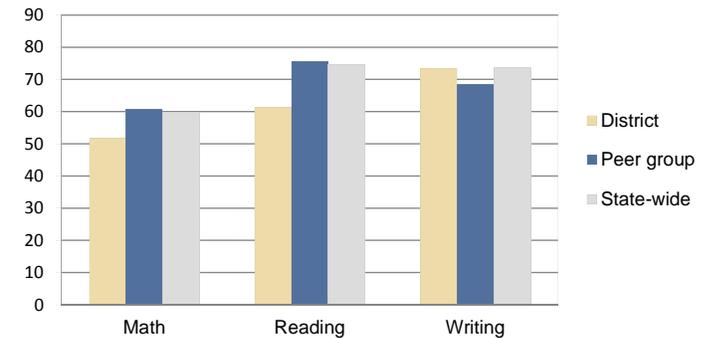


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$9,728	\$10,303	\$15,187	\$7,609	\$10,297
Classroom dollars	\$5,408	\$5,790	\$8,084	\$4,253	\$6,262
Nonclassroom dollars:	\$4,320	\$4,513	\$7,103	\$3,356	\$4,035
Administration	1,459	1,374	2,444	721	1,109
Plant Operations	1,017	1,111	2,188	914	1,003
Food Service	734	846	751	366	390
Transportation	505	691	924	342	438
Student Support	471	490	473	581	556
Instruction Support	134	1	323	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	95%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	20%	20%	21%
Student/teacher ratio	14.2	12.9	17.9
Average teacher salary	\$50,235	\$45,161	\$47,077
Average years' experience	13.8	13.5	10.6
Percent of teachers in first 3 years	8%	8%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$5,232 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

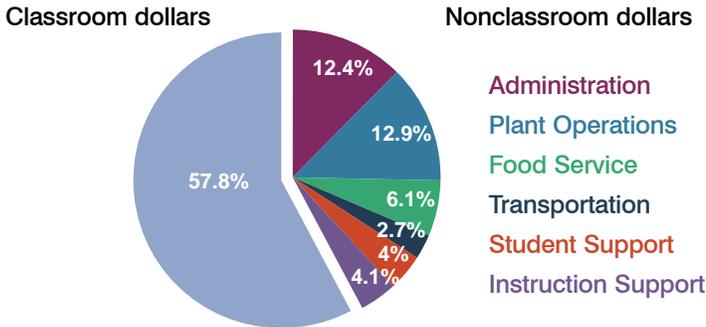
Pima Unified School District

Graham County
Peer groups: Efficiency 5, Achievement 19
Legislative district(s): 5

District size: Medium
Students attending: 716
Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 14 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 59.6 to 57.8 percent. Spending on administration decreased and spending on instruction support increased significantly, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$922	\$1,060	\$721
	Students per administrator	65	54	66
Plant Operations	Cost per square foot	\$6.02	\$5.34	\$6.25
	Square footage per student	160	243	146
Food Service	Cost per meal equivalent	\$2.61	\$2.83	\$2.41
Transportation	Cost per mile	\$2.34	\$2.55	\$3.35
	Miles per rider	109	360	282

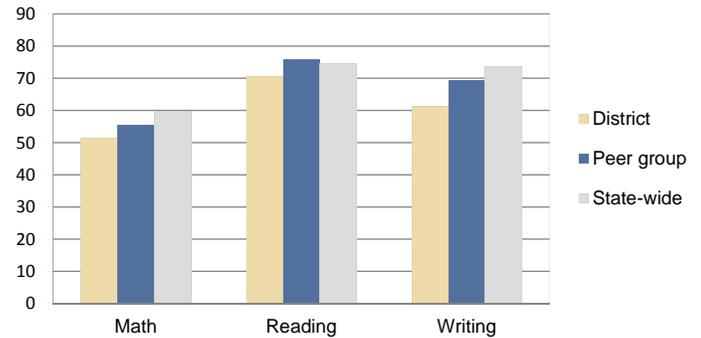
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,615	\$7,475	\$8,776	\$7,609	\$10,297
Classroom dollars	\$4,549	\$4,322	\$4,466	\$4,253	\$6,262
Nonclassroom dollars:	\$3,066	\$3,153	\$4,310	\$3,356	\$4,035
Administration	921	922	1,060	721	1,109
Plant Operations	851	964	1,260	914	1,003
Food Service	484	458	399	366	390
Transportation	242	201	510	342	438
Student Support	284	300	657	581	556
Instruction Support	284	308	424	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

3 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	92%	94%
Graduation rate (2009)	86%	80%	76%
Poverty rate (2009)	19%	20%	21%
Student/teacher ratio	15.4	15.8	17.9
Average teacher salary	\$35,473	\$41,188	\$47,077
Average years' experience	12.4	11.6	10.6
Percent of teachers in first 3 years	24%	19%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,873 in additional pay, and each librarian and counselor earned between \$3,900 and \$4,000.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	■
Tutoring	-
Other	-

■ = yes, □ = no, ▬ = partially, and - = no goal set

Pine Strawberry Elementary School District

Gila County

Peer groups: Efficiency 12, Achievement 6

Legislative district(s): 5

District size: Very Small

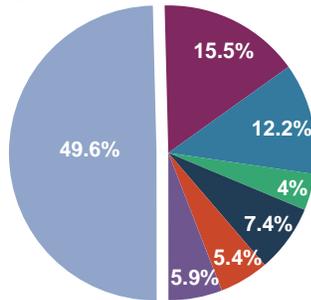
Students attending: 120

Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function

Classroom dollars

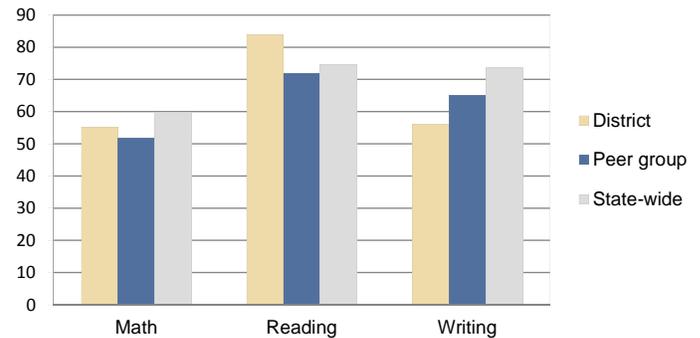


Nonclassroom dollars

Administration
Plant Operations
Food Service
Transportation
Student Support
Instruction Support

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



5-year trend

Total spending per pupil increased by 90 percent, which is partially explained by the 12 percent decline in student enrollment. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 54.8 to 49.6 percent. Spending on administration, and student and instruction support increased, while spending in other nonclassroom areas varied.

Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	91%	94%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	28%	27%	21%
Student/teacher ratio	8.1	13.1	17.9
Average teacher salary	\$45,215	\$42,747	\$47,077
Average years' experience	9.2	13.8	10.6
Percent of teachers in first 3 years	13%	9%	20%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,945	\$2,444	\$721
	Students per administrator	24	32	66
Plant Operations	Cost per square foot	\$4.18	\$7.59	\$6.25
	Square footage per student	555	297	146
Food Service	Cost per meal equivalent	\$4.17	\$4.85	\$2.41
Transportation	Cost per mile	\$2.95	\$1.87	\$3.35
	Miles per rider	346	611	282

Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$20,330	\$18,951	\$15,187	\$7,609	\$10,297
Classroom dollars	\$9,646	\$9,392	\$8,084	\$4,253	\$6,262
Nonclassroom dollars:	\$10,684	\$9,559	\$7,103	\$3,356	\$4,035
Administration	3,235	2,945	2,444	721	1,109
Plant Operations	3,290	2,317	2,188	914	1,003
Food Service	780	754	751	366	390
Transportation	1,438	1,404	924	342	438
Student Support	969	1,019	473	581	556
Instruction Support	972	1,120	323	432	539

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$2,710 in additional pay, and the audiologist earned \$1,489.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

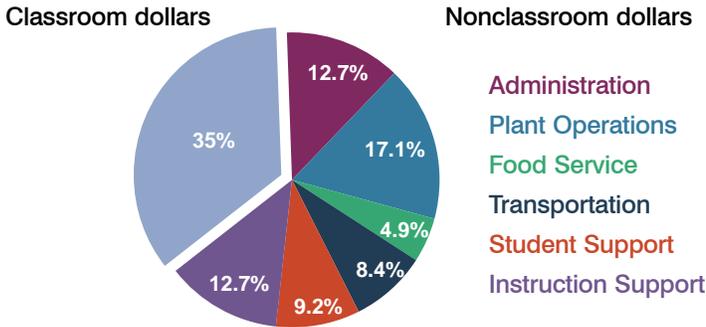
Pinon Unified School District

Navajo County
Peer groups: Efficiency 5, Achievement 21
Legislative district(s): 2

District size: Medium
Students attending: 1,248
Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 13 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 45.8 to 35 percent. Spending on administration increased and spending on student and instruction support increased significantly, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,546	\$1,060	\$721
	Students per administrator	32	54	66
Plant Operations	Cost per square foot	\$7.53	\$5.34	\$6.25
	Square footage per student	276	243	146
Food Service	Cost per meal equivalent	\$2.82	\$2.83	\$2.41
Transportation	Cost per mile	\$3.16	\$2.55	\$3.35
	Miles per rider	501	360	282

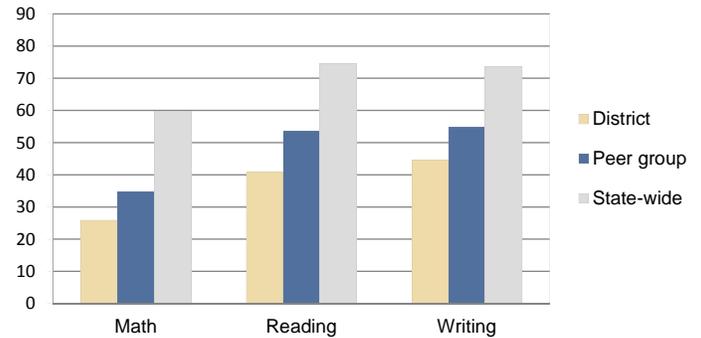
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$12,593	\$12,159	\$8,776	\$7,609	\$10,297
Classroom dollars	\$4,747	\$4,259	\$4,466	\$4,253	\$6,262
Nonclassroom dollars:	\$7,846	\$7,900	\$4,310	\$3,356	\$4,035
Administration	1,844	1,546	1,060	721	1,109
Plant Operations	2,162	2,077	1,260	914	1,003
Food Service	680	596	399	366	390
Transportation	961	1,019	510	342	438
Student Support	1,083	1,113	657	581	556
Instruction Support	1,116	1,549	424	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

1 school met all applicable AYP objectives for NCLB. 2 schools failed to meet academic and attendance objectives.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	86%	91%	94%
Graduation rate (2009)	58%	63%	76%
Poverty rate (2009)	42%	42%	21%
Student/teacher ratio	16.0	14.7	17.9
Average teacher salary	\$41,543	\$42,282	\$47,077
Average years' experience	9.0	12.3	10.6
Percent of teachers in first 3 years	29%	15%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,999 in additional pay, and each instructional aide and librarian earned between \$748 and \$3,204.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	▀
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▀ = partially, and - = no goal set

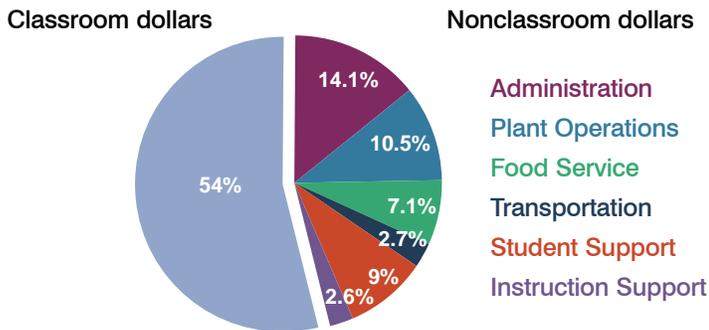
Pomerene Elementary School District

Cochise County
Peer groups: Efficiency 12, Achievement 2
Legislative district(s): 25

District size: Very Small
Students attending: 120
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 13 percent. Spending in the classroom was very inconsistent year to year, increasing overall from 52.3 to 54 percent. Spending on plant operations and food service decreased significantly, while spending on instruction support increased significantly. Spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,032	\$2,444	\$721
	Students per administrator	44	32	66
Plant Operations	Cost per square foot	\$3.20	\$7.59	\$6.25
	Square footage per student	241	297	146
Food Service	Cost per meal equivalent	\$3.13	\$4.85	\$2.41
Transportation	Cost per mile	\$4.14	\$1.87	\$3.35
	Miles per rider	97	611	282

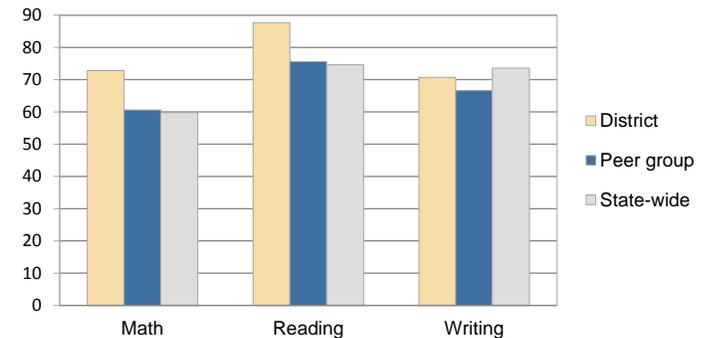


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,880	\$7,318	\$15,187	\$7,609	\$10,297
Classroom dollars	\$4,858	\$3,950	\$8,084	\$4,253	\$6,262
Nonclassroom dollars:	\$3,022	\$3,368	\$7,103	\$3,356	\$4,035
Administration	794	1,032	2,444	721	1,109
Plant Operations	779	770	2,188	914	1,003
Food Service	533	521	751	366	390
Transportation	176	201	924	342	438
Student Support	583	656	473	581	556
Instruction Support	157	188	323	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	94%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	16%	15%	21%
Student/teacher ratio	16.0	13.8	17.9
Average teacher salary	\$39,868	\$44,598	\$47,077
Average years' experience	12.1	11.4	10.6
Percent of teachers in first 3 years	14%	13%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$4,057 in additional pay, and each instructional aide earned \$1,483.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	▲
Dropout/graduation rates	-
Student attendance	▲
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▲ = partially, and - = no goal set

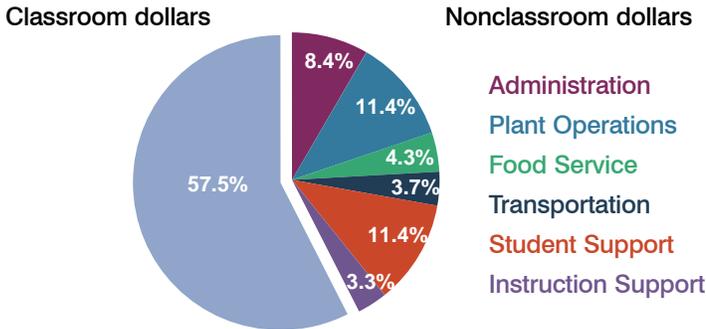
Prescott Unified School District

Yavapai County
Peer groups: Efficiency 3, Achievement 17
Legislative district(s): 1

District size: Medium-Large
Students attending: 5,406
Number of schools: 9

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 13 percent. Spending in the classroom varied year to year, decreasing significantly overall from 60.5 to 57.5 percent. Spending on administration decreased and student support increased significantly, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$550	\$748	\$721
	Students per administrator	69	70	66
Plant Operations	Cost per square foot	\$5.46	\$5.70	\$6.25
	Square footage per student	137	155	146
Food Service	Cost per meal equivalent	\$2.71	\$2.62	\$2.41
Transportation	Cost per mile	\$2.64	\$3.40	\$3.35
	Miles per rider	221	252	282

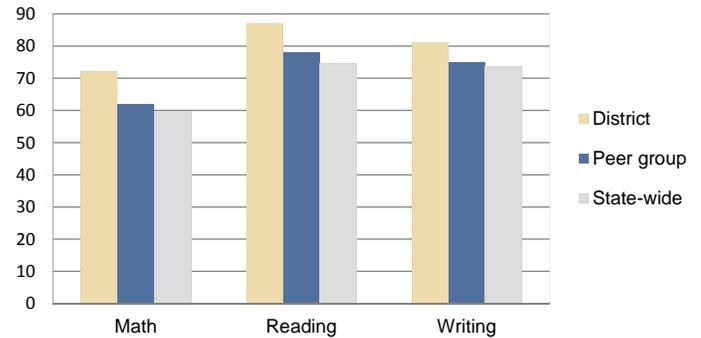


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$6,519	\$6,557	\$7,096	\$7,609	\$10,297
Classroom dollars	\$4,014	\$3,770	\$3,889	\$4,253	\$6,262
Nonclassroom dollars:	\$2,505	\$2,787	\$3,207	\$3,356	\$4,035
Administration	559	550	748	721	1,109
Plant Operations	760	750	874	914	1,003
Food Service	318	279	322	366	390
Transportation	253	245	396	342	438
Student Support	388	747	578	581	556
Instruction Support	227	216	289	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

6 schools met all applicable AYP objectives for NCLB. 2 schools failed to meet 1 or more of the following objectives: academic progress (2); graduation rate (1). 1 school was not eligible for an AYP determination.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	94%	94%
Graduation rate (2009)	77%	80%	76%
Poverty rate (2009)	14%	15%	21%
Student/teacher ratio	18.3	17.9	17.9
Average teacher salary	\$41,346	\$42,418	\$47,077
Average years' experience	12.6	11.1	10.6
Percent of teachers in first 3 years	11%	18%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,078 in additional pay, and each librarian, speech pathologist, counselor, and therapist earned between \$1,651 and \$3,033.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	■
Tutoring	■
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

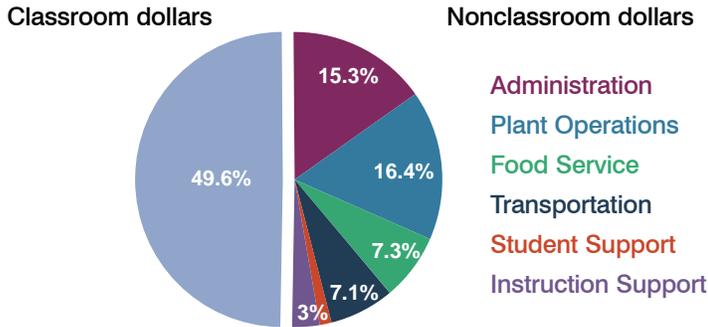
Quartzsite Elementary School District

La Paz County
Peer groups: Efficiency 11, Achievement 6
Legislative district(s): 3 and 24

District size: Small
Students attending: 246
Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 18 percent. Spending in the classroom varied year to year, increasing overall from 48.2 to 49.6 percent. Spending in transportation decreased, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,391	\$1,128	\$721
	Students per administrator	NR	68	66
Plant Operations	Cost per square foot	\$6.56	\$7.21	\$6.25
	Square footage per student	227	148	146
Food Service	Cost per meal equivalent	\$2.97	\$2.70	\$2.41
Transportation	Cost per mile	\$2.94	\$2.00	\$3.35
	Miles per rider	251	222	282

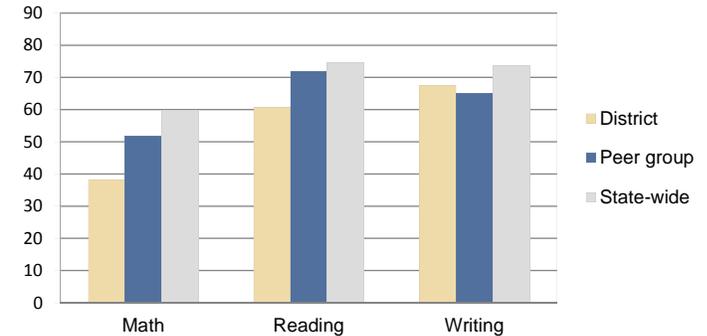


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$11,112	\$9,087	\$8,569	\$7,609	\$10,297
Classroom dollars	\$5,491	\$4,511	\$4,716	\$4,253	\$6,262
Nonclassroom dollars:	\$5,621	\$4,576	\$3,853	\$3,356	\$4,035
Administration	1,913	1,391	1,128	721	1,109
Plant Operations	1,756	1,491	1,025	914	1,003
Food Service	807	658	484	366	390
Transportation	819	646	389	342	438
Student Support	127	119	553	581	556
Instruction Support	199	271	274	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	94%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	26%	27%	21%
Student/teacher ratio	15.4	13.1	17.9
Average teacher salary	\$42,135	\$42,747	\$47,077
Average years' experience	7.4	13.8	10.6
Percent of teachers in first 3 years	19%	9%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$5,382 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	▲
Teacher evaluations	■
Tutoring	-
Other	-

■ = yes, □ = no, ▲ = partially, and - = no goal set

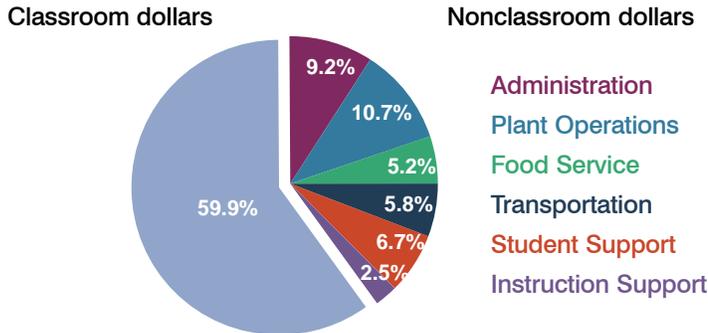
Queen Creek Unified School District

Maricopa County
Peer groups: Efficiency 3, Achievement 16
Legislative district(s): 21 and 22

District size: Medium-Large
Students attending: 5,250
Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Student enrollment increased by 76 percent, which contributed to the increase of only 3 percent in total spending per pupil. Spending in the classroom remained fairly stable, but increased significantly overall from 57.1 to 59.9 percent. Spending on plant operations decreased significantly, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$636	\$748	\$721
	Students per administrator	75	70	66
Plant Operations	Cost per square foot	\$5.24	\$5.70	\$6.25
	Square footage per student	140	155	146
Food Service	Cost per meal equivalent	\$2.56	\$2.62	\$2.41
Transportation	Cost per mile	\$3.36	\$3.40	\$3.35
	Miles per rider	198	252	282

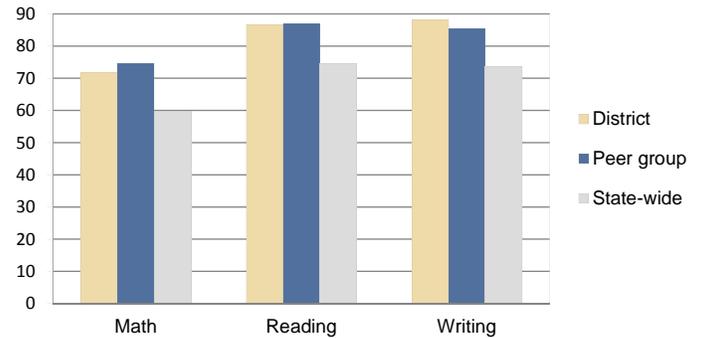
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$6,734	\$6,877	\$7,096	\$7,609	\$10,297
Classroom dollars	\$4,019	\$4,118	\$3,889	\$4,253	\$6,262
Nonclassroom dollars:	\$2,715	\$2,759	\$3,207	\$3,356	\$4,035
Administration	638	636	748	721	1,109
Plant Operations	761	733	874	914	1,003
Food Service	348	361	322	366	390
Transportation	348	397	396	342	438
Student Support	431	462	578	581	556
Instruction Support	189	170	289	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

6 schools met all applicable AYP objectives for NCLB. 1 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	94%
Graduation rate (2009)	89%	90%	76%
Poverty rate (2009)	11%	10%	21%
Student/teacher ratio	19.4	18.0	17.9
Average teacher salary	\$41,471	\$45,075	\$47,077
Average years' experience	7.7	10.4	10.6
Percent of teachers in first 3 years	27%	16%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$5,106 in additional pay. Librarians, speech pathologists, counselors, nurses, psychologists, therapists, and others earned between \$2,898 and \$3,145.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	▶
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	▶
Teacher evaluations	■
Tutoring	-
Other	-

■ = yes, □ = no, ▶ = partially, and - = no goal set

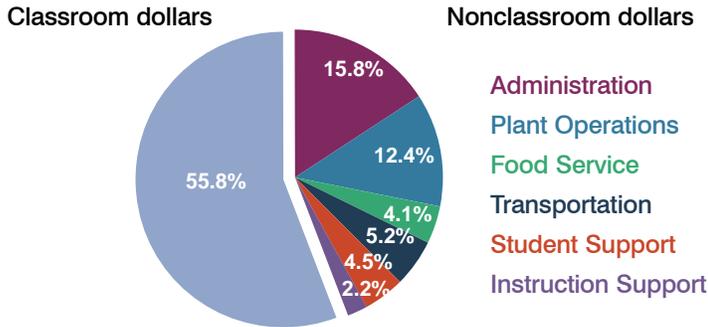
Ray Unified School District

Pinal County
Peer groups: Efficiency 6, Achievement 19
Legislative district(s): 5 and 23

District size: Small
Students attending: 528
Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 27 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 59.2 to 55.8 percent. Spending on food service decreased, while spending in all other nonclassroom areas increased.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,417	\$1,447	\$721
	Students per administrator	35	42	66
Plant Operations	Cost per square foot	\$3.09	\$5.76	\$6.25
	Square footage per student	362	276	146
Food Service	Cost per meal equivalent	\$2.79	\$3.00	\$2.41
Transportation	Cost per mile	\$2.06	\$2.53	\$3.35
	Miles per rider	558	375	282

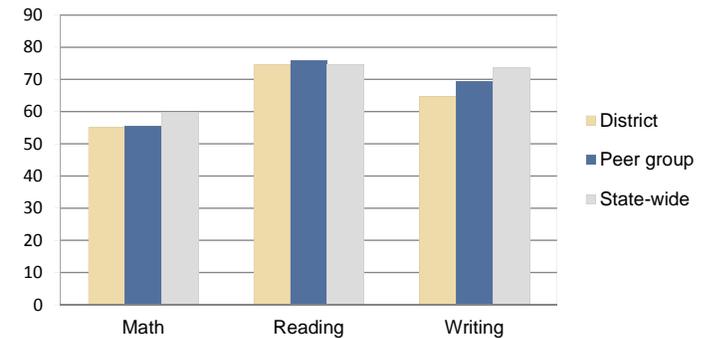


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$9,989	\$8,988	\$9,887	\$7,609	\$10,297
Classroom dollars	\$5,445	\$5,018	\$5,054	\$4,253	\$6,262
Nonclassroom dollars:	\$4,544	\$3,970	\$4,833	\$3,356	\$4,035
Administration	1,436	1,417	1,447	721	1,109
Plant Operations	1,349	1,118	1,462	914	1,003
Food Service	438	368	424	366	390
Transportation	574	463	445	342	438
Student Support	513	407	625	581	556
Instruction Support	234	197	430	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB. 1 did not because its graduation rate was not sufficient.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	92%	94%
Graduation rate (2009)	77%	80%	76%
Poverty rate (2009)	19%	20%	21%
Student/teacher ratio	13.0	15.8	17.9
Average teacher salary	\$42,075	\$41,188	\$47,077
Average years' experience	12.3	11.6	10.6
Percent of teachers in first 3 years	16%	19%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,106 in additional pay and the counselor earned \$2,498.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

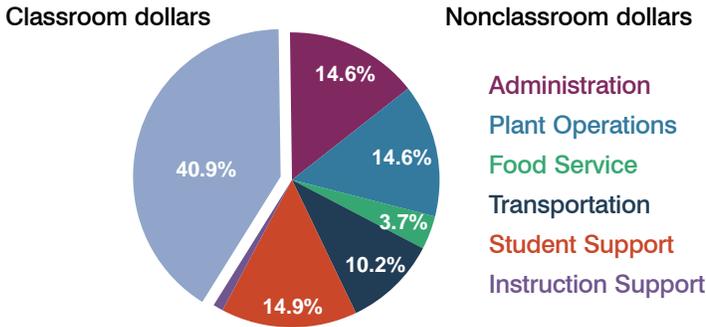
Red Mesa Unified School District

Apache County
Peer groups: Efficiency 5, Achievement 21
Legislative district(s): 2

District size: Medium
Students attending: 1,002
Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 10 percent. Spending in the classroom varied year to year, decreasing significantly overall from 43.9 to 40.9 percent. Spending on student support increased significantly, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,931	\$1,060	\$721
	Students per administrator	38	54	66
Plant Operations	Cost per square foot	\$9.12	\$5.34	\$6.25
	Square footage per student	212	243	146
Food Service	Cost per meal equivalent	\$2.59	\$2.83	\$2.41
Transportation	Cost per mile	\$2.32	\$2.55	\$3.35
	Miles per rider	600	360	282

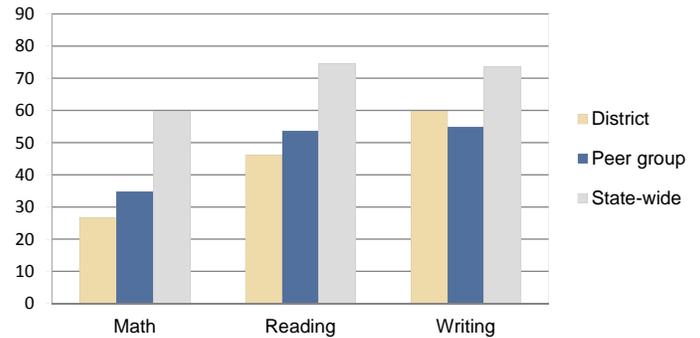
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$14,406	\$13,236	\$8,776	\$7,609	\$10,297
Classroom dollars	\$5,582	\$5,417	\$4,466	\$4,253	\$6,262
Nonclassroom dollars:	\$8,824	\$7,819	\$4,310	\$3,356	\$4,035
Administration	2,085	1,931	1,060	721	1,109
Plant Operations	2,129	1,936	1,260	914	1,003
Food Service	587	488	399	366	390
Transportation	1,449	1,352	510	342	438
Student Support	2,427	1,971	657	581	556
Instruction Support	147	141	424	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

5 schools did not meet applicable AYP objectives for NCLB because they failed to meet 1 or more of the following objectives: percent tested (2); academic progress (4); graduation rate (1).

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	91%	91%	94%
Graduation rate (2009)	62%	63%	76%
Poverty rate (2009)	46%	42%	21%
Student/teacher ratio	17.0	14.7	17.9
Average teacher salary	\$42,776	\$42,282	\$47,077
Average years' experience	14.7	12.3	10.6
Percent of teachers in first 3 years	0%	15%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$4,312 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	-
Teacher attendance	■
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

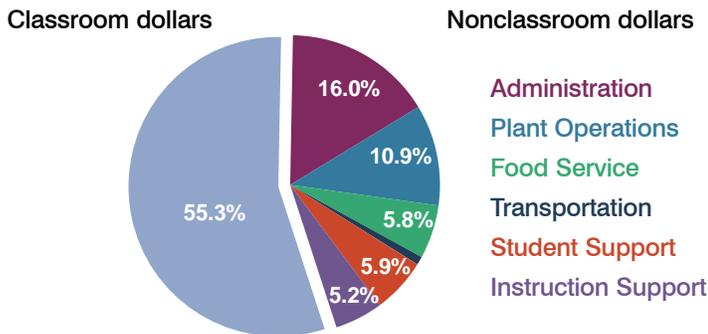
Red Rock Elementary School District

Pinal County
Peer groups: Efficiency 11, Achievement 1
Legislative district(s): 23

District size: Small
Students attending: 289
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Student enrollment tripled, which contributed to the 21 percent decrease in total spending per pupil. Spending in the classroom was very inconsistent year to year, decreasing slightly overall from 55.5 to 55.3 percent. Spending on student and instruction support increased significantly, while spending on plant operations and transportation decreased significantly.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,281	\$1,128	\$721
	Students per administrator	58	68	66
Plant Operations	Cost per square foot	\$12.04	\$7.21	\$6.25
	Square footage per student	73	148	146
Food Service	Cost per meal equivalent	\$3.35	\$2.70	\$2.41
Transportation	Cost per mile	\$0.40	\$2.00	\$3.35
	Miles per rider	350	222	282

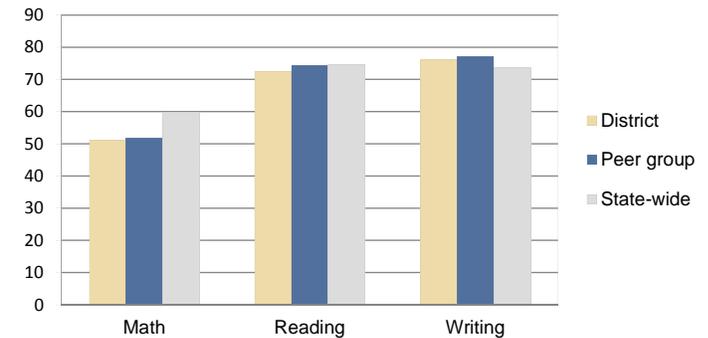


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$14,573	\$8,017	\$8,569	\$7,609	\$10,297
Classroom dollars	\$7,058	\$4,436	\$4,716	\$4,253	\$6,262
Nonclassroom dollars:	\$7,515	\$3,581	\$3,853	\$3,356	\$4,035
Administration	2,658	1,281	1,128	721	1,109
Plant Operations	2,103	874	1,025	914	1,003
Food Service	607	462	484	366	390
Transportation	268	74	389	342	438
Student Support	478	477	553	581	556
Instruction Support	1,401	413	274	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	92%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	8%	7%	21%
Student/teacher ratio	16.0	11.6	17.9
Average teacher salary	\$54,004	\$44,664	\$47,077
Average years' experience	8.7	12.8	10.6
Percent of teachers in first 3 years	45%	13%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$1,294 in additional pay, and the librarian and speech pathologist earned \$1,324.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

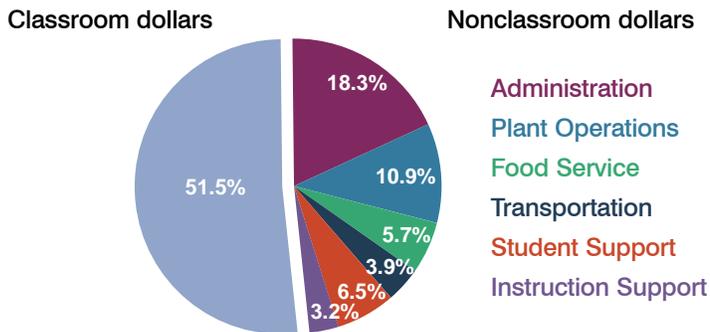
Riverside Elementary School District

Maricopa County
Peer groups: Efficiency 10, Achievement 4
Legislative district(s): 16

District size: Medium
Students attending: 631
Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 71 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 53.8 to 51.5 percent. Spending on administration increased significantly, while spending on student support decreased significantly. Spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,823	\$1,019	\$721
	Students per administrator	42	65	66
Plant Operations	Cost per square foot	\$4.38	\$6.70	\$6.25
	Square footage per student	NR	130	146
Food Service	Cost per meal equivalent	\$2.19	\$2.42	\$2.41
Transportation	Cost per mile	\$3.40	\$3.03	\$3.35
	Miles per rider	167	196	282

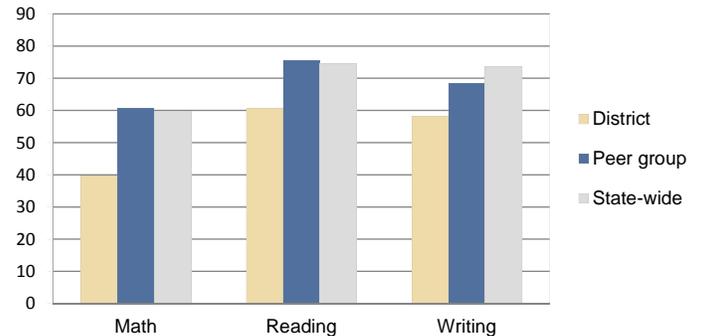
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$8,282	\$9,991	\$7,810	\$7,609	\$10,297
Classroom dollars	\$4,780	\$5,145	\$4,011	\$4,253	\$6,262
Nonclassroom dollars:	\$3,502	\$4,846	\$3,799	\$3,356	\$4,035
Administration	980	1,823	1,019	721	1,109
Plant Operations	1,097	1,084	916	914	1,003
Food Service	522	574	503	366	390
Transportation	215	391	432	342	438
Student Support	469	654	478	581	556
Instruction Support	219	320	451	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

1 school met all applicable AYP objectives for NCLB. 1 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	95%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	22%	20%	21%
Student/teacher ratio	16.6	12.9	17.9
Average teacher salary	\$47,237	\$45,161	\$47,077
Average years' experience	6.0	13.5	10.6
Percent of teachers in first 3 years	34%	8%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$11,142 in additional pay, and each psychologist earned \$7,836, which include payments from prior years.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	▀
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	▀
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	▀

■ = yes, □ = no, ▀ = partially, and - = no goal set

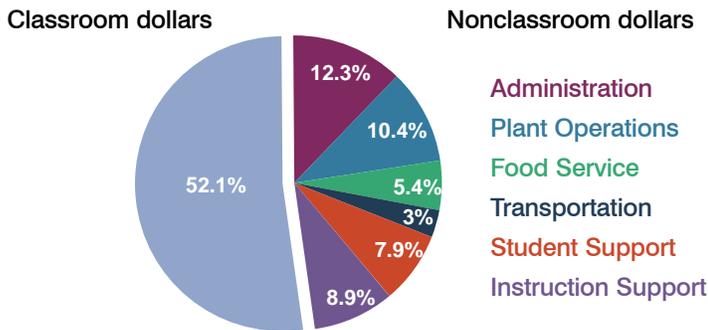
Roosevelt Elementary School District

Maricopa County
Peer groups: Efficiency 8, Achievement 7
Legislative district(s): 16 and 20

District size: Large
Students attending: 10,475
Number of schools: 21

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 27 percent. Spending in the classroom varied year to year, decreasing significantly overall from 58.2 to 52.1 percent. Spending on plant operations and food service decreased slightly, while spending in all other nonclassroom areas increased.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,155	\$701	\$721
	Students per administrator	71	69	66
Plant Operations	Cost per square foot	\$7.78	\$6.48	\$6.25
	Square footage per student	126	123	146
Food Service	Cost per meal equivalent	\$2.02	\$2.36	\$2.41
Transportation	Cost per mile	\$5.54	\$4.82	\$3.35
	Miles per rider	184	180	282

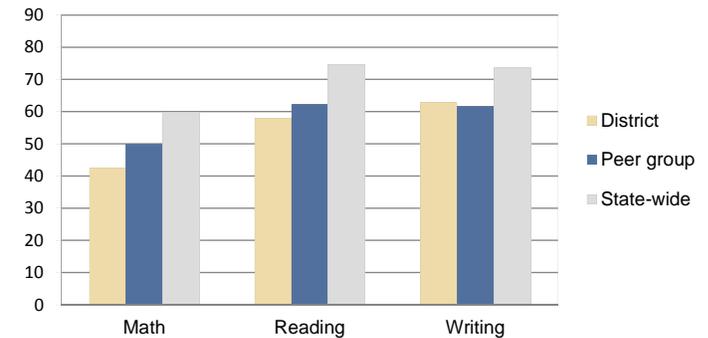


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$9,164	\$9,383	\$7,513	\$7,609	\$10,297
Classroom dollars	\$5,006	\$4,889	\$4,190	\$4,253	\$6,262
Nonclassroom dollars:	\$4,158	\$4,494	\$3,323	\$3,356	\$4,035
Administration	1,157	1,155	701	721	1,109
Plant Operations	869	978	794	914	1,003
Food Service	526	509	476	366	390
Transportation	253	279	279	342	438
Student Support	664	742	536	581	556
Instruction Support	689	831	537	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

9 schools met all applicable AYP objectives for NCLB. 12 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	94%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	34%	30%	21%
Student/teacher ratio	15.4	17.8	17.9
Average teacher salary	\$42,038	\$46,904	\$47,077
Average years' experience	8.4	8.7	10.6
Percent of teachers in first 3 years	47%	28%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,026 in additional pay, and each behavior specialist and instructional coach earned between \$643 and \$1,250.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	■
Teacher professional development	■
Teacher evaluations	■
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

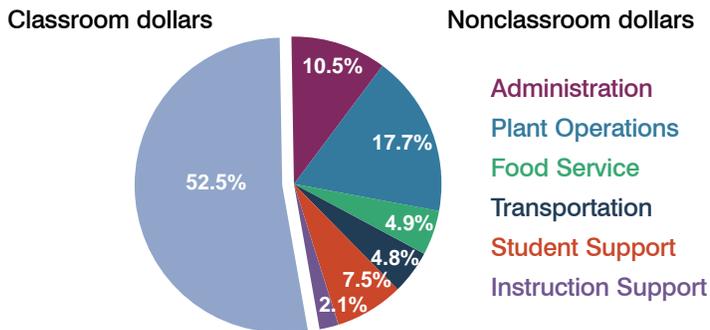
Round Valley Unified School District

Apache County
Peer groups: Efficiency 5, Achievement 15
Legislative district(s): 5

District size: Medium
Students attending: 1,423
Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 13 percent. Spending in the classroom varied year to year, decreasing significantly overall from 55.1 to 52.5 percent. Spending on student support decreased, while spending in all other nonclassroom areas increased.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$872	\$1,060	\$721
	Students per administrator	49	54	66
Plant Operations	Cost per square foot	\$3.95	\$5.34	\$6.25
	Square footage per student	373	243	146
Food Service	Cost per meal equivalent	\$4.17	\$2.83	\$2.41
Transportation	Cost per mile	\$1.68	\$2.55	\$3.35
	Miles per rider	460	360	282

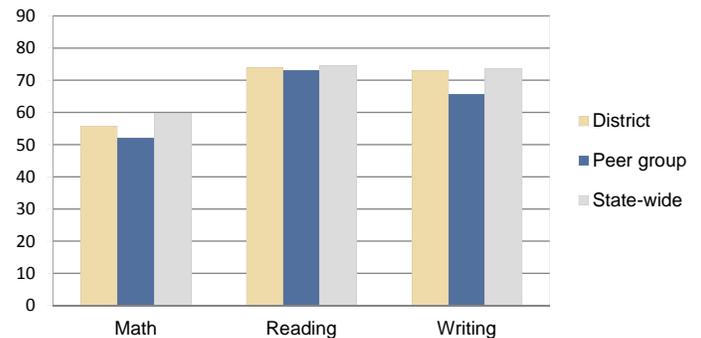
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$8,760	\$8,321	\$8,776	\$7,609	\$10,297
Classroom dollars	\$4,623	\$4,367	\$4,466	\$4,253	\$6,262
Nonclassroom dollars:	\$4,137	\$3,954	\$4,310	\$3,356	\$4,035
Administration	804	872	1,060	721	1,109
Plant Operations	1,594	1,475	1,260	914	1,003
Food Service	364	406	399	366	390
Transportation	451	398	510	342	438
Student Support	673	629	657	581	556
Instruction Support	251	174	424	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

4 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	96%	94%	94%
Graduation rate (2009)	88%	84%	76%
Poverty rate (2009)	10%	8%	21%
Student/teacher ratio	17.5	15.1	17.9
Average teacher salary	\$44,144	\$38,015	\$47,077
Average years' experience	13.0	9.2	10.6
Percent of teachers in first 3 years	14%	27%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$8,569 in additional pay, and each counselor earned \$8,600.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	■
Student attendance	■
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	■
Tutoring	■
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

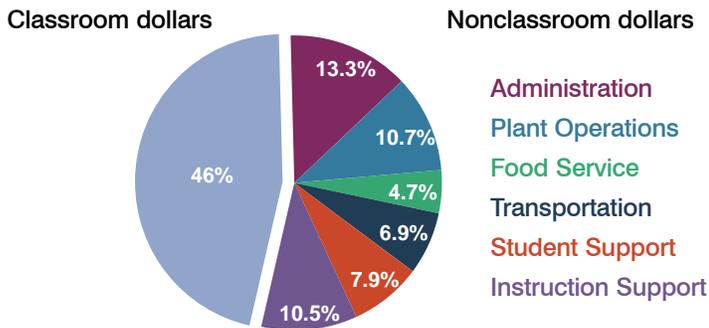
Sacaton Elementary School District

Pinal County
Peer groups: Efficiency 11, Achievement 9
Legislative district(s): 23

District size: Small
Students attending: 491
Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 13 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 53.7 to 46 percent. Spending on student support decreased, spending on instruction support increased significantly, and spending in all other nonclassroom areas increased.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,045	\$1,128	\$721
	Students per administrator	NR	68	66
Plant Operations	Cost per square foot	\$5.43	\$7.21	\$6.25
	Square footage per student	303	148	146
Food Service	Cost per meal equivalent	\$2.83	\$2.70	\$2.41
Transportation	Cost per mile	\$4.37	\$2.00	\$3.35
	Miles per rider	305	222	282

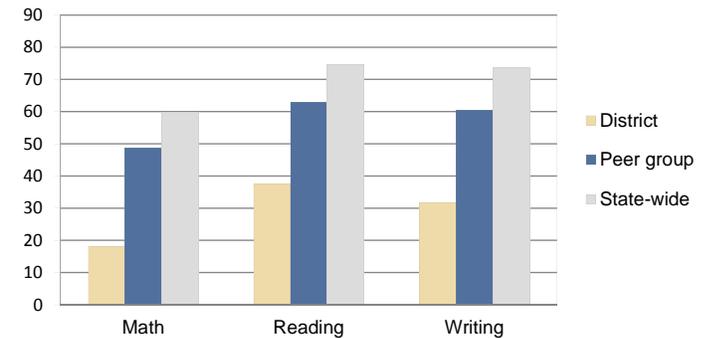


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$16,155	\$15,372	\$8,404	\$7,609	\$10,297
Classroom dollars	\$8,056	\$7,076	\$4,633	\$4,253	\$6,262
Nonclassroom dollars:	\$8,099	\$8,296	\$3,771	\$3,356	\$4,035
Administration	2,175	2,045	1,099	721	1,109
Plant Operations	2,015	1,644	1,001	914	1,003
Food Service	814	726	472	366	390
Transportation	889	1,059	388	342	438
Student Support	1,189	1,209	545	581	556
Instruction Support	1,017	1,613	266	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools did not meet applicable AYP objectives for NCLB because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	92%	93%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	44%	49%	21%
Student/teacher ratio	9.8	10.7	17.9
Average teacher salary	\$37,051	\$42,652	\$47,077
Average years' experience	6.6	10.1	10.6
Percent of teachers in first 3 years	31%	19%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,968 in additional pay, and each librarian and counselor earned between \$2,676 and \$3,817.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	<input type="checkbox"/>
Dropout/graduation rates	-
Student attendance	<input checked="" type="checkbox"/>
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	<input checked="" type="checkbox"/>
Tutoring	-
Other	<input checked="" type="checkbox"/>

■ = yes, □ = no, ▲ = partially, and - = no goal set

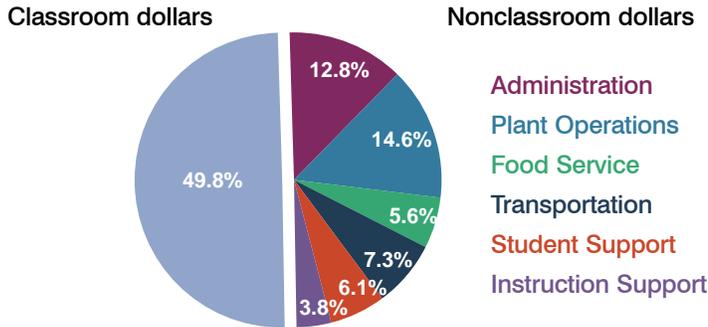
Saddle Mountain Unified School District

Maricopa County
Peer groups: Efficiency 5, Achievement 17
Legislative district(s): 25

District size: Medium
Students attending: 1,424
Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Student enrollment more than doubled, which contributed to the 10 percent decrease in total spending per pupil. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 53.1 to 49.8 percent. Spending on transportation and student support decreased, while spending in all other nonclassroom areas increased significantly.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,049	\$1,060	\$721
	Students per administrator	64	54	66
Plant Operations	Cost per square foot	\$4.56	\$5.34	\$6.25
	Square footage per student	263	243	146
Food Service	Cost per meal equivalent	\$2.78	\$2.83	\$2.41
Transportation	Cost per mile	\$2.65	\$2.55	\$3.35
	Miles per rider	268	360	282

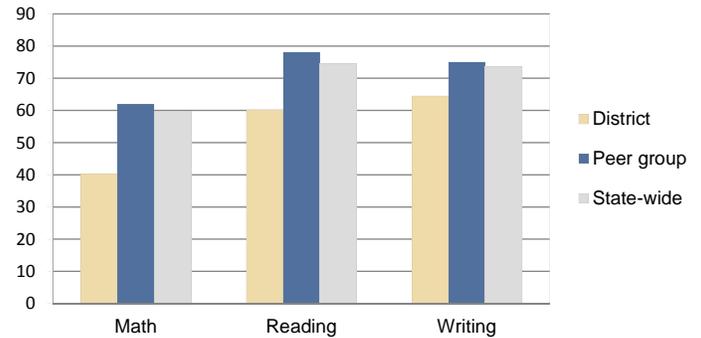
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$8,252	\$8,213	\$8,776	\$7,609	\$10,297
Classroom dollars	\$4,121	\$4,087	\$4,466	\$4,253	\$6,262
Nonclassroom dollars:	\$4,131	\$4,126	\$4,310	\$3,356	\$4,035
Administration	1,056	1,049	1,060	721	1,109
Plant Operations	1,203	1,198	1,260	914	1,003
Food Service	484	466	399	366	390
Transportation	593	598	510	342	438
Student Support	483	501	657	581	556
Instruction Support	312	314	424	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB. 2 schools failed to meet 1 or more of the following objectives: academic progress (2); graduation rate (1).

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	94%	94%
Graduation rate (2009)	61%	80%	76%
Poverty rate (2009)	15%	15%	21%
Student/teacher ratio	18.0	17.9	17.9
Average teacher salary	\$43,627	\$42,418	\$47,077
Average years' experience	9.2	11.1	10.6
Percent of teachers in first 3 years	21%	18%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$4,505 in additional pay, and a librarian, counselor, and special education instructional specialist earned between \$4,933 and \$5,517.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▮ = partially, and - = no goal set

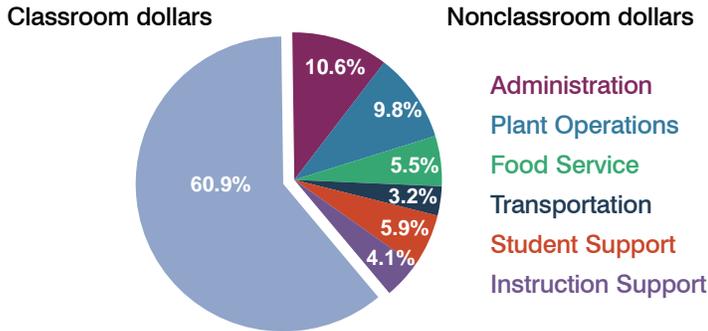
Safford Unified School District

Graham County
Peer groups: Efficiency 4, Achievement 19
Legislative district(s): 5

District size: Medium-Large
Students attending: 3,013
Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 15 percent. Spending in the classroom varied year to year, increasing significantly overall from 58.1 to 60.9 percent. Spending on instruction support decreased significantly, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$704	\$778	\$721
	Students per administrator	76	65	66
Plant Operations	Cost per square foot	\$4.12	\$5.81	\$6.25
	Square footage per student	159	171	146
Food Service	Cost per meal equivalent	\$2.44	\$2.53	\$2.41
Transportation	Cost per mile	\$3.18	\$2.94	\$3.35
	Miles per rider	166	297	282

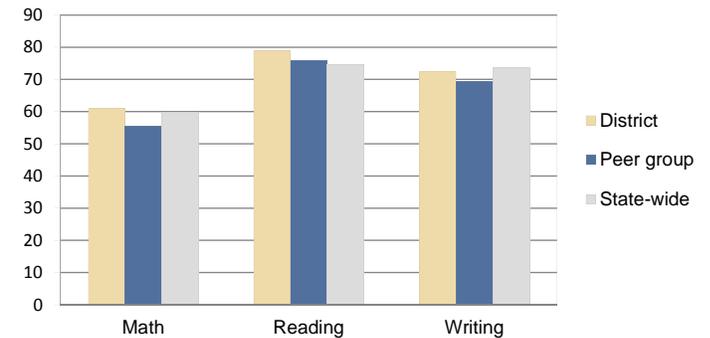


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$6,951	\$6,669	\$7,503	\$7,609	\$10,297
Classroom dollars	\$4,384	\$4,060	\$4,066	\$4,253	\$6,262
Nonclassroom dollars:	\$2,567	\$2,609	\$3,437	\$3,356	\$4,035
Administration	778	704	778	721	1,109
Plant Operations	645	655	973	914	1,003
Food Service	319	367	356	366	390
Transportation	207	213	356	342	438
Student Support	345	394	569	581	556
Instruction Support	273	276	405	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

6 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	92%	94%
Graduation rate (2009)	76%	80%	76%
Poverty rate (2009)	23%	20%	21%
Student/teacher ratio	18.6	15.8	17.9
Average teacher salary	\$49,394	\$41,188	\$47,077
Average years' experience	12.6	11.6	10.6
Percent of teachers in first 3 years	14%	19%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,669 in additional pay, and each librarian and counselor earned between \$4,019 and \$4,108.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

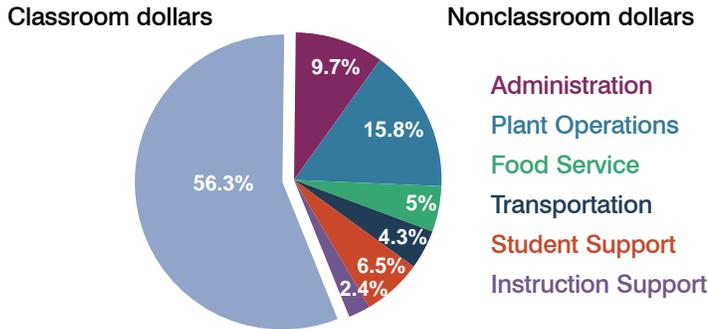
Sahuarita Unified School District

Pima County
Peer groups: Efficiency 4, Achievement 17
Legislative district(s): 30

District size: Medium-Large
Students attending: 4,802
Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 13 percent. Spending in the classroom varied year to year, increasing slightly overall from 55.8 to 56.3 percent. Spending on transportation decreased significantly, while spending on plant operations increased significantly. Spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$631	\$778	\$721
	Students per administrator	66	65	66
Plant Operations	Cost per square foot	\$7.93	\$5.81	\$6.25
	Square footage per student	130	171	146
Food Service	Cost per meal equivalent	\$2.36	\$2.53	\$2.41
Transportation	Cost per mile	\$2.20	\$2.94	\$3.35
	Miles per rider	233	297	282

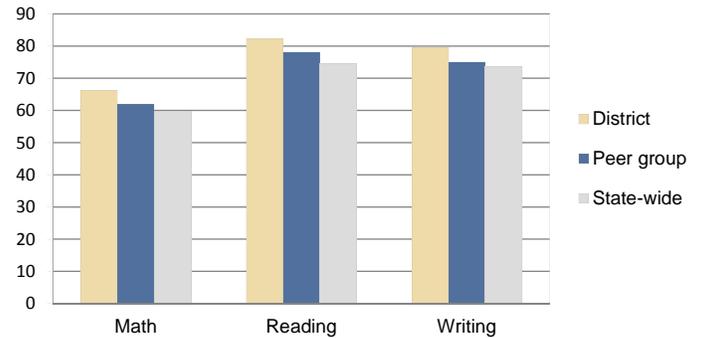
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$6,822	\$6,533	\$7,503	\$7,609	\$10,297
Classroom dollars	\$3,935	\$3,681	\$4,066	\$4,253	\$6,262
Nonclassroom dollars:	\$2,887	\$2,852	\$3,437	\$3,356	\$4,035
Administration	627	631	778	721	1,109
Plant Operations	926	1,033	973	914	1,003
Food Service	404	326	356	366	390
Transportation	307	284	356	342	438
Student Support	457	421	569	581	556
Instruction Support	166	157	405	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

6 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	94%	94%
Graduation rate (2009)	86%	80%	76%
Poverty rate (2009)	12%	15%	21%
Student/teacher ratio	17.3	17.9	17.9
Average teacher salary	\$38,186	\$42,418	\$47,077
Average years' experience	9.5	11.1	10.6
Percent of teachers in first 3 years	24%	18%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,404 in additional pay, and each librarian, speech pathologist, and counselor earned between \$3,605 and \$6,486.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	■
Tutoring	■
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

Salome Consolidated Elementary School District

La Paz County

Peer groups: Efficiency 12, Achievement 9

Legislative district(s): 3 and 24

District size: Very Small

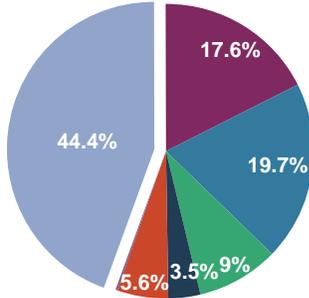
Students attending: 97

Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function

Classroom dollars

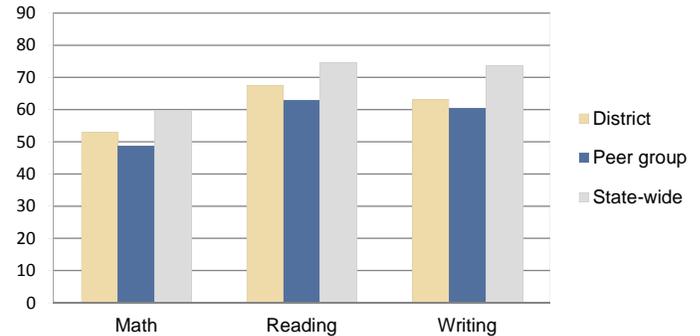


Nonclassroom dollars

Administration
Plant Operations
Food Service
Transportation
Student Support
Instruction Support

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



5-year trend

Total spending per pupil decreased by 3 percent. Spending in the classroom was very inconsistent year to year, decreasing slightly overall from 44.5 to 44.4 percent. Spending on administration and plant operations increased significantly, while spending on student support decreased significantly. Spending in other nonclassroom areas remained stable.

Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	93%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	40%	49%	21%
Student/teacher ratio	13.9	10.7	17.9
Average teacher salary	\$45,419	\$42,652	\$47,077
Average years' experience	8.0	10.1	10.6
Percent of teachers in first 3 years	17%	19%	20%

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,298	\$2,444	\$721
	Students per administrator	49	32	66
Plant Operations	Cost per square foot	\$11.33	\$7.59	\$6.25
	Square footage per student	227	297	146
Food Service	Cost per meal equivalent	\$4.74	\$4.85	\$2.41
Transportation	Cost per mile	\$1.43	\$1.87	\$3.35
	Miles per rider	494	611	282

Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$12,633	\$13,057	\$15,187	\$7,609	\$10,297
Classroom dollars	\$5,331	\$5,801	\$8,084	\$4,253	\$6,262
Nonclassroom dollars:	\$7,302	\$7,256	\$7,103	\$3,356	\$4,035
Administration	2,359	2,298	2,444	721	1,109
Plant Operations	2,358	2,575	2,188	914	1,003
Food Service	1,215	1,169	751	366	390
Transportation	442	459	924	342	438
Student Support	910	730	473	581	556
Instruction Support	18	25	323	432	539

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$9,187 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	-
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	■
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

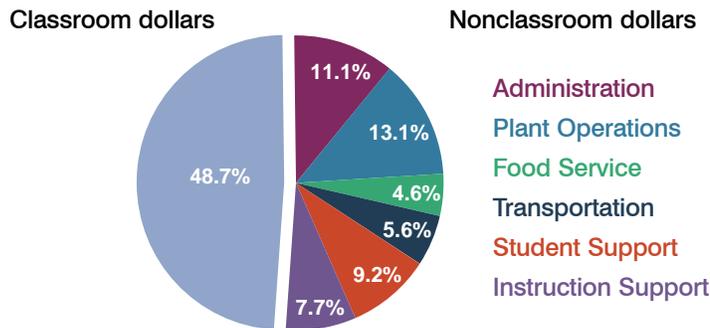
San Carlos Unified School District

Gila County
Peer groups: Efficiency 5, Achievement 21
Legislative district(s): 5

District size: Medium
Students attending: 1,259
Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 19 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 52.5 to 48.7 percent. Spending on instruction support increased significantly, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,305	\$1,060	\$721
	Students per administrator	47	54	66
Plant Operations	Cost per square foot	\$4.79	\$5.34	\$6.25
	Square footage per student	320	243	146
Food Service	Cost per meal equivalent	\$2.55	\$2.83	\$2.41
Transportation	Cost per mile	\$3.65	\$2.55	\$3.35
	Miles per rider	236	360	282

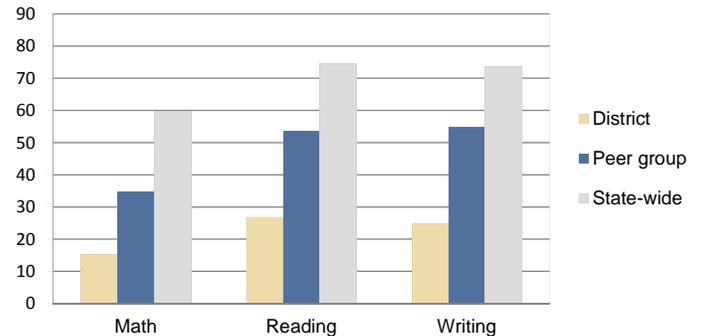
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$11,552	\$11,734	\$8,776	\$7,609	\$10,297
Classroom dollars	\$5,808	\$5,718	\$4,466	\$4,253	\$6,262
Nonclassroom dollars:	\$5,744	\$6,016	\$4,310	\$3,356	\$4,035
Administration	1,240	1,305	1,060	721	1,109
Plant Operations	1,661	1,535	1,260	914	1,003
Food Service	594	533	399	366	390
Transportation	640	659	510	342	438
Student Support	1,139	1,080	657	581	556
Instruction Support	470	904	424	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

4 schools did not meet applicable AYP objectives for NCLB because they failed to meet 1 or more of the following objectives: academic progress (4); attendance rate (1).

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	92%	91%	94%
Graduation rate (2009)	65%	63%	76%
Poverty rate (2009)	57%	42%	21%
Student/teacher ratio	13.7	14.7	17.9
Average teacher salary	\$41,431	\$42,282	\$47,077
Average years' experience	12.5	12.3	10.6
Percent of teachers in first 3 years	3%	15%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$2,047 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	■
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

San Fernando Elementary School District

Pima County

Peer groups: Efficiency 12, Achievement 1

Legislative district(s): 25

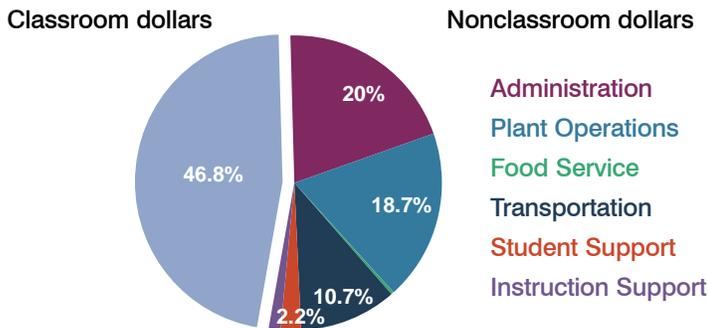
District size: Very Small

Students attending: 23

Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 11 percent. Spending in the classroom was very inconsistent year to year, increasing significantly overall from 41.8 to 46.8 percent. Spending on administration and plant operations increased significantly, while spending on transportation decreased significantly. Spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,773	\$2,444	\$721
	Students per administrator	11	32	66
Plant Operations	Cost per square foot	\$7.73	\$7.59	\$6.25
	Square footage per student	334	297	146
Food Service	Cost per meal equivalent	N/A	\$4.85	\$2.41
Transportation	Cost per mile	\$3.51	\$1.87	\$3.35
	Miles per rider	1,066	611	282

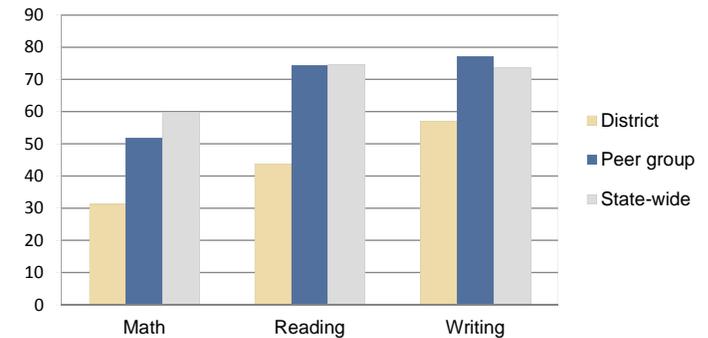


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$12,232	\$13,842	\$15,187	\$7,609	\$10,297
Classroom dollars	\$6,345	\$6,471	\$8,084	\$4,253	\$6,262
Nonclassroom dollars:	\$5,887	\$7,371	\$7,103	\$3,356	\$4,035
Administration	2,648	2,773	2,444	721	1,109
Plant Operations	2,180	2,583	2,188	914	1,003
Food Service	0	45	751	366	390
Transportation	935	1,476	924	342	438
Student Support	79	309	473	581	556
Instruction Support	45	185	323	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	92%	92%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	0%	7%	21%
Student/teacher ratio	11.4	11.6	17.9
Average teacher salary	N/A	\$44,664	\$47,077
Average years' experience	N/A	12.8	10.6
Percent of teachers in first 3 years	0%	13%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$2,483 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	■
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

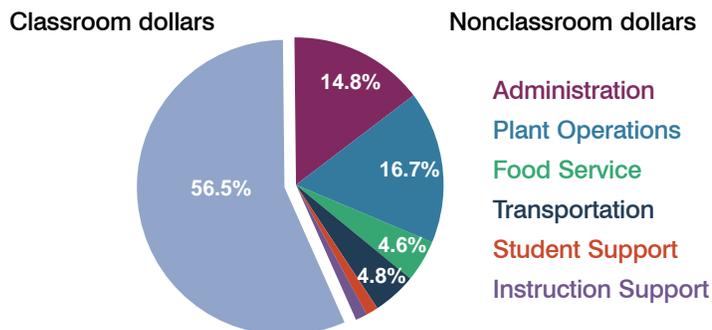
San Simon Unified School District

Cochise County
Peer groups: Efficiency 7, Achievement 19
Legislative district(s): 25

District size: Very Small
Students attending: 84
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Student enrollment decreased by 20 percent, which contributed to the 60 percent increase in total spending per pupil. Spending in the classroom was very inconsistent year to year, increasing overall from 55 to 56.5 percent. Spending on administration and plant operations increased significantly, while spending on transportation, food service, and instruction support decreased.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$3,508	\$2,555	\$721
	Students per administrator	24	28	66
Plant Operations	Cost per square foot	\$7.39	\$4.77	\$6.25
	Square footage per student	536	509	146
Food Service	Cost per meal equivalent	\$4.99	\$4.98	\$2.41
Transportation	Cost per mile	\$1.07	\$1.78	\$3.35
	Miles per rider	1,939	1,443	282

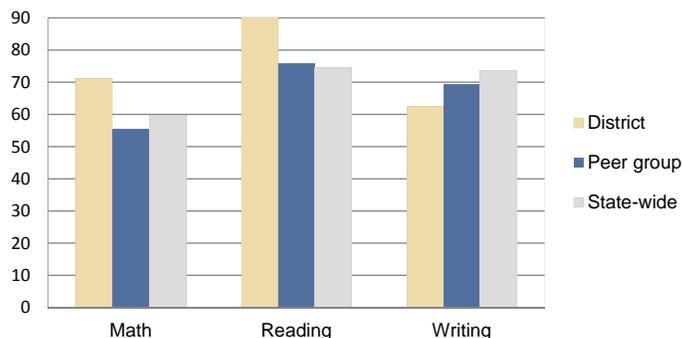


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$20,234	\$23,695	\$16,816	\$7,609	\$10,297
Classroom dollars	\$11,019	\$13,381	\$8,229	\$4,253	\$6,262
Nonclassroom dollars:	\$9,215	\$10,314	\$8,587	\$3,356	\$4,035
Administration	3,743	3,508	2,555	721	1,109
Plant Operations	2,773	3,959	2,717	914	1,003
Food Service	942	1,089	813	366	390
Transportation	871	1,139	1,262	342	438
Student Support	560	321	751	581	556
Instruction Support	326	298	489	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	92%	94%
Graduation rate (2009)	80%	80%	76%
Poverty rate (2009)	20%	20%	21%
Student/teacher ratio	6.0	15.8	17.9
Average teacher salary	\$47,322	\$41,188	\$47,077
Average years' experience	13.5	11.6	10.6
Percent of teachers in first 3 years	21%	19%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$2,837 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▲ = partially, and - = no goal set

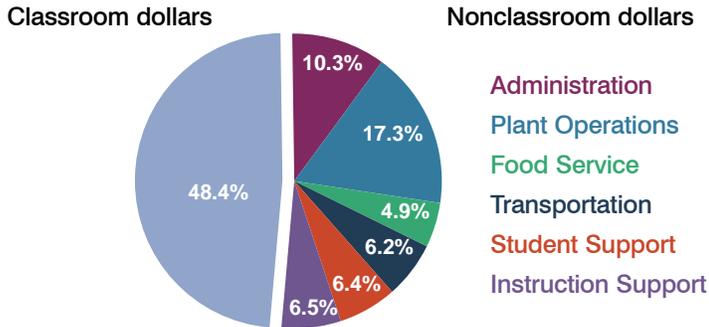
Sanders Unified School District

Apache County
Peer groups: Efficiency 5, Achievement 21
Legislative district(s): 2 and 5

District size: Medium
Students attending: 994
Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 22 percent. Spending in the classroom varied year to year, decreasing slightly overall from 49 to 48.4 percent. Spending on plant operations increased significantly, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,228	\$1,060	\$721
	Students per administrator	39	54	66
Plant Operations	Cost per square foot	\$6.31	\$5.34	\$6.25
	Square footage per student	326	243	146
Food Service	Cost per meal equivalent	\$2.96	\$2.83	\$2.41
Transportation	Cost per mile	\$1.75	\$2.55	\$3.35
	Miles per rider	399	360	282

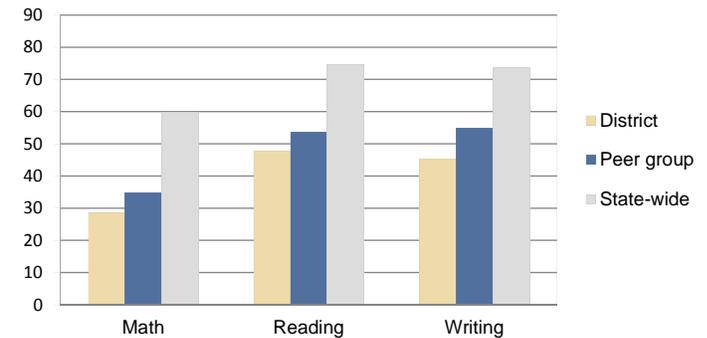


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$11,709	\$11,896	\$8,776	\$7,609	\$10,297
Classroom dollars	\$5,742	\$5,758	\$4,466	\$4,253	\$6,262
Nonclassroom dollars:	\$5,967	\$6,138	\$4,310	\$3,356	\$4,035
Administration	1,334	1,228	1,060	721	1,109
Plant Operations	2,096	2,057	1,260	914	1,003
Food Service	626	580	399	366	390
Transportation	672	734	510	342	438
Student Support	591	763	657	581	556
Instruction Support	648	776	424	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

3 schools did not meet applicable AYP objectives for NCLB because they failed to meet 1 or more of the following objectives: academic progress (3); attendance rate (1); graduation rate (1).

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	91%	91%	94%
Graduation rate (2009)	64%	63%	76%
Poverty rate (2009)	41%	42%	21%
Student/teacher ratio	12.4	14.7	17.9
Average teacher salary	\$38,656	\$42,282	\$47,077
Average years' experience	10.3	12.3	10.6
Percent of teachers in first 3 years	19%	15%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,286 in additional pay, and each librarian, counselor, and behavior specialist earned between \$2,350 and \$3,537.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	-
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	▴
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

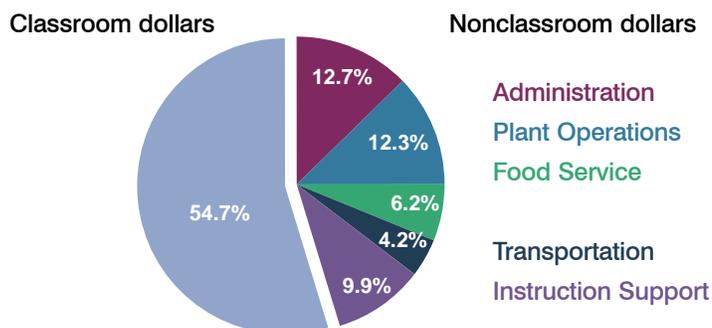
Santa Cruz Elementary School District

Santa Cruz County
Peer groups: Efficiency 12, Achievement 4
Legislative district(s): 25

District size: Very Small
Students attending: 196
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 36 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 70.4 to 54.7 percent. Spending on administration decreased significantly, while spending on plant operations, transportation, food service, and instruction support increased significantly.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,265	\$2,444	\$721
	Students per administrator	44	32	66
Plant Operations	Cost per square foot	\$10.67	\$7.59	\$6.25
	Square footage per student	115	297	146
Food Service	Cost per meal equivalent	\$2.98	\$4.85	\$2.41
Transportation	Cost per mile	\$0.82	\$1.87	\$3.35
	Miles per rider	617	611	282

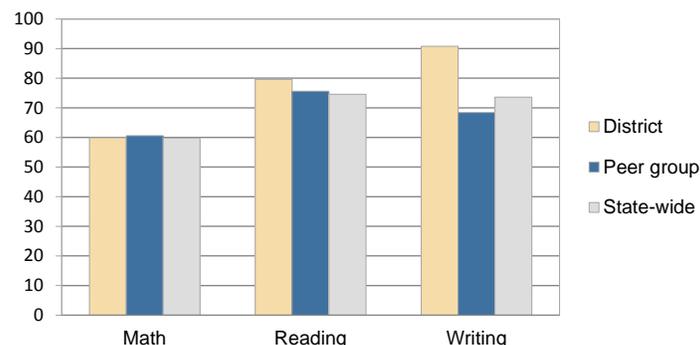
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$9,717	\$9,944	\$15,187	\$7,609	\$10,297
Classroom dollars	\$5,798	\$5,442	\$8,084	\$4,253	\$6,262
Nonclassroom dollars:	\$3,919	\$4,502	\$7,103	\$3,356	\$4,035
Administration	1,444	1,265	2,444	721	1,109
Plant Operations	997	1,226	2,188	914	1,003
Food Service	599	612	751	366	390
Transportation	534	416	924	342	438
Student Support	0	2	473	581	556
Instruction Support	345	981	323	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	97%	95%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	23%	20%	21%
Student/teacher ratio	16.3	12.9	17.9
Average teacher salary	\$39,852	\$45,161	\$47,077
Average years' experience	15.6	13.5	10.6
Percent of teachers in first 3 years	0%	8%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$2,064 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

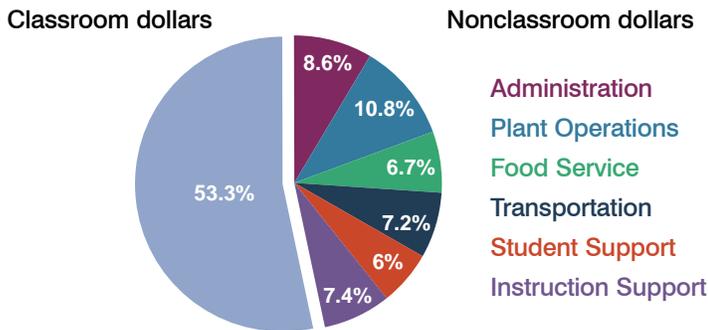
Santa Cruz Valley Unified School District

Santa Cruz County
Peer groups: Efficiency 4, Achievement 20
Legislative district(s): 25

District size: Medium-Large
Students attending: 3,473
Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 22 percent. Spending in the classroom varied year to year, decreasing significantly overall from 58.2 to 53.3 percent. Spending on plant operations and instruction support increased significantly, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$594	\$778	\$721
	Students per administrator	64	65	66
Plant Operations	Cost per square foot	\$5.35	\$5.81	\$6.25
	Square footage per student	139	171	146
Food Service	Cost per meal equivalent	\$2.71	\$2.53	\$2.41
Transportation	Cost per mile	\$3.11	\$2.94	\$3.35
	Miles per rider	247	297	282

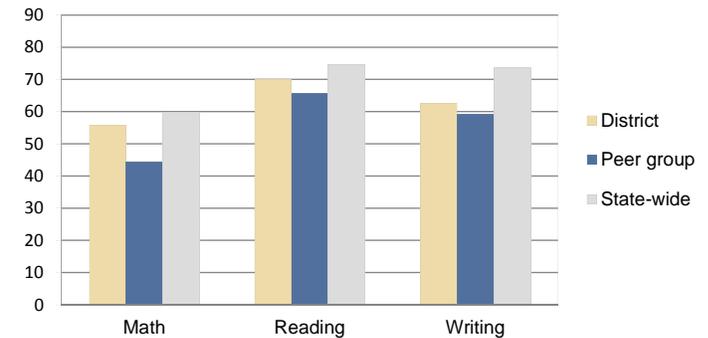


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$6,829	\$6,884	\$7,503	\$7,609	\$10,297
Classroom dollars	\$3,790	\$3,667	\$4,066	\$4,253	\$6,262
Nonclassroom dollars:	\$3,039	\$3,217	\$3,437	\$3,356	\$4,035
Administration	594	594	778	721	1,109
Plant Operations	623	745	973	914	1,003
Food Service	443	461	356	366	390
Transportation	483	492	356	342	438
Student Support	381	415	569	581	556
Instruction Support	515	510	405	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

6 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	93%	94%
Graduation rate (2009)	81%	80%	76%
Poverty rate (2009)	26%	26%	21%
Student/teacher ratio	17.5	15.4	17.9
Average teacher salary	\$40,576	\$41,299	\$47,077
Average years' experience	8.6	11.1	10.6
Percent of teachers in first 3 years	24%	20%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$1,293 in additional pay, and each librarian, speech pathologist, counselor, literacy facilitator, instructional specialist, and assessment coordinator earned between \$1,296 and \$1,306.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	■
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

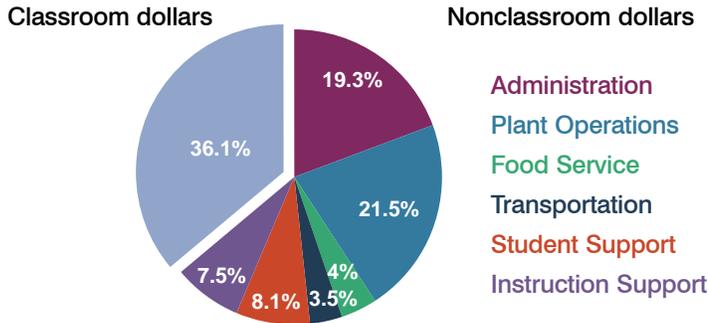
Santa Cruz Valley Union High School District

Pinal County
Peer groups: Efficiency 6, Achievement 11
Legislative district(s): 23

District size: Small
Students attending: 424
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 15 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly from 49.6 to 36.1 percent. Spending on transportation decreased significantly, while spending on administration, plant operations, and instruction support increased significantly. Spending in other nonclassroom areas also increased.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,984	\$1,447	\$721
	Students per administrator	31	42	66
Plant Operations	Cost per square foot	\$7.73	\$5.76	\$6.25
	Square footage per student	285	276	146
Food Service	Cost per meal equivalent	\$3.83	\$3.00	\$2.41
Transportation	Cost per mile	\$1.75	\$2.53	\$3.35
	Miles per rider	827	375	282

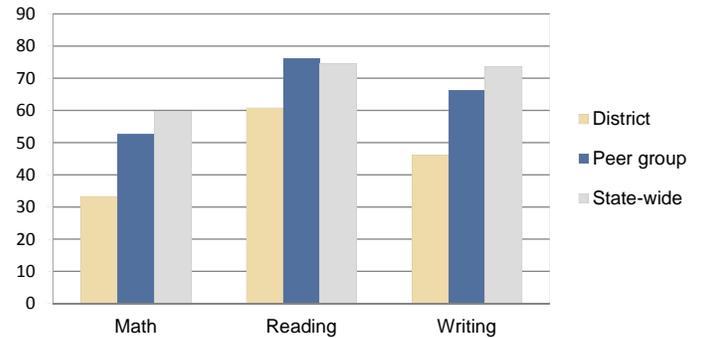
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$9,444	\$10,267	\$9,887	\$7,609	\$10,297
Classroom dollars	\$4,170	\$3,705	\$5,054	\$4,253	\$6,262
Nonclassroom dollars:	\$5,274	\$6,562	\$4,833	\$3,356	\$4,035
Administration	1,610	1,984	1,447	721	1,109
Plant Operations	1,653	2,206	1,462	914	1,003
Food Service	524	414	424	366	390
Transportation	278	355	445	342	438
Student Support	708	837	625	581	556
Instruction Support	501	766	430	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school did not meet applicable AYP objectives for NCLB because some students did not demonstrate sufficient academic progress and the school's graduation rate was not sufficient.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	90%	91%	94%
Graduation rate (2009)	60%	75%	76%
Poverty rate (2009)	20%	17%	21%
Student/teacher ratio	22.3	16.1	17.9
Average teacher salary	\$52,955	\$42,851	\$47,077
Average years' experience	13.6	9.1	10.6
Percent of teachers in first 3 years	5%	29%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$5,425 in additional pay, and each counselor and long-term substitute earned between \$1,893 and \$3,367.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	<input type="checkbox"/>
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

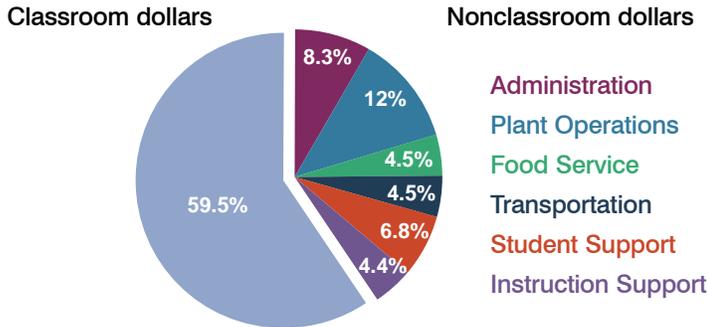
Scottsdale Unified School District

Maricopa County
Peer groups: Efficiency 1, Achievement 16
Legislative district(s): 8, 11 and 17

District size: Very Large
Students attending: 25,507
Number of schools: 31

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 25 percent. Spending in the classroom varied year to year, decreasing significantly overall from 62.3 to 59.5 percent. Spending on plant operations increased significantly, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$664	\$601	\$721
	Students per administrator	77	80	66
Plant Operations	Cost per square foot	\$5.86	\$6.01	\$6.25
	Square footage per student	164	137	146
Food Service	Cost per meal equivalent	\$2.52	\$2.32	\$2.41
Transportation	Cost per mile	\$3.64	\$3.71	\$3.35
	Miles per rider	375	292	282

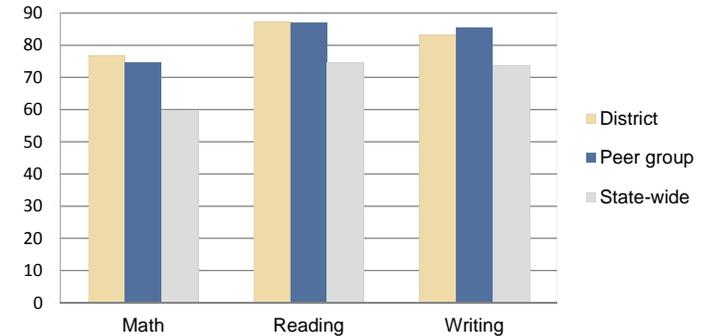


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$8,269	\$8,012	\$7,200	\$7,609	\$10,297
Classroom dollars	\$4,773	\$4,771	\$4,253	\$4,253	\$6,262
Nonclassroom dollars:	\$3,496	\$3,241	\$2,947	\$3,356	\$4,035
Administration	682	664	601	721	1,109
Plant Operations	936	962	819	914	1,003
Food Service	369	359	303	366	390
Transportation	341	357	318	342	438
Student Support	651	549	552	581	556
Instruction Support	517	350	354	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

24 schools met all applicable AYP objectives for NCLB. 7 schools failed to meet 1 or more of the following objectives: percent tested (2); academic progress (4); attendance rate (1); graduation rate (2).

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	95%	94%
Graduation rate (2009)	89%	90%	76%
Poverty rate (2009)	10%	10%	21%
Student/teacher ratio	17.2	18.0	17.9
Average teacher salary	\$53,040	\$45,075	\$47,077
Average years' experience	12.0	10.4	10.6
Percent of teachers in first 3 years	10%	16%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$4,614 in additional pay, and each librarian, speech pathologist, counselor, and teacher on assignment earned between \$2,150 and \$5,497.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

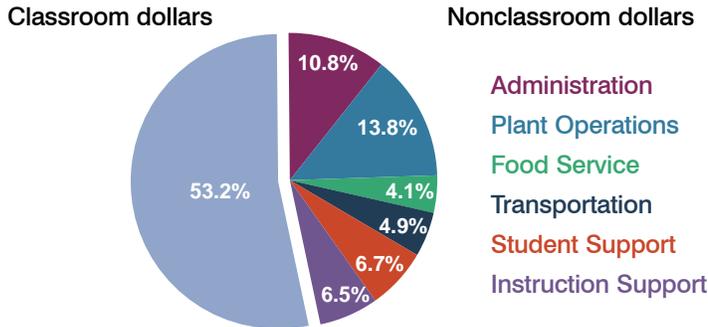
Sedona-Oak Creek Joint Unified School District

Yavapai County
Peer groups: Efficiency 5, Achievement 17
Legislative district(s): 1

District size: Medium
Students attending: 1,258
Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 23 percent. Spending in the classroom varied year to year, increasing slightly overall from 52.7 to 53.2 percent. Spending on instruction support increased, while spending in all other nonclassroom areas decreased.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$904	\$1,060	\$721
	Students per administrator	70	54	66
Plant Operations	Cost per square foot	\$5.21	\$5.34	\$6.25
	Square footage per student	221	243	146
Food Service	Cost per meal equivalent	\$2.78	\$2.83	\$2.41
Transportation	Cost per mile	\$3.40	\$2.55	\$3.35
	Miles per rider	283	360	282

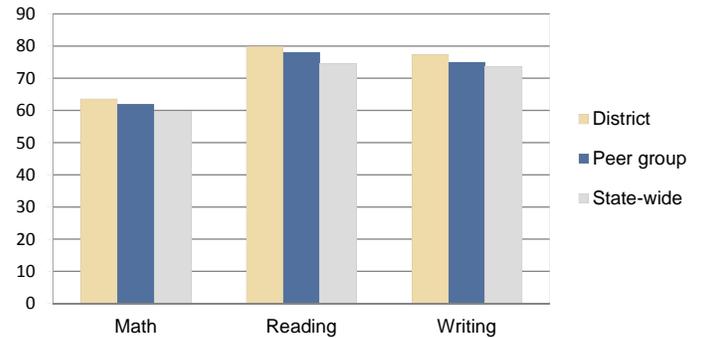
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$8,909	\$8,330	\$8,776	\$7,609	\$10,297
Classroom dollars	\$4,844	\$4,430	\$4,466	\$4,253	\$6,262
Nonclassroom dollars:	\$4,065	\$3,900	\$4,310	\$3,356	\$4,035
Administration	880	904	1,060	721	1,109
Plant Operations	1,288	1,150	1,260	914	1,003
Food Service	427	347	399	366	390
Transportation	438	406	510	342	438
Student Support	576	555	657	581	556
Instruction Support	456	538	424	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB. 1 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	94%	94%
Graduation rate (2009)	94%	80%	76%
Poverty rate (2009)	15%	15%	21%
Student/teacher ratio	21.0	17.9	17.9
Average teacher salary	\$45,699	\$42,418	\$47,077
Average years' experience	11.5	11.1	10.6
Percent of teachers in first 3 years	8%	18%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$2,200 in additional pay, and each librarian, audiologist, and counselor earned between \$1,000 and \$2,200.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

Seligman Unified School District

Yavapai County

Peer groups: Efficiency 7, Achievement 20

Legislative district(s): 1 and 4

District size: Very Small

Students attending: 158

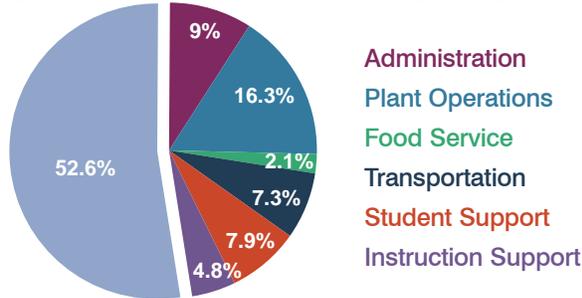
Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by function

Classroom dollars

Nonclassroom dollars



5-year trend

Total spending per pupil increased by 29 percent. Spending in the classroom varied year to year, decreasing overall from 53.9 to 52.6 percent. Spending on administration decreased significantly, while spending on student and instruction support increased significantly. Spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,616	\$2,555	\$721
	Students per administrator	50	28	66
Plant Operations	Cost per square foot	\$5.12	\$4.77	\$6.25
	Square footage per student	573	509	146
Food Service	Cost per meal equivalent	\$2.53	\$4.98	\$2.41
Transportation	Cost per mile	\$1.12	\$1.78	\$3.35
	Miles per rider	1,206	1,443	282

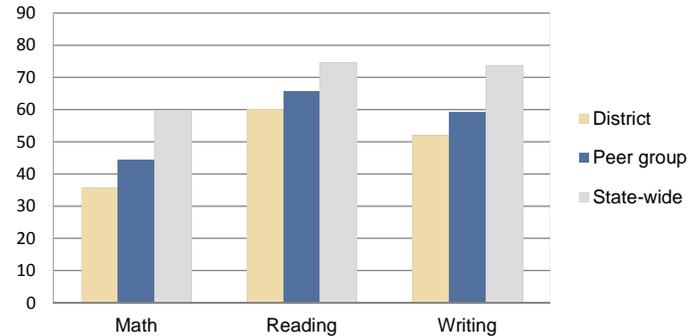


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$15,581	\$17,951	\$16,816	\$7,609	\$10,297
Classroom dollars	\$8,477	\$9,435	\$8,229	\$4,253	\$6,262
Nonclassroom dollars:	\$7,104	\$8,516	\$8,587	\$3,356	\$4,035
Administration	1,575	1,616	2,555	721	1,109
Plant Operations	2,451	2,935	2,717	914	1,003
Food Service	384	381	813	366	390
Transportation	1,288	1,318	1,262	342	438
Student Support	884	1,411	751	581	556
Instruction Support	522	855	489	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

1 school met all applicable AYP objectives for NCLB. 1 school did not because it failed to meet the percent tested objective.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	91%	93%	94%
Graduation rate (2009)	67%	80%	76%
Poverty rate (2009)	24%	26%	21%
Student/teacher ratio	7.9	15.4	17.9
Average teacher salary	\$39,657	\$41,299	\$47,077
Average years' experience	9.9	11.1	10.6
Percent of teachers in first 3 years	21%	20%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$2,690 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	▴
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	▴

■ = yes, □ = no, ▴ = partially, and - = no goal set

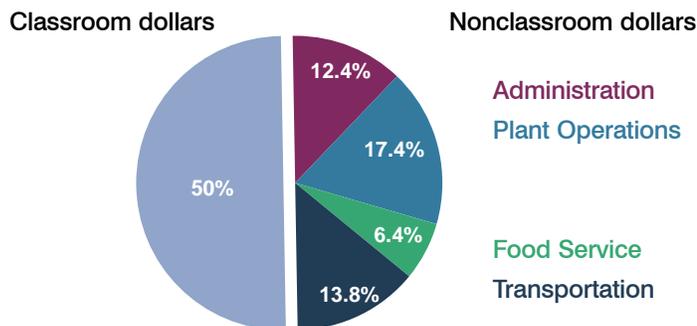
Sentinel Elementary School District

Maricopa County
Peer groups: Efficiency 12, Achievement 4
Legislative district(s): 24 and 25

District size: Very Small
Students attending: 35
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 19 percent. Spending in the classroom was very inconsistent year to year, increasing significantly overall from 42.7 to 50 percent. Spending on food service and instruction support decreased significantly, while spending in other nonclassroom areas was very inconsistent year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$3,191	\$2,444	\$721
	Students per administrator	29	32	66
Plant Operations	Cost per square foot	\$11.47	\$7.59	\$6.25
	Square footage per student	392	297	146
Food Service	Cost per meal equivalent	\$7.04	\$4.85	\$2.41
Transportation	Cost per mile	\$2.26	\$1.87	\$3.35
	Miles per rider	2,016	611	282

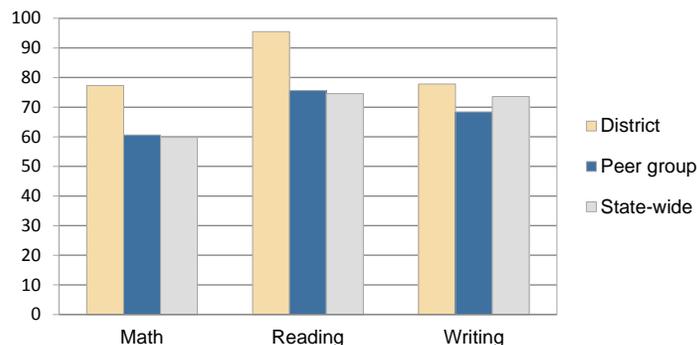
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$23,800	\$25,751	\$15,187	\$7,609	\$10,297
Classroom dollars	\$12,056	\$12,869	\$8,084	\$4,253	\$6,262
Nonclassroom dollars:	\$11,744	\$12,882	\$7,103	\$3,356	\$4,035
Administration	3,062	3,191	2,444	721	1,109
Plant Operations	4,233	4,494	2,188	914	1,003
Food Service	1,592	1,638	751	366	390
Transportation	2,774	3,545	924	342	438
Student Support	19	14	473	581	556
Instruction Support	64	0	323	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	97%	95%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	20%	20%	21%
Student/teacher ratio	10.2	12.9	17.9
Average teacher salary	\$52,664	\$45,161	\$47,077
Average years' experience	18.1	13.5	10.6
Percent of teachers in first 3 years	0%	8%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$4,733 in additional pay, and each instructional aide earned \$270.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

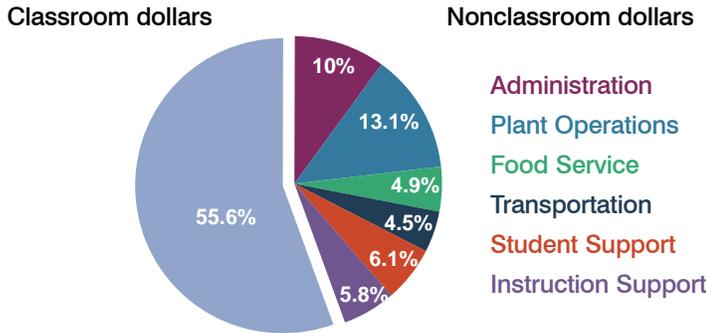
Show Low Unified School District

Navajo County
Peer groups: Efficiency 4, Achievement 20
Legislative district(s): 5

District size: Medium-Large
Students attending: 2,302
Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 26 percent. Spending in the classroom varied year to year, decreasing significantly from 59.1 to 55.6 percent. Spending on plant operations and student support increased, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$762	\$778	\$721
	Students per administrator	69	65	66
Plant Operations	Cost per square foot	\$5.01	\$5.81	\$6.25
	Square footage per student	199	171	146
Food Service	Cost per meal equivalent	\$2.55	\$2.53	\$2.41
Transportation	Cost per mile	\$2.69	\$2.94	\$3.35
	Miles per rider	300	297	282

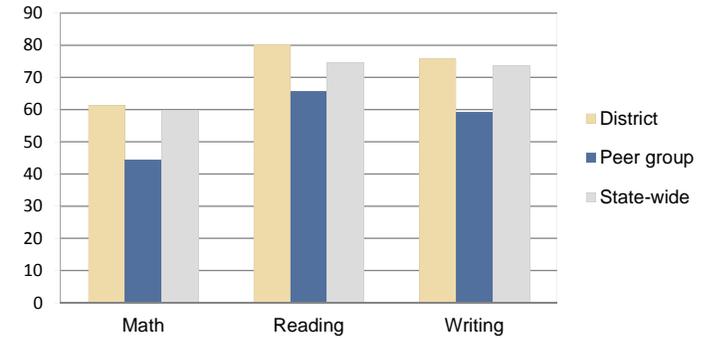


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,756	\$7,620	\$7,503	\$7,609	\$10,297
Classroom dollars	\$4,260	\$4,239	\$4,066	\$4,253	\$6,262
Nonclassroom dollars:	\$3,496	\$3,381	\$3,437	\$3,356	\$4,035
Administration	715	762	778	721	1,109
Plant Operations	977	995	973	914	1,003
Food Service	406	377	356	366	390
Transportation	375	345	356	342	438
Student Support	604	462	569	581	556
Instruction Support	419	440	405	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

5 schools met all applicable AYP objectives for NCLB. 1 did not because its graduation rate was not sufficient.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	92%	93%	94%
Graduation rate (2009)	83%	80%	76%
Poverty rate (2009)	26%	26%	21%
Student/teacher ratio	20.2	15.4	17.9
Average teacher salary	\$51,647	\$41,299	\$47,077
Average years' experience	14.6	11.1	10.6
Percent of teachers in first 3 years	12%	20%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$8,117 in additional pay, and each counselor earned \$6,987.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

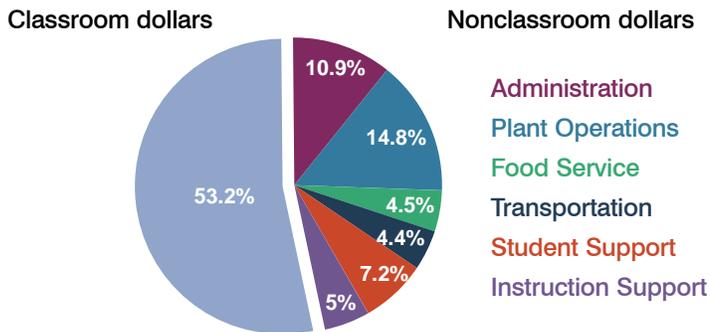
Sierra Vista Unified School District

Cochise County
Peer groups: Efficiency 4, Achievement 17
Legislative district(s): 30

District size: Medium-Large
Students attending: 6,018
Number of schools: 9

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 22 percent. Spending in the classroom varied year to year, decreasing significantly overall from 56.8 to 53.2 percent. Spending on plant operations increased significantly, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$782	\$778	\$721
	Students per administrator	61	65	66
Plant Operations	Cost per square foot	\$7.81	\$5.81	\$6.25
	Square footage per student	135	171	146
Food Service	Cost per meal equivalent	\$2.82	\$2.53	\$2.41
Transportation	Cost per mile	\$3.53	\$2.94	\$3.35
	Miles per rider	228	297	282

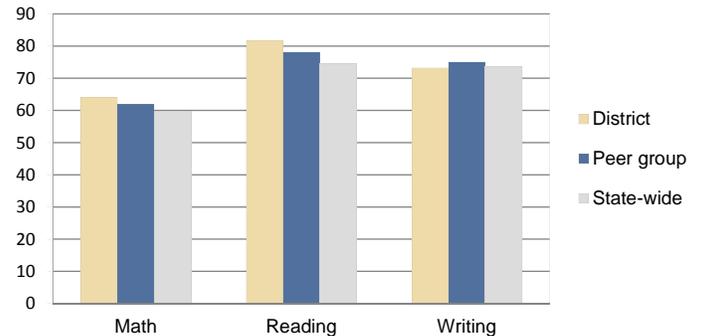
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,505	\$7,151	\$7,503	\$7,609	\$10,297
Classroom dollars	\$4,079	\$3,804	\$4,066	\$4,253	\$6,262
Nonclassroom dollars:	\$3,426	\$3,347	\$3,437	\$3,356	\$4,035
Administration	872	782	778	721	1,109
Plant Operations	1,012	1,055	973	914	1,003
Food Service	289	318	356	366	390
Transportation	326	318	356	342	438
Student Support	533	517	569	581	556
Instruction Support	394	357	405	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

6 schools met all applicable AYP objectives for NCLB. 3 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	94%	94%
Graduation rate (2009)	84%	80%	76%
Poverty rate (2009)	15%	15%	21%
Student/teacher ratio	18.9	17.9	17.9
Average teacher salary	\$44,032	\$42,418	\$47,077
Average years' experience	11.8	11.1	10.6
Percent of teachers in first 3 years	9%	18%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$1,750 in additional pay, and each librarian, counselor, behavioral specialist, parent liaison, and teacher on assignment earned between \$518 and \$1,895.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

Skull Valley Elementary School District

Yavapai County

Peer groups: Efficiency 12, Achievement 1

Legislative district(s): 4

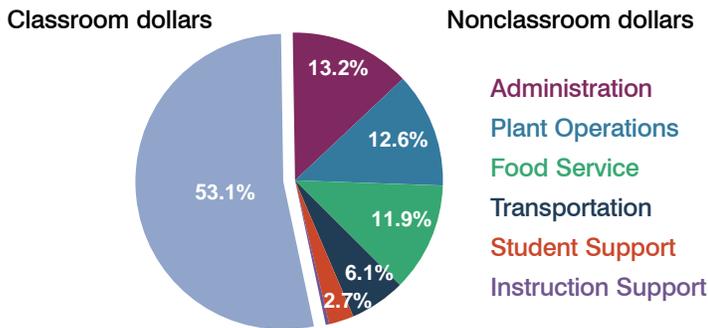
District size: Very Small

Students attending: 22

Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Student enrollment decreased by 12 percent, which contributed to the 62 percent increase in total spending per pupil. Spending in the classroom was very inconsistent year to year, increasing significantly from 49.6 to 53.1 percent. Spending on transportation decreased significantly, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,502	\$2,444	\$721
	Students per administrator	20	32	66
Plant Operations	Cost per square foot	\$6.27	\$7.59	\$6.25
	Square footage per student	382	297	146
Food Service	Cost per meal equivalent	\$15.80	\$4.85	\$2.41
Transportation	Cost per mile	\$2.46	\$1.87	\$3.35
	Miles per rider	196	611	282

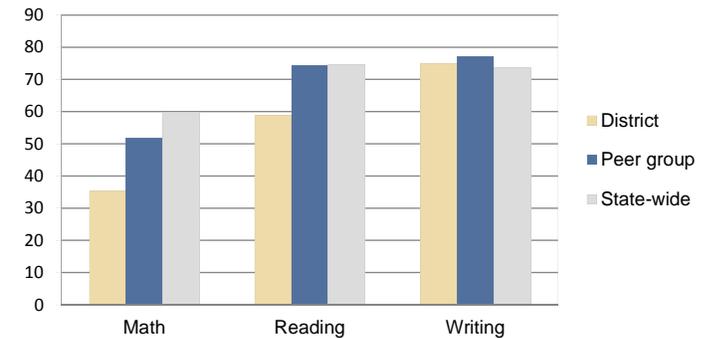


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$22,538	\$18,903	\$15,187	\$7,609	\$10,297
Classroom dollars	\$11,727	\$10,029	\$8,084	\$4,253	\$6,262
Nonclassroom dollars:	\$10,811	\$8,874	\$7,103	\$3,356	\$4,035
Administration	2,779	2,502	2,444	721	1,109
Plant Operations	2,926	2,391	2,188	914	1,003
Food Service	2,716	2,249	751	366	390
Transportation	1,849	1,162	924	342	438
Student Support	444	501	473	581	556
Instruction Support	97	69	323	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	92%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	12%	7%	21%
Student/teacher ratio	11.2	11.6	17.9
Average teacher salary	N/A	\$44,664	\$47,077
Average years' experience	N/A	12.8	10.6
Percent of teachers in first 3 years	0%	13%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$1,313 in additional pay, and each instructional aide earned \$814.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	■
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

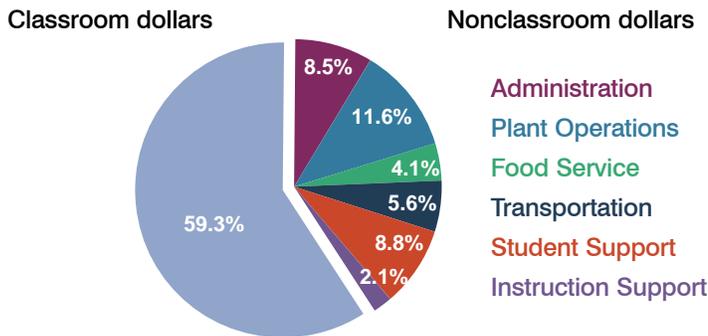
Snowflake Unified School District

Navajo County
Peer groups: Efficiency 4, Achievement 17
Legislative district(s): 5

District size: Medium-Large
Students attending: 2,452
Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 16 percent. Spending in the classroom remained fairly stable, but increased slightly from 58.4 to 59.3 percent. Spending on plant operations decreased, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$581	\$778	\$721
	Students per administrator	53	65	66
Plant Operations	Cost per square foot	\$4.69	\$5.81	\$6.25
	Square footage per student	168	171	146
Food Service	Cost per meal equivalent	\$2.61	\$2.53	\$2.41
Transportation	Cost per mile	\$3.69	\$2.94	\$3.35
	Miles per rider	325	297	282

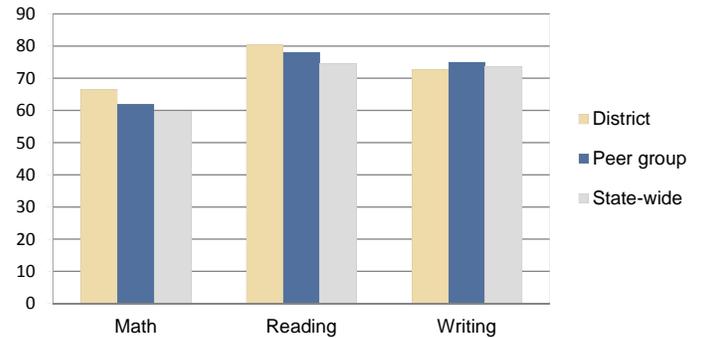
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,252	\$6,831	\$7,503	\$7,609	\$10,297
Classroom dollars	\$4,312	\$4,054	\$4,066	\$4,253	\$6,262
Nonclassroom dollars:	\$2,940	\$2,777	\$3,437	\$3,356	\$4,035
Administration	515	581	778	721	1,109
Plant Operations	812	789	973	914	1,003
Food Service	296	282	356	366	390
Transportation	444	381	356	342	438
Student Support	630	602	569	581	556
Instruction Support	243	142	405	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

6 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	94%	94%
Graduation rate (2009)	92%	80%	76%
Poverty rate (2009)	16%	15%	21%
Student/teacher ratio	20.3	17.9	17.9
Average teacher salary	\$40,283	\$42,418	\$47,077
Average years' experience	14.0	11.1	10.6
Percent of teachers in first 3 years	11%	18%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,687 in additional pay, and each librarian and counselor earned between \$3,655 and \$4,293.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

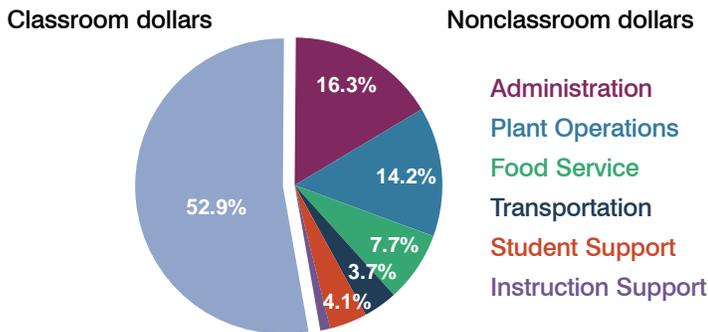
Solomon Elementary School District

Graham County
Peer groups: Efficiency 12, Achievement 4
Legislative district(s): 5

District size: Very Small
Students attending: 167
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 39 percent. Spending in the classroom varied year to year, decreasing significantly overall from 55.1 to 52.9 percent. Spending on administration increased significantly, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,378	\$2,444	\$721
	Students per administrator	56	32	66
Plant Operations	Cost per square foot	\$2.34	\$7.59	\$6.25
	Square footage per student	511	297	146
Food Service	Cost per meal equivalent	\$2.93	\$4.85	\$2.41
Transportation	Cost per mile	\$1.33	\$1.87	\$3.35
	Miles per rider	199	611	282

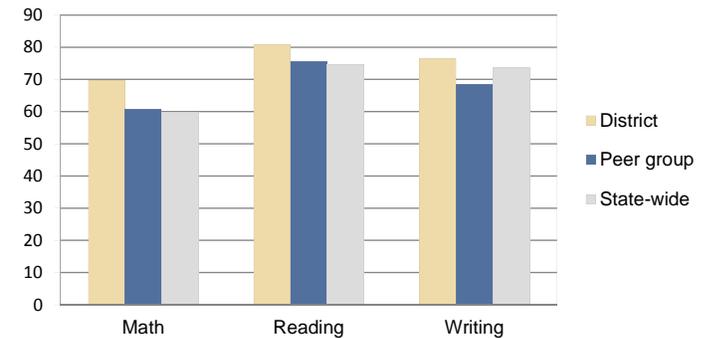


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$8,540	\$8,473	\$15,187	\$7,609	\$10,297
Classroom dollars	\$4,406	\$4,484	\$8,084	\$4,253	\$6,262
Nonclassroom dollars:	\$4,134	\$3,989	\$7,103	\$3,356	\$4,035
Administration	1,298	1,378	2,444	721	1,109
Plant Operations	1,295	1,199	2,188	914	1,003
Food Service	683	657	751	366	390
Transportation	369	313	924	342	438
Student Support	332	351	473	581	556
Instruction Support	157	91	323	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	95%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	20%	20%	21%
Student/teacher ratio	15.5	12.9	17.9
Average teacher salary	\$41,124	\$45,161	\$47,077
Average years' experience	10.9	13.5	10.6
Percent of teachers in first 3 years	0%	8%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$5,685 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

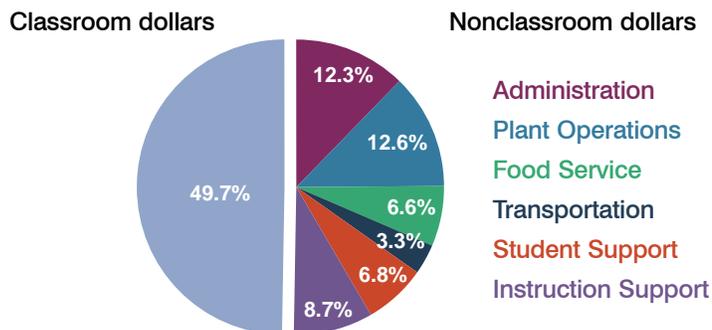
Somerton Elementary School District

Yuma County
Peer groups: Efficiency 10, Achievement 8
Legislative district(s): 24

District size: Medium-Large
Students attending: 2,568
Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 9 percent. Spending in the classroom remained fairly stable, but decreased overall from 50.7 to 49.7 percent. Spending on food service and student support decreased, while spending in all other nonclassroom areas increased.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$880	\$1,019	\$721
	Students per administrator	61	65	66
Plant Operations	Cost per square foot	\$7.40	\$6.70	\$6.25
	Square footage per student	121	130	146
Food Service	Cost per meal equivalent	\$2.04	\$2.42	\$2.41
Transportation	Cost per mile	\$3.55	\$3.03	\$3.35
	Miles per rider	163	196	282

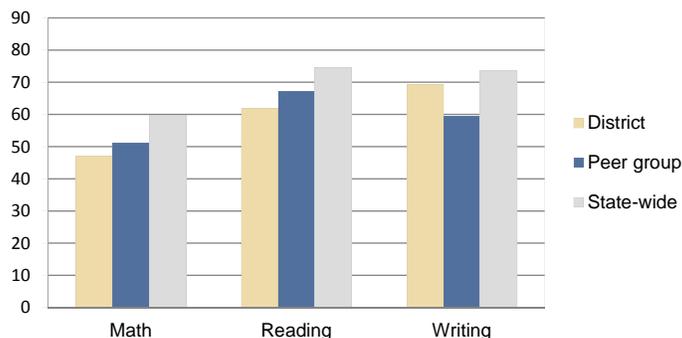
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,425	\$7,150	\$7,810	\$7,609	\$10,297
Classroom dollars	\$3,681	\$3,553	\$4,011	\$4,253	\$6,262
Nonclassroom dollars:	\$3,744	\$3,597	\$3,799	\$3,356	\$4,035
Administration	976	880	1,019	721	1,109
Plant Operations	945	899	916	914	1,003
Food Service	545	472	503	366	390
Transportation	230	234	432	342	438
Student Support	521	491	478	581	556
Instruction Support	527	621	451	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

3 schools met all applicable AYP objectives for NCLB. 1 did not because some students did not demonstrate sufficient academic progress. 1 school was not eligible for an AYP determination.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	94%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	33%	34%	21%
Student/teacher ratio	20.2	14.4	17.9
Average teacher salary	\$40,904	\$43,616	\$47,077
Average years' experience	7.2	11.0	10.6
Percent of teachers in first 3 years	31%	20%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$2,632 in additional pay, and each speech pathologist, counselor, reading coach, mentor teacher, intervention specialist, and migrant advocate earned between \$2,288 and \$2,750.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

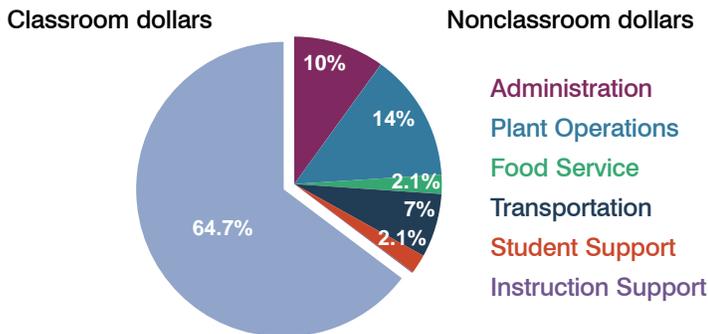
Sonoita Elementary School District

Santa Cruz County
Peer groups: Efficiency 12, Achievement 2
Legislative district(s): 30

District size: Very Small
Students attending: 120
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 17 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly from 68.1 to 64.7 percent. Spending on plant operations and food service increased significantly, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,739	\$2,444	\$721
	Students per administrator	54	32	66
Plant Operations	Cost per square foot	\$9.21	\$7.59	\$6.25
	Square footage per student	264	297	146
Food Service	Cost per meal equivalent	\$2.73	\$4.85	\$2.41
Transportation	Cost per mile	\$1.41	\$1.87	\$3.35
	Miles per rider	986	611	282

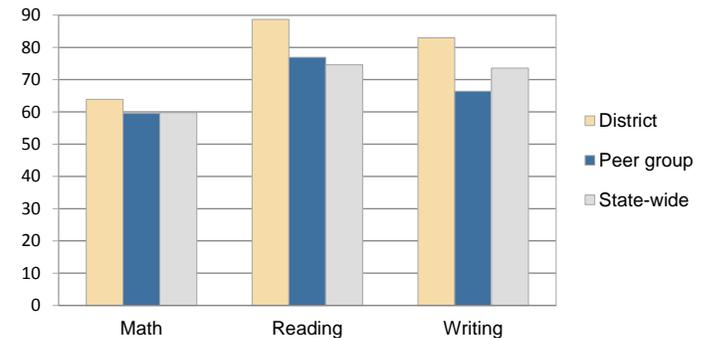


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$15,876	\$17,418	\$15,187	\$7,609	\$10,297
Classroom dollars	\$11,045	\$11,274	\$8,084	\$4,253	\$6,262
Nonclassroom dollars:	\$4,831	\$6,144	\$7,103	\$3,356	\$4,035
Administration	1,723	1,739	2,444	721	1,109
Plant Operations	2,129	2,431	2,188	914	1,003
Food Service	211	368	751	366	390
Transportation	377	1,226	924	342	438
Student Support	381	360	473	581	556
Instruction Support	10	20	323	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	94%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	15%	15%	21%
Student/teacher ratio	8.6	13.8	17.9
Average teacher salary	\$55,606	\$44,598	\$47,077
Average years' experience	10.1	11.4	10.6
Percent of teachers in first 3 years	24%	13%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$1,714 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

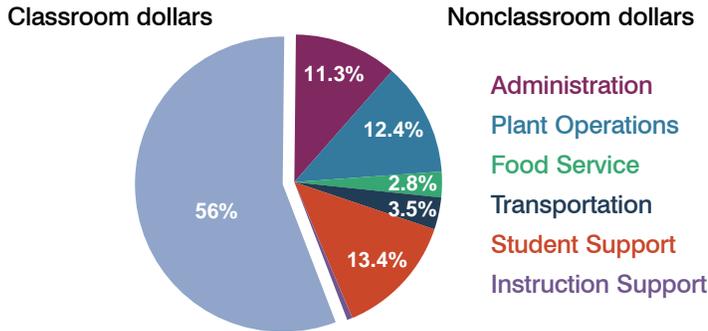
St. David Unified School District

Cochise County
Peer groups: Efficiency 6, Achievement 17
Legislative district(s): 25

District size: Small
Students attending: 441
Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 6 percent. Spending in the classroom varied year to year, decreasing significantly overall from 58.8 to 56 percent. Spending on administration and student support increased, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,006	\$1,447	\$721
	Students per administrator	34	42	66
Plant Operations	Cost per square foot	\$6.28	\$5.76	\$6.25
	Square footage per student	177	276	146
Food Service	Cost per meal equivalent	\$2.60	\$3.00	\$2.41
Transportation	Cost per mile	\$3.17	\$2.53	\$3.35
	Miles per rider	143	375	282

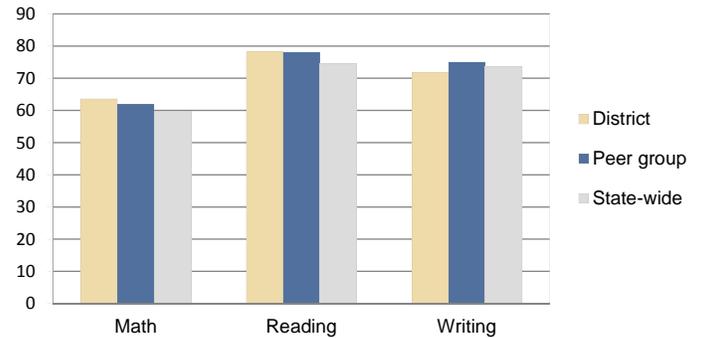
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$9,356	\$8,965	\$9,887	\$7,609	\$10,297
Classroom dollars	\$5,413	\$5,021	\$5,054	\$4,253	\$6,262
Nonclassroom dollars:	\$3,943	\$3,944	\$4,833	\$3,356	\$4,035
Administration	1,095	1,006	1,447	721	1,109
Plant Operations	1,073	1,114	1,462	914	1,003
Food Service	215	251	424	366	390
Transportation	325	314	445	342	438
Student Support	1,179	1,203	625	581	556
Instruction Support	56	56	430	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	94%	94%
Graduation rate (2009)	85%	80%	76%
Poverty rate (2009)	14%	15%	21%
Student/teacher ratio	13.8	17.9	17.9
Average teacher salary	\$46,841	\$42,418	\$47,077
Average years' experience	13.5	11.1	10.6
Percent of teachers in first 3 years	0%	18%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$4,072 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

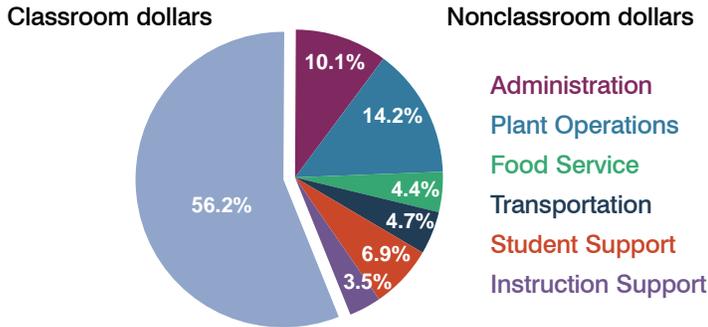
St. Johns Unified School District

Apache County
Peer groups: Efficiency 5, Achievement 19
Legislative district(s): 5

District size: Medium
Students attending: 881
Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 26 percent. Spending in the classroom was very inconsistent year to year, increasing overall from 55.2 to 56.2 percent. Spending on administration and food service decreased, while spending on student support increased significantly. Spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$952	\$1,060	\$721
	Students per administrator	47	54	66
Plant Operations	Cost per square foot	\$3.98	\$5.34	\$6.25
	Square footage per student	337	243	146
Food Service	Cost per meal equivalent	\$3.38	\$2.83	\$2.41
Transportation	Cost per mile	\$1.55	\$2.55	\$3.35
	Miles per rider	589	360	282

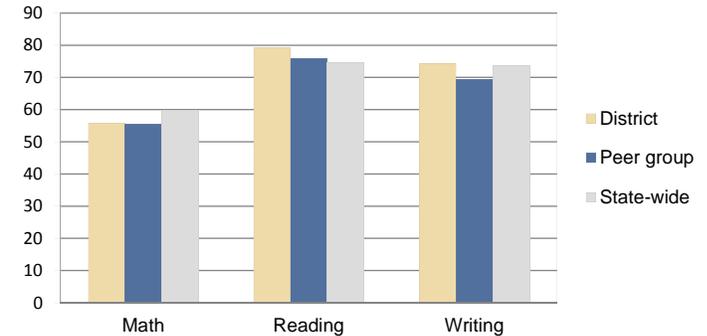


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$9,577	\$9,464	\$8,776	\$7,609	\$10,297
Classroom dollars	\$5,398	\$5,315	\$4,466	\$4,253	\$6,262
Nonclassroom dollars:	\$4,179	\$4,149	\$4,310	\$3,356	\$4,035
Administration	860	952	1,060	721	1,109
Plant Operations	1,500	1,342	1,260	914	1,003
Food Service	439	419	399	366	390
Transportation	409	445	510	342	438
Student Support	648	658	657	581	556
Instruction Support	323	333	424	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

4 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	92%	94%
Graduation rate (2009)	85%	80%	76%
Poverty rate (2009)	21%	20%	21%
Student/teacher ratio	15.6	15.8	17.9
Average teacher salary	\$41,739	\$41,188	\$47,077
Average years' experience	14.0	11.6	10.6
Percent of teachers in first 3 years	14%	19%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,664 in additional pay, and each speech pathologist, counselor, psychologist, reading coach, and reading specialist earned between \$1,564 and \$3,660.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

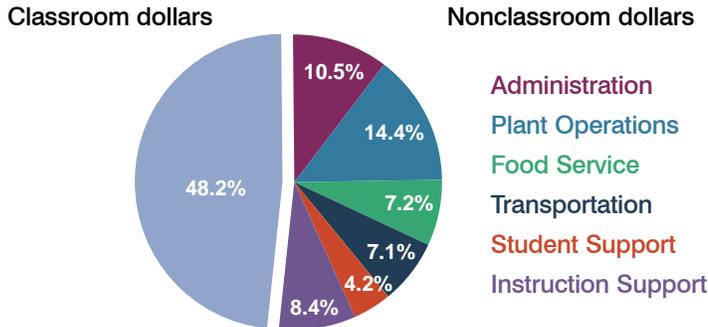
Stanfield Elementary School District

Pinal County
Peer groups: Efficiency 10, Achievement 6
Legislative district(s): 23

District size: Medium
Students attending: 664
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 7 percent. Spending in the classroom varied year to year, decreasing slightly overall from 48.9 to 48.2 percent. Spending on administration decreased significantly, while spending on plant operations increased significantly. Spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$872	\$1,019	\$721
	Students per administrator	61	65	66
Plant Operations	Cost per square foot	\$8.46	\$6.70	\$6.25
	Square footage per student	142	130	146
Food Service	Cost per meal equivalent	\$2.52	\$2.42	\$2.41
Transportation	Cost per mile	\$1.98	\$3.03	\$3.35
	Miles per rider	279	196	282

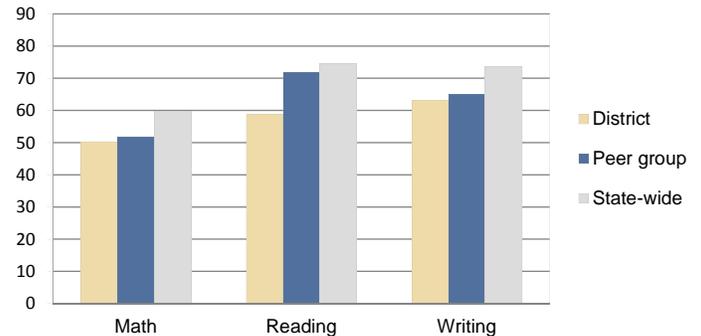
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$8,288	\$8,341	\$7,810	\$7,609	\$10,297
Classroom dollars	\$3,959	\$4,023	\$4,011	\$4,253	\$6,262
Nonclassroom dollars:	\$4,329	\$4,318	\$3,799	\$3,356	\$4,035
Administration	1,010	872	1,019	721	1,109
Plant Operations	995	1,197	916	914	1,003
Food Service	668	600	503	366	390
Transportation	683	596	432	342	438
Student Support	463	349	478	581	556
Instruction Support	510	704	451	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	94%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	25%	27%	21%
Student/teacher ratio	16.6	13.1	17.9
Average teacher salary	\$41,124	\$42,747	\$47,077
Average years' experience	7.3	13.8	10.6
Percent of teachers in first 3 years	25%	9%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$2,419 in additional pay, and each librarian and counselor earned between \$327 and \$2,445.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	■
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

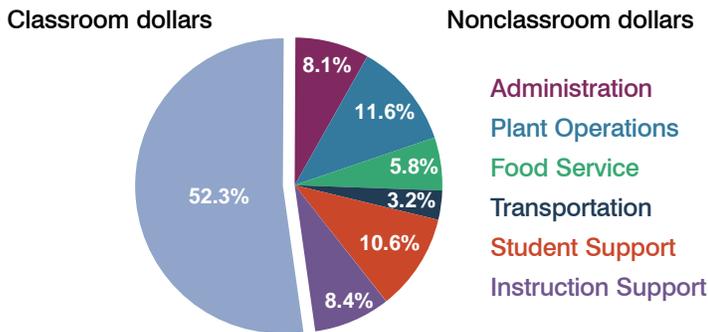
Sunnyside Unified School District

Pima County
Peer groups: Efficiency 2, Achievement 21
Legislative district(s): 29

District size: Large
Students attending: 16,633
Number of schools: 22

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 14 percent. Spending in the classroom varied year to year, decreasing significantly overall from 57.8 to 52.3 percent. Spending on plant operations and student support increased and spending on instruction support increased significantly, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$633	\$627	\$721
	Students per administrator	64	68	66
Plant Operations	Cost per square foot	\$8.14	\$6.54	\$6.25
	Square footage per student	110	142	146
Food Service	Cost per meal equivalent	\$2.55	\$2.52	\$2.41
Transportation	Cost per mile	\$3.07	\$3.31	\$3.35
	Miles per rider	142	323	282

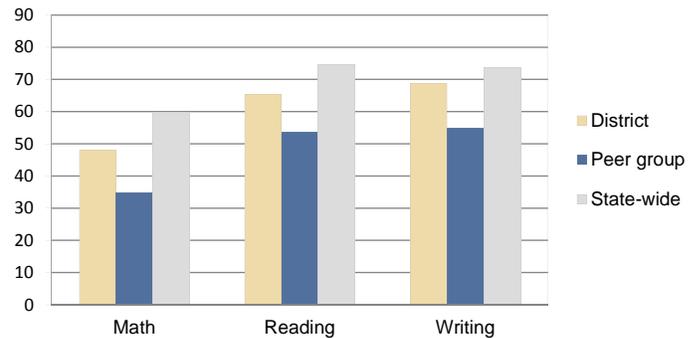


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,991	\$7,759	\$7,166	\$7,609	\$10,297
Classroom dollars	\$4,306	\$4,058	\$4,025	\$4,253	\$6,262
Nonclassroom dollars:	\$3,685	\$3,701	\$3,141	\$3,356	\$4,035
Administration	642	633	627	721	1,109
Plant Operations	898	898	917	914	1,003
Food Service	445	450	308	366	390
Transportation	226	248	326	342	438
Student Support	812	822	539	581	556
Instruction Support	662	650	424	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

13 schools met all applicable AYP objectives for NCLB. 9 schools failed to meet 1 or more of the following objectives: percent tested (1); academic progress (8); graduation rate (1).

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	91%	94%
Graduation rate (2009)	67%	63%	76%
Poverty rate (2009)	37%	42%	21%
Student/teacher ratio	18.6	14.7	17.9
Average teacher salary	\$48,573	\$42,282	\$47,077
Average years' experience	11.0	12.3	10.6
Percent of teachers in first 3 years	21%	15%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$5,485 in additional pay, and each librarian, speech pathologist, counselor, and prevention specialist earned between \$5,051 and \$12,306.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	▴
Dropout/graduation rates	□
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	■
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

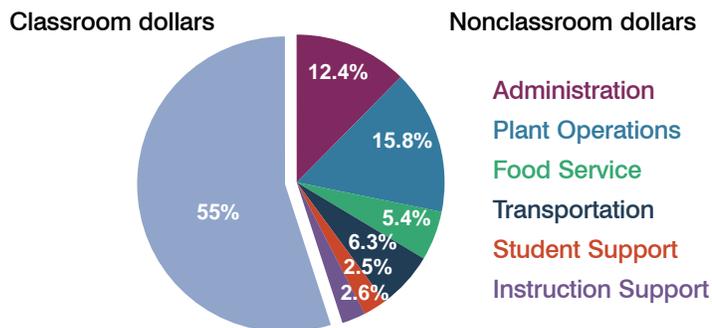
Superior Unified School District

Pinal County
Peer groups: Efficiency 6, Achievement 20
Legislative district(s): 23

District size: Small
Students attending: 442
Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 6 percent. Spending in the classroom varied year to year, increasing overall from 53.8 to 55 percent. Spending on administration, student support, and instruction support decreased, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,124	\$1,447	\$721
	Students per administrator	48	42	66
Plant Operations	Cost per square foot	\$8.45	\$5.76	\$6.25
	Square footage per student	171	276	146
Food Service	Cost per meal equivalent	\$3.16	\$3.00	\$2.41
Transportation	Cost per mile	\$5.29	\$2.53	\$3.35
	Miles per rider	156	375	282

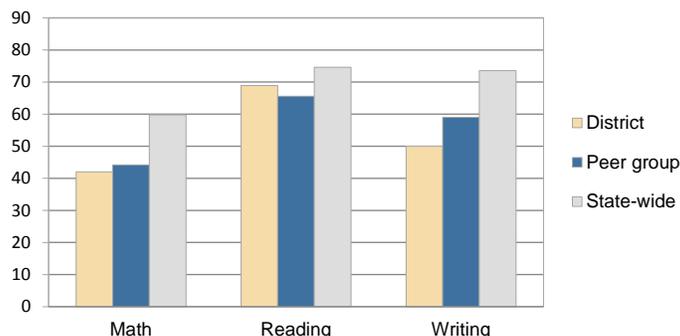
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$10,660	\$9,088	\$9,887	\$7,609	\$10,297
Classroom dollars	\$5,871	\$4,997	\$5,054	\$4,253	\$6,262
Nonclassroom dollars:	\$4,789	\$4,091	\$4,833	\$3,356	\$4,035
Administration	1,429	1,124	1,447	721	1,109
Plant Operations	1,719	1,442	1,462	914	1,003
Food Service	587	488	424	366	390
Transportation	519	576	445	342	438
Student Support	312	227	625	581	556
Instruction Support	223	234	430	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

3 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	89%	93%	94%
Graduation rate (2009)	80%	80%	76%
Poverty rate (2009)	26%	26%	21%
Student/teacher ratio	13.4	15.4	17.9
Average teacher salary	\$40,148	\$41,299	\$47,077
Average years' experience	10.6	11.1	10.6
Percent of teachers in first 3 years	19%	20%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher and counselor earned \$3,619 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

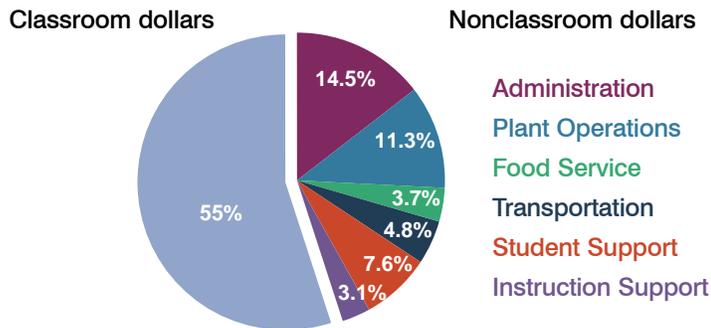
Tanque Verde Unified School District

Pima County
Peer groups: Efficiency 3, Achievement 16
Legislative district(s): 30

District size: Medium
Students attending: 1,511
Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 7 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 57.6 to 55 percent. Spending on administration and student support increased, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,099	\$748	\$721
	Students per administrator	68	70	66
Plant Operations	Cost per square foot	\$5.84	\$5.70	\$6.25
	Square footage per student	146	155	146
Food Service	Cost per meal equivalent	\$1.06	\$2.62	\$2.41
Transportation	Cost per mile	\$3.25	\$3.40	\$3.35
	Miles per rider	291	252	282

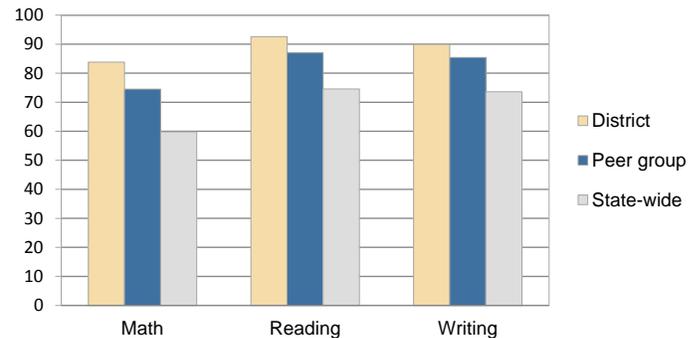


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$8,125	\$7,556	\$7,096	\$7,609	\$10,297
Classroom dollars	\$4,943	\$4,153	\$3,889	\$4,253	\$6,262
Nonclassroom dollars:	\$3,182	\$3,403	\$3,207	\$3,356	\$4,035
Administration	981	1,099	748	721	1,109
Plant Operations	703	855	874	914	1,003
Food Service	317	279	322	366	390
Transportation	370	363	396	342	438
Student Support	498	573	578	581	556
Instruction Support	313	234	289	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

4 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	95%	94%
Graduation rate (2009)	98%	90%	76%
Poverty rate (2009)	5%	10%	21%
Student/teacher ratio	14.7	18.0	17.9
Average teacher salary	\$41,260	\$45,075	\$47,077
Average years' experience	11.3	10.4	10.6
Percent of teachers in first 3 years	11%	16%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher, librarian, and counselor earned \$2,909 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

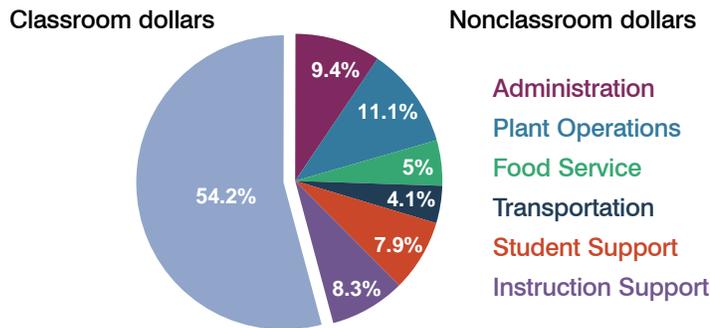
Tempe Elementary School District

Maricopa County
Peer groups: Efficiency 8, Achievement 5
Legislative district(s): 16, 17, and 18

District size: Large
Students attending: 11,778
Number of schools: 24

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 27 percent. Spending in the classroom decreased overall from 55.9 to 54.2 percent. Spending on instruction support increased, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$828	\$701	\$721
	Students per administrator	61	69	66
Plant Operations	Cost per square foot	\$6.71	\$6.48	\$6.25
	Square footage per student	146	123	146
Food Service	Cost per meal equivalent	\$2.41	\$2.36	\$2.41
Transportation	Cost per mile	\$4.79	\$4.82	\$3.35
	Miles per rider	140	180	282

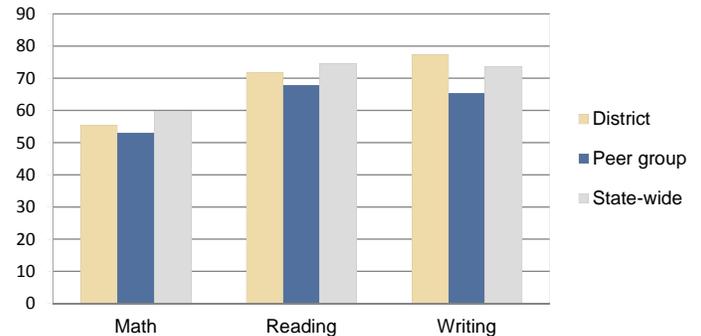
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$9,032	\$8,803	\$7,513	\$7,609	\$10,297
Classroom dollars	\$5,057	\$4,769	\$4,190	\$4,253	\$6,262
Nonclassroom dollars:	\$3,975	\$4,034	\$3,323	\$3,356	\$4,035
Administration	837	828	701	721	1,109
Plant Operations	862	978	794	914	1,003
Food Service	465	443	476	366	390
Transportation	356	359	279	342	438
Student Support	702	691	536	581	556
Instruction Support	753	735	537	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

21 schools met all applicable AYP objectives for NCLB. 3 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	95%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	20%	19%	21%
Student/teacher ratio	14.1	18.0	17.9
Average teacher salary	\$41,566	\$43,515	\$47,077
Average years' experience	9.7	7.9	10.6
Percent of teachers in first 3 years	21%	35%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$4,687 in additional pay, and each librarian, counselor, and teacher on special assignment earned between \$1,891 and \$1,925.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	<input type="checkbox"/>
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

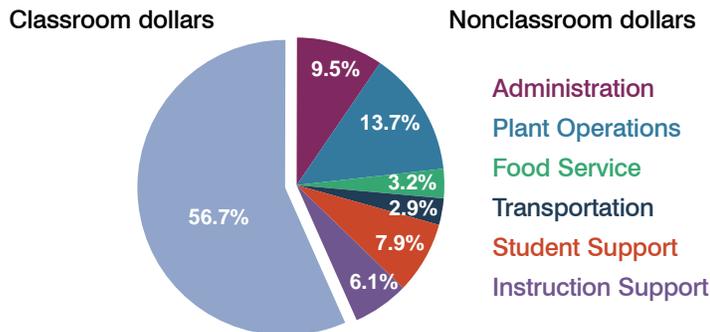
Tempe Union High School District

Maricopa County
Peer groups: Efficiency 2, Achievement 13
Legislative district(s): 16, 17, 18, and 20

District size: Large
Students attending: 13,264
Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 9 percent. Spending in the classroom varied year to year, decreasing significantly overall from 58.9 to 56.7 percent. Spending on food service decreased slightly, while spending in all other nonclassroom areas increased slightly.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$684	\$627	\$721
	Students per administrator	76	68	66
Plant Operations	Cost per square foot	\$5.62	\$6.54	\$6.25
	Square footage per student	175	142	146
Food Service	Cost per meal equivalent	\$2.79	\$2.52	\$2.41
Transportation	Cost per mile	\$4.14	\$3.31	\$3.35
	Miles per rider	254	323	282

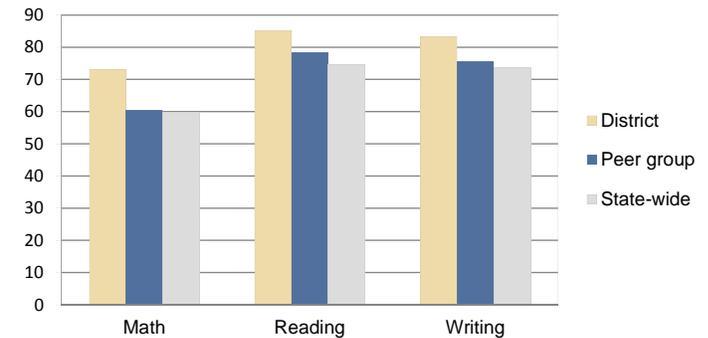


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,449	\$7,208	\$7,166	\$7,609	\$10,297
Classroom dollars	\$4,229	\$4,087	\$4,025	\$4,253	\$6,262
Nonclassroom dollars:	\$3,220	\$3,121	\$3,141	\$3,356	\$4,035
Administration	706	684	627	721	1,109
Plant Operations	1,042	985	917	914	1,003
Food Service	254	233	308	366	390
Transportation	190	212	326	342	438
Student Support	545	569	539	581	556
Instruction Support	483	438	424	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

4 schools met all applicable AYP objectives for NCLB. 3 schools failed to meet 1 or more of the following objectives: academic progress (3); attendance rate (1).

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	93%	94%
Graduation rate (2009)	92%	83%	76%
Poverty rate (2009)	14%	16%	21%
Student/teacher ratio	21.2	19.9	17.9
Average teacher salary	\$51,814	\$45,843	\$47,077
Average years' experience	11.5	8.9	10.6
Percent of teachers in first 3 years	15%	22%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$4,878 in additional pay, and each librarian, speech pathologist, counselor, coordinator, and specialist earned between \$1,905 and \$5,053.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	■
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

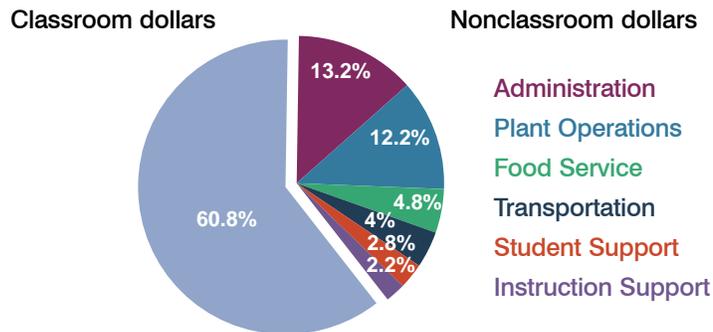
Thatcher Unified School District

Graham County
Peer groups: Efficiency 5, Achievement 17
Legislative district(s): 5

District size: Medium
Students attending: 1,263
Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 8 percent. Spending in the classroom varied year to year, decreasing slightly overall from 61.1 to 60.8 percent. Spending on student support increased, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$803	\$1,060	\$721
	Students per administrator	63	54	66
Plant Operations	Cost per square foot	\$3.39	\$5.34	\$6.25
	Square footage per student	220	243	146
Food Service	Cost per meal equivalent	\$3.10	\$2.83	\$2.41
Transportation	Cost per mile	\$3.08	\$2.55	\$3.35
	Miles per rider	128	360	282

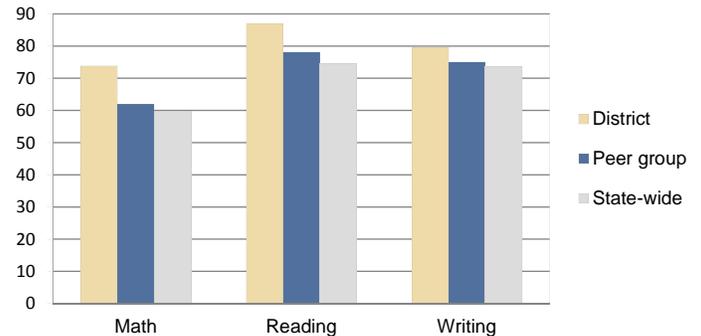
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$6,623	\$6,099	\$8,776	\$7,609	\$10,297
Classroom dollars	\$4,092	\$3,707	\$4,466	\$4,253	\$6,262
Nonclassroom dollars:	\$2,531	\$2,392	\$4,310	\$3,356	\$4,035
Administration	809	803	1,060	721	1,109
Plant Operations	840	747	1,260	914	1,003
Food Service	303	293	399	366	390
Transportation	230	244	510	342	438
Student Support	163	171	657	581	556
Instruction Support	186	134	424	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

4 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	96%	94%	94%
Graduation rate (2009)	90%	80%	76%
Poverty rate (2009)	16%	15%	21%
Student/teacher ratio	17.3	17.9	17.9
Average teacher salary	\$37,699	\$42,418	\$47,077
Average years' experience	13.2	11.1	10.6
Percent of teachers in first 3 years	17%	18%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$4,511 in additional pay, and the librarian and counselor earned between \$1,937 and \$4,452.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

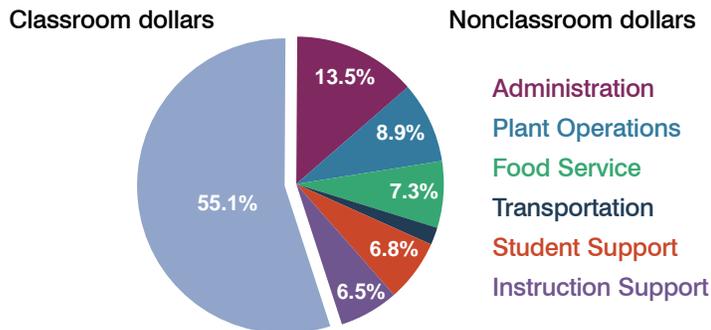
Tolleson Elementary School District

Maricopa County
Peer groups: Efficiency 9, Achievement 7
Legislative district(s): 13

District size: Medium-Large
Students attending: 2,626
Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 39 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 57.2 to 55.1 percent. Spending on administration and instruction support increased significantly, while spending on plant operations decreased significantly. Spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,064	\$872	\$721
	Students per administrator	80	72	66
Plant Operations	Cost per square foot	\$5.66	\$6.86	\$6.25
	Square footage per student	124	127	146
Food Service	Cost per meal equivalent	\$2.26	\$2.32	\$2.41
Transportation	Cost per mile	\$7.11	\$5.66	\$3.35
	Miles per rider	147	129	282

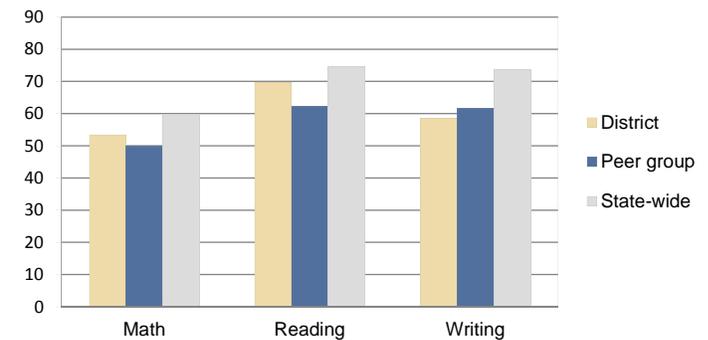


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,899	\$7,920	\$7,783	\$7,609	\$10,297
Classroom dollars	\$4,325	\$4,368	\$4,157	\$4,253	\$6,262
Nonclassroom dollars:	\$3,574	\$3,552	\$3,626	\$3,356	\$4,035
Administration	992	1,064	872	721	1,109
Plant Operations	699	703	873	914	1,003
Food Service	562	580	501	366	390
Transportation	147	153	260	342	438
Student Support	546	536	582	581	556
Instruction Support	628	516	538	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

4 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	94%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	24%	30%	21%
Student/teacher ratio	19.0	17.8	17.9
Average teacher salary	\$50,890	\$46,904	\$47,077
Average years' experience	9.9	8.7	10.6
Percent of teachers in first 3 years	16%	28%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,194 in additional pay, and each speech pathologist earned \$2,800.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	▲
Dropout/graduation rates	-
Student attendance	▲
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▲ = partially, and - = no goal set

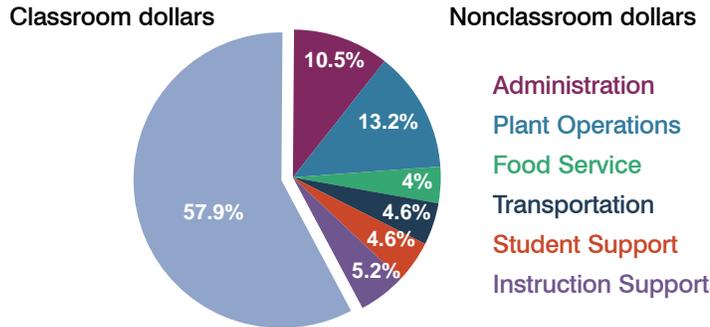
Tolleson Union High School District

Maricopa County
Peer groups: Efficiency 2, Achievement 13
Legislative district(s): 12, 13, 16, and 23

District size: Large
Students attending: 9,262
Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 9 percent. Spending in the classroom was inconsistent year to year, decreasing overall from 59.9 to 57.9 percent. Spending on administration and instruction support increased significantly, while spending on plant operations and student support decreased significantly. Spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$665	\$627	\$721
	Students per administrator	77	68	66
Plant Operations	Cost per square foot	\$6.08	\$6.54	\$6.25
	Square footage per student	137	142	146
Food Service	Cost per meal equivalent	\$2.11	\$2.52	\$2.41
Transportation	Cost per mile	\$3.69	\$3.31	\$3.35
	Miles per rider	280	323	282

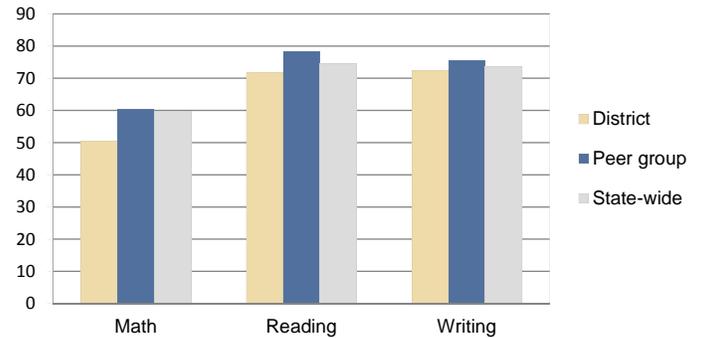
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$6,812	\$6,356	\$7,166	\$7,609	\$10,297
Classroom dollars	\$3,723	\$3,678	\$4,025	\$4,253	\$6,262
Nonclassroom dollars:	\$3,089	\$2,678	\$3,141	\$3,356	\$4,035
Administration	746	665	627	721	1,109
Plant Operations	902	836	917	914	1,003
Food Service	267	255	308	366	390
Transportation	349	295	326	342	438
Student Support	483	293	539	581	556
Instruction Support	342	334	424	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

3 schools met all applicable AYP objectives for NCLB. 1 school did not because some students did not demonstrate sufficient academic progress. 1 school did not because its graduation rate was not sufficient.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	93%	94%
Graduation rate (2009)	83%	83%	76%
Poverty rate (2009)	20%	16%	21%
Student/teacher ratio	19.3	19.9	17.9
Average teacher salary	\$43,674	\$45,843	\$47,077
Average years' experience	8.5	8.9	10.6
Percent of teachers in first 3 years	26%	22%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$5,937 in additional pay, and each librarian, counselor, social worker, department chair, instructional trainer, and support staff earned between \$2,458 and \$6,120.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	▶
Dropout/graduation rates	▶
Student attendance	▶
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	▶

■ = yes, □ = no, ▶ = partially, and - = no goal set

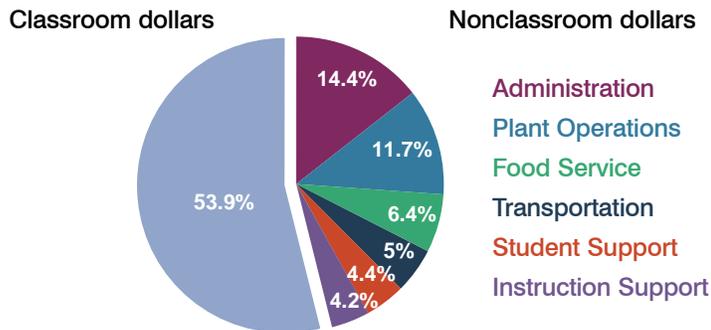
Toltec Elementary School District

Pinal County
Peer groups: Efficiency 10, Achievement 2
Legislative district(s): 23

District size: Medium
Students attending: 1,279
Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 23 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 62.3 to 53.9 percent. Spending on administration, and student and instruction support increased significantly, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,029	\$1,019	\$721
	Students per administrator	85	65	66
Plant Operations	Cost per square foot	\$6.70	\$6.70	\$6.25
	Square footage per student	125	130	146
Food Service	Cost per meal equivalent	\$2.72	\$2.42	\$2.41
Transportation	Cost per mile	\$4.11	\$3.03	\$3.35
	Miles per rider	129	196	282

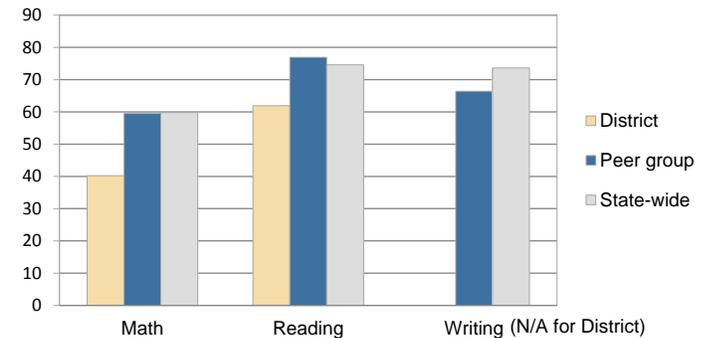


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$6,318	\$7,170	\$7,810	\$7,609	\$10,297
Classroom dollars	\$3,725	\$3,866	\$4,011	\$4,253	\$6,262
Nonclassroom dollars:	\$2,593	\$3,304	\$3,799	\$3,356	\$4,035
Administration	704	1,029	1,019	721	1,109
Plant Operations	656	840	916	914	1,003
Food Service	423	462	503	366	390
Transportation	378	358	432	342	438
Student Support	241	313	478	581	556
Instruction Support	191	302	451	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

1 school met all applicable AYP objectives for NCLB. 1 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	94%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	14%	15%	21%
Student/teacher ratio	15.8	13.8	17.9
Average teacher salary	\$34,244	\$44,598	\$47,077
Average years' experience	7.5	11.4	10.6
Percent of teachers in first 3 years	29%	13%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$6,101 in additional pay, and each instructional aide, librarian, and counselor earned between \$378 and \$3,197.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	▲
Teacher evaluations	▲
Tutoring	-
Other	-

■ = yes, □ = no, ▲ = partially, and - = no goal set

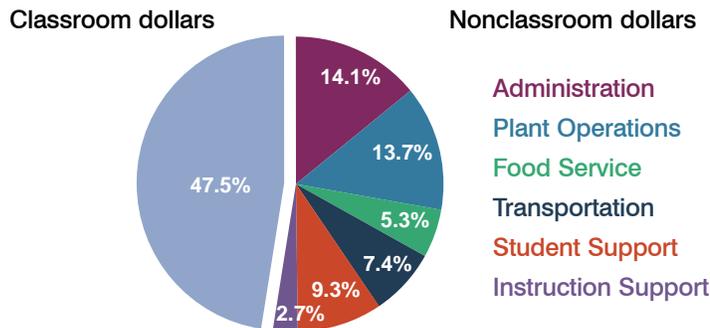
Tombstone Unified School District

Cochise County
Peer groups: Efficiency 5, Achievement 19
Legislative district(s): 25

District size: Medium
Students attending: 869
Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 16 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 56.2 to 47.5 percent. Spending on plant operations increased significantly, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,136	\$1,060	\$721
	Students per administrator	39	54	66
Plant Operations	Cost per square foot	\$5.82	\$5.34	\$6.25
	Square footage per student	189	243	146
Food Service	Cost per meal equivalent	\$2.70	\$2.83	\$2.41
Transportation	Cost per mile	\$1.80	\$2.55	\$3.35
	Miles per rider	430	360	282

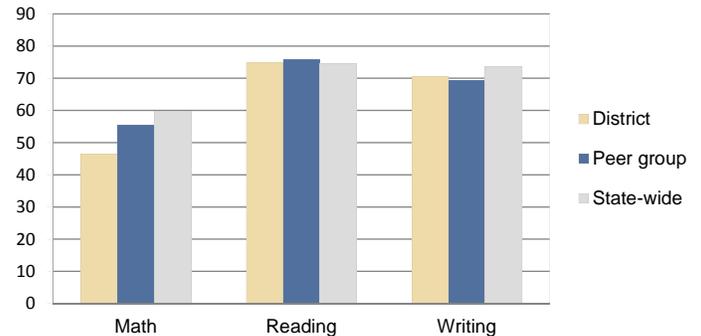
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$9,426	\$8,040	\$8,776	\$7,609	\$10,297
Classroom dollars	\$4,916	\$3,816	\$4,466	\$4,253	\$6,262
Nonclassroom dollars:	\$4,510	\$4,224	\$4,310	\$3,356	\$4,035
Administration	1,280	1,136	1,060	721	1,109
Plant Operations	1,218	1,098	1,260	914	1,003
Food Service	468	428	399	366	390
Transportation	573	593	510	342	438
Student Support	755	751	657	581	556
Instruction Support	216	218	424	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB. 1 school did not because its attendance rate was not sufficient.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	90%	92%	94%
Graduation rate (2009)	86%	80%	76%
Poverty rate (2009)	22%	20%	21%
Student/teacher ratio	16.2	15.8	17.9
Average teacher salary	\$34,635	\$41,188	\$47,077
Average years' experience	7.4	11.6	10.6
Percent of teachers in first 3 years	46%	19%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$2,820 in additional pay, and each librarian and counselor earned between \$1,414 and \$2,408.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	-
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	■
Teacher professional development	■
Teacher evaluations	-
Tutoring	■
Other	■

■ = yes, □ = no, ▣ = partially, and - = no goal set

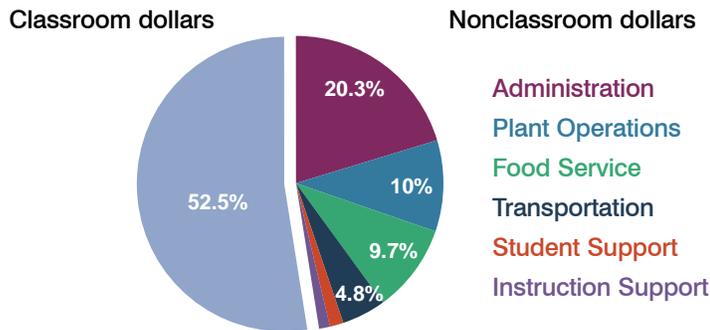
Tonto Basin Elementary School District

Gila County
Peer groups: Efficiency 12, Achievement 2
Legislative district(s): 5

District size: Very Small
Students attending: 68
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 26 percent. Spending in the classroom varied year to year, decreasing significantly overall from 56.2 to 52.5 percent. Spending on administration increased significantly, while spending on food service decreased significantly. Spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,733	\$2,444	\$721
	Students per administrator	18	32	66
Plant Operations	Cost per square foot	\$6.41	\$7.59	\$6.25
	Square footage per student	209	297	146
Food Service	Cost per meal equivalent	\$4.52	\$4.85	\$2.41
Transportation	Cost per mile	\$0.91	\$1.87	\$3.35
	Miles per rider	539	611	282

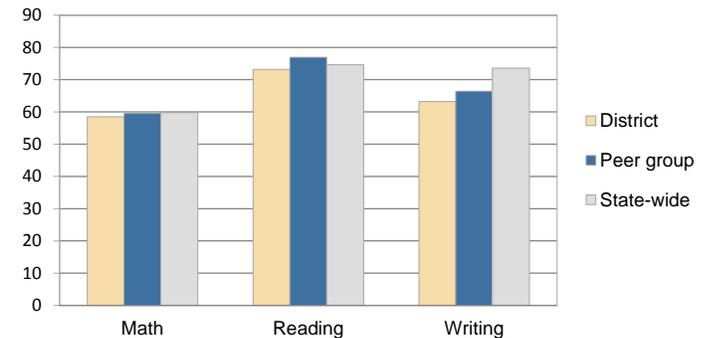


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$15,598	\$13,433	\$15,187	\$7,609	\$10,297
Classroom dollars	\$8,340	\$7,046	\$8,084	\$4,253	\$6,262
Nonclassroom dollars:	\$7,258	\$6,387	\$7,103	\$3,356	\$4,035
Administration	2,807	2,733	2,444	721	1,109
Plant Operations	1,754	1,341	2,188	914	1,003
Food Service	1,527	1,307	751	366	390
Transportation	820	637	924	342	438
Student Support	236	205	473	581	556
Instruction Support	114	164	323	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	94%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	16%	15%	21%
Student/teacher ratio	11.3	13.8	17.9
Average teacher salary	\$48,906	\$44,598	\$47,077
Average years' experience	15.3	11.4	10.6
Percent of teachers in first 3 years	0%	13%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$1,720 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	■
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

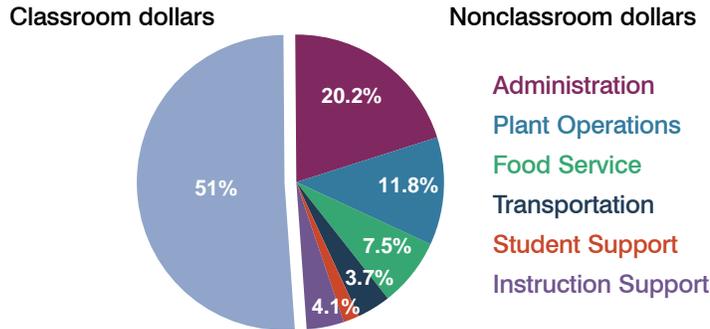
Topock Elementary School District

Mohave County
Peer groups: Efficiency 12, Achievement 9
Legislative district(s): 3

District size: Very Small
Students attending: 143
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function

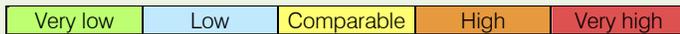


5-year trend

Total spending per pupil increased by 15 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 54.5 to 51 percent. Spending on administration and food service increased significantly, while spending on student and instruction support decreased significantly. Spending in other nonclassroom areas varied.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,932	\$2,444	\$721
	Students per administrator	48	32	66
Plant Operations	Cost per square foot	\$6.09	\$7.59	\$6.25
	Square footage per student	184	297	146
Food Service	Cost per meal equivalent	\$3.64	\$4.85	\$2.41
Transportation	Cost per mile	\$4.18	\$1.87	\$3.35
	Miles per rider	75	611	282

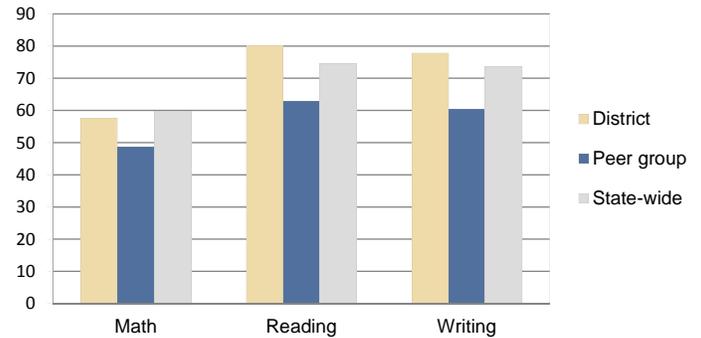


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$9,890	\$9,555	\$15,187	\$7,609	\$10,297
Classroom dollars	\$5,766	\$4,877	\$8,084	\$4,253	\$6,262
Nonclassroom dollars:	\$4,124	\$4,678	\$7,103	\$3,356	\$4,035
Administration	1,746	1,932	2,444	721	1,109
Plant Operations	855	1,118	2,188	914	1,003
Food Service	681	717	751	366	390
Transportation	428	351	924	342	438
Student Support	179	164	473	581	556
Instruction Support	235	396	323	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	87%	93%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	41%	49%	21%
Student/teacher ratio	14.3	10.7	17.9
Average teacher salary	\$34,396	\$42,652	\$47,077
Average years' experience	8.9	10.1	10.6
Percent of teachers in first 3 years	21%	19%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$1,177 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	<input type="checkbox"/>
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	<input type="checkbox"/>

■ = yes, □ = no, ▴ = partially, and - = no goal set

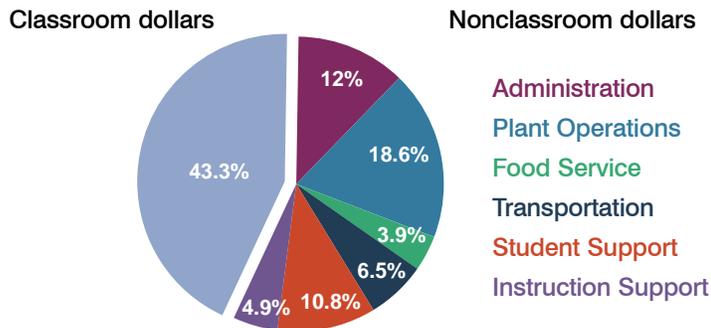
Tuba City Unified School District

Coconino County
Peer groups: Efficiency 5, Achievement 21
Legislative district(s): 2

District size: Medium
Students attending: 1,826
Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 14 percent. Spending in the classroom varied year to year, decreasing significantly overall from 47.7 to 43.3 percent. Spending on administration increased and spending on plant operations and student support increased significantly, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,418	\$1,060	\$721
	Students per administrator	34	54	66
Plant Operations	Cost per square foot	\$6.25	\$5.34	\$6.25
	Square footage per student	350	243	146
Food Service	Cost per meal equivalent	\$2.45	\$2.83	\$2.41
Transportation	Cost per mile	\$2.36	\$2.55	\$3.35
	Miles per rider	413	360	282

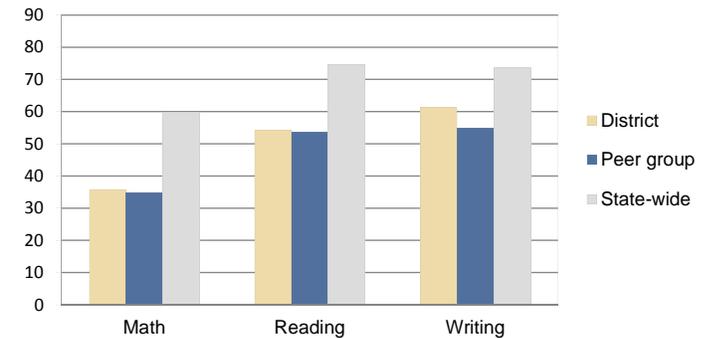


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$13,887	\$11,789	\$8,776	\$7,609	\$10,297
Classroom dollars	\$6,178	\$5,102	\$4,466	\$4,253	\$6,262
Nonclassroom dollars:	\$7,709	\$6,687	\$4,310	\$3,356	\$4,035
Administration	1,677	1,418	1,060	721	1,109
Plant Operations	2,415	2,189	1,260	914	1,003
Food Service	634	464	399	366	390
Transportation	949	757	510	342	438
Student Support	1,391	1,279	657	581	556
Instruction Support	643	580	424	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

4 schools met all applicable AYP objectives for NCLB. 3 schools failed to meet 1 or more of the following objectives: academic progress (2); attendance rate (1); graduation rate (1).

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	90%	91%	94%
Graduation rate (2009)	80%	63%	76%
Poverty rate (2009)	34%	42%	21%
Student/teacher ratio	14.5	14.7	17.9
Average teacher salary	\$37,773	\$42,282	\$47,077
Average years' experience	12.5	12.3	10.6
Percent of teachers in first 3 years	3%	15%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$1,884 in additional pay, and each librarian, counselor, dean of students, gifted coordinator, and reading coach earned between \$1,275 and \$1,907.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	▲
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	▲
Teacher evaluations	-
Tutoring	▲
Other	▲

■ = yes, □ = no, ▲ = partially, and - = no goal set

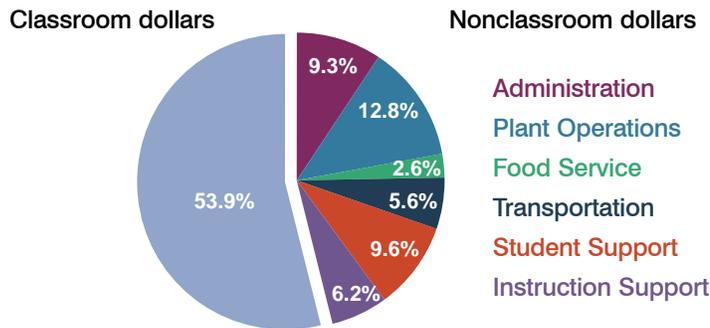
Tucson Unified School District

Pima County
Peer groups: Efficiency 1, Achievement 18
Legislative district(s): 26, 27, 28, 29, and 30

District size: Very Large
Students attending: 52,676
Number of schools: 121

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 11 percent. Spending in the classroom remained fairly stable, but decreased overall from 55.4 to 53.9 percent. Spending on administration decreased and spending on plant operations and transportation increased, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$758	\$601	\$721
	Students per administrator	63	80	66
Plant Operations	Cost per square foot	\$6.23	\$6.01	\$6.25
	Square footage per student	168	137	146
Food Service	Cost per meal equivalent	\$1.57	\$2.32	\$2.41
Transportation	Cost per mile	\$3.91	\$3.71	\$3.35
	Miles per rider	NR	292	282

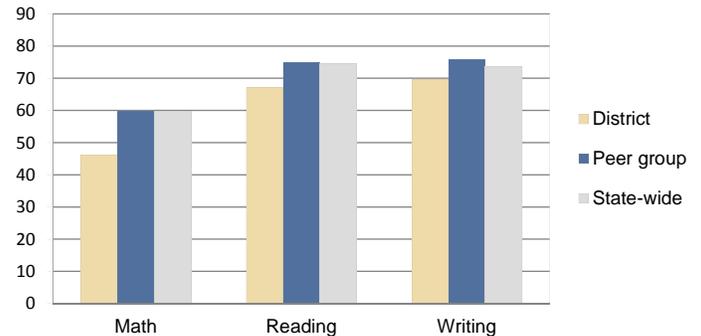
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$8,250	\$8,175	\$7,200	\$7,609	\$10,297
Classroom dollars	\$4,413	\$4,410	\$4,253	\$4,253	\$6,262
Nonclassroom dollars:	\$3,837	\$3,765	\$2,947	\$3,356	\$4,035
Administration	743	758	601	721	1,109
Plant Operations	1,035	1,049	819	914	1,003
Food Service	329	212	303	366	390
Transportation	398	448	318	342	438
Student Support	777	785	552	581	556
Instruction Support	555	513	354	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

67 schools met all applicable AYP objectives for NCLB. 54 schools failed to meet 1 or more of the following objectives: percent tested (8); academic progress (42); attendance rate (10); graduation rate (10).

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	94%	94%
Graduation rate (2009)	83%	82%	76%
Poverty rate (2009)	23%	19%	21%
Student/teacher ratio	17.5	17.2	17.9
Average teacher salary	\$48,854	\$48,446	\$47,077
Average years' experience	12.2	11.4	10.6
Percent of teachers in first 3 years	19%	18%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$5,768 in additional pay, and each librarian, speech pathologist, counselor, social worker, nurse, evaluator, therapist, and instructional coach earned between \$3,990 and \$6,061.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

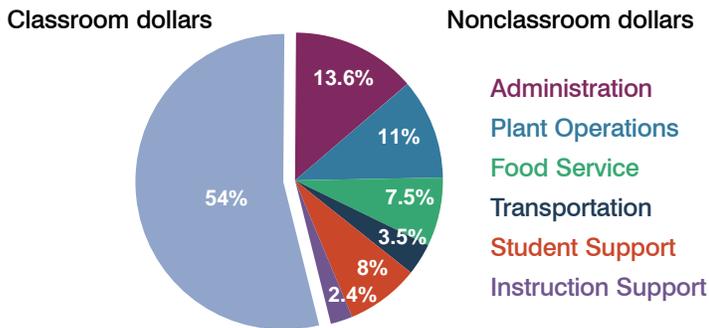
Union Elementary School District

Maricopa County
Peer groups: Efficiency 9, Achievement 5
Legislative district(s): 13 and 23

District size: Medium
Students attending: 1,574
Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 11 percent. Spending in the classroom varied year to year, increasing significantly overall from 49.6 to 54 percent. Spending on transportation decreased significantly, while spending on student support increased significantly. Spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$942	\$872	\$721
	Students per administrator	91	72	66
Plant Operations	Cost per square foot	\$5.91	\$6.86	\$6.25
	Square footage per student	129	127	146
Food Service	Cost per meal equivalent	\$2.12	\$2.32	\$2.41
Transportation	Cost per mile	\$4.71	\$5.66	\$3.35
	Miles per rider	150	129	282

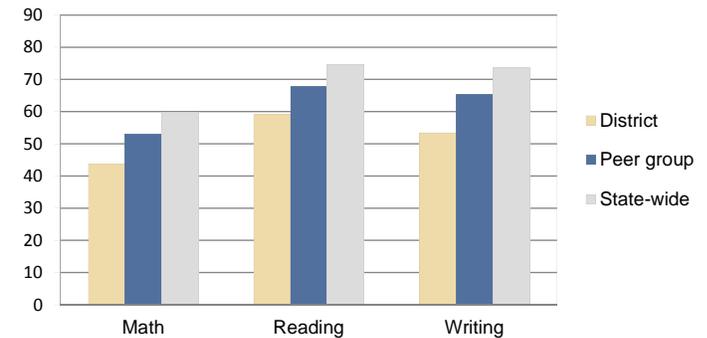


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$6,536	\$6,906	\$7,783	\$7,609	\$10,297
Classroom dollars	\$3,680	\$3,732	\$4,157	\$4,253	\$6,262
Nonclassroom dollars:	\$2,856	\$3,174	\$3,626	\$3,356	\$4,035
Administration	777	942	872	721	1,109
Plant Operations	633	760	873	914	1,003
Food Service	532	516	501	366	390
Transportation	228	240	260	342	438
Student Support	427	551	582	581	556
Instruction Support	259	165	538	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

1 school met all applicable AYP objectives for NCLB. 1 did not because some students did not demonstrate sufficient academic progress. 1 school was not eligible for an AYP determination.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	95%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	19%	19%	21%
Student/teacher ratio	21.3	18.0	17.9
Average teacher salary	\$36,738	\$43,515	\$47,077
Average years' experience	5.6	7.9	10.6
Percent of teachers in first 3 years	43%	35%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,708 in additional pay, and each speech pathologist and counselor earned between \$2,750 and \$3,700.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	▲
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▲ = partially, and - = no goal set

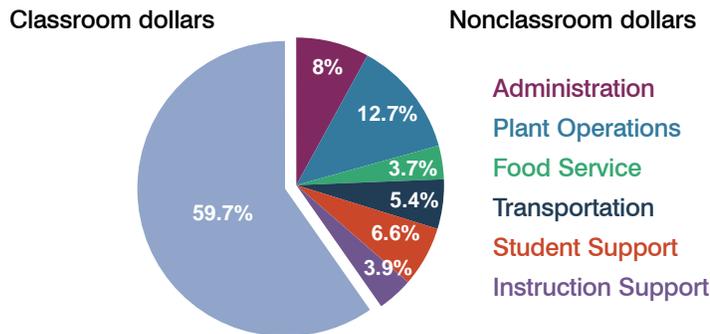
Vail Unified School District

Pima County
Peer groups: Efficiency 2, Achievement 16
Legislative district(s): 29 and 30

District size: Large
Students attending: 9,645
Number of schools: 16

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 18 percent. Spending in the classroom remained fairly stable, but increased slightly overall from 58.5 to 59.7 percent. Spending on administration decreased, while spending on student support increased. Spending in other nonclassroom areas remained stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$542	\$627	\$721
	Students per administrator	58	68	66
Plant Operations	Cost per square foot	\$7.61	\$6.54	\$6.25
	Square footage per student	114	142	146
Food Service	Cost per meal equivalent	\$2.16	\$2.52	\$2.41
Transportation	Cost per mile	\$2.46	\$3.31	\$3.35
	Miles per rider	297	323	282

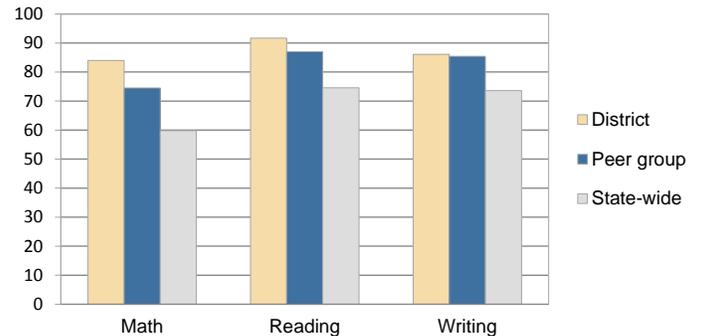
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,031	\$6,815	\$7,166	\$7,609	\$10,297
Classroom dollars	\$4,210	\$4,068	\$4,025	\$4,253	\$6,262
Nonclassroom dollars:	\$2,821	\$2,747	\$3,141	\$3,356	\$4,035
Administration	524	542	627	721	1,109
Plant Operations	809	865	917	914	1,003
Food Service	292	255	308	366	390
Transportation	391	368	326	342	438
Student Support	519	451	539	581	556
Instruction Support	286	266	424	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

16 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	95%	94%
Graduation rate (2009)	90%	90%	76%
Poverty rate (2009)	8%	10%	21%
Student/teacher ratio	16.3	18.0	17.9
Average teacher salary	\$36,629	\$45,075	\$47,077
Average years' experience	7.5	10.4	10.6
Percent of teachers in first 3 years	26%	16%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$4,552 in additional pay, and each speech pathologist, counselor, social worker, and behavior specialist earned between \$1,050 and \$3,616.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	■
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

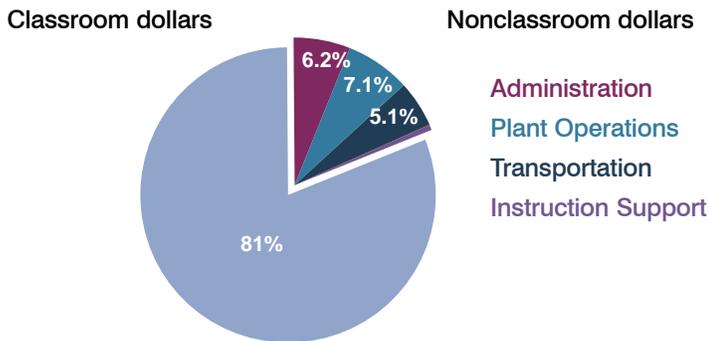
Valentine Elementary School District

Mohave County
Peer groups: Efficiency 12, Achievement 2
Legislative district(s): 2

District size: Very Small
Students attending: 61
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 11 percent. Spending in the classroom varied year to year, increasing significantly overall from 75.6 to 81 percent. Spending on administration decreased significantly, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$746	\$2,444	\$721
	Students per administrator	31	32	66
Plant Operations	Cost per square foot	\$3.61	\$7.59	\$6.25
	Square footage per student	236	297	146
Food Service	Cost per meal equivalent	N/A	\$4.85	\$2.41
Transportation	Cost per mile	\$1.61	\$1.87	\$3.35
	Miles per rider	295	611	282

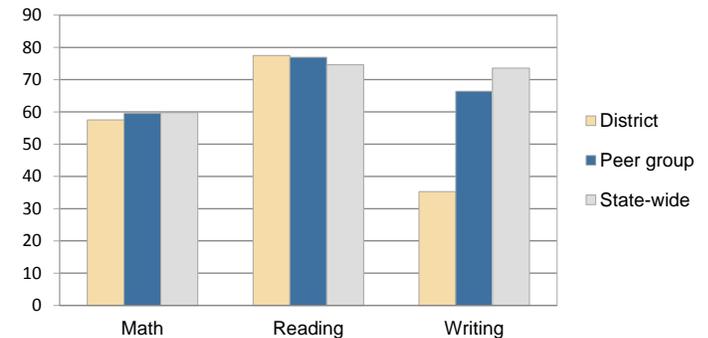


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$11,168	\$11,998	\$15,187	\$7,609	\$10,297
Classroom dollars	\$8,794	\$9,713	\$8,084	\$4,253	\$6,262
Nonclassroom dollars:	\$2,374	\$2,285	\$7,103	\$3,356	\$4,035
Administration	1,098	746	2,444	721	1,109
Plant Operations	704	850	2,188	914	1,003
Food Service	0	0	751	366	390
Transportation	572	609	924	342	438
Student Support	0	0	473	581	556
Instruction Support	0	80	323	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	94%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	15%	15%	21%
Student/teacher ratio	12.3	13.8	17.9
Average teacher salary	\$62,532	\$44,598	\$47,077
Average years' experience	13.8	11.4	10.6
Percent of teachers in first 3 years	0%	13%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$8,030 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	■
Teacher professional development	■
Teacher evaluations	■
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

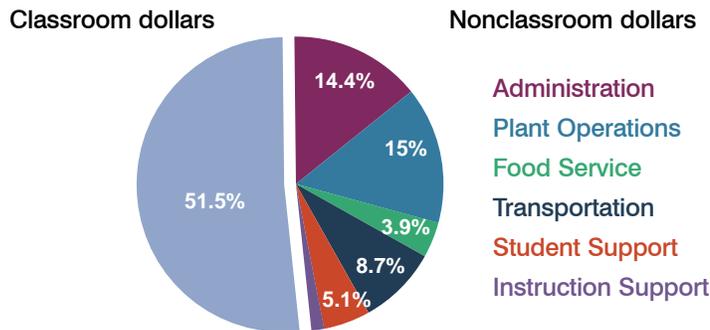
Valley Union High School District

Cochise County
Peer groups: Efficiency 7, Achievement 11
Legislative district(s): 25

District size: Very Small
Students attending: 160
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 18 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 55.4 to 51.5 percent. Spending on transportation and food service decreased slightly, while spending in all other nonclassroom areas increased.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,631	\$2,555	\$721
	Students per administrator	33	28	66
Plant Operations	Cost per square foot	\$4.39	\$4.77	\$6.25
	Square footage per student	389	509	146
Food Service	Cost per meal equivalent	\$8.35	\$4.98	\$2.41
Transportation	Cost per mile	\$1.70	\$1.78	\$3.35
	Miles per rider	762	1,443	282

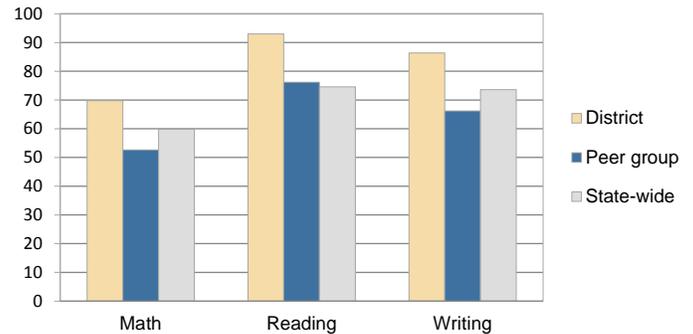


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$11,995	\$11,331	\$16,816	\$7,609	\$10,297
Classroom dollars	\$5,667	\$5,841	\$8,229	\$4,253	\$6,262
Nonclassroom dollars:	\$6,328	\$5,490	\$8,587	\$3,356	\$4,035
Administration	1,894	1,631	2,555	721	1,109
Plant Operations	1,942	1,704	2,717	914	1,003
Food Service	530	438	813	366	390
Transportation	913	990	1,262	342	438
Student Support	167	575	751	581	556
Instruction Support	882	152	489	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school did not meet applicable AYP objectives for NCLB because its graduation rate was not sufficient.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	91%	94%
Graduation rate (2009)	71%	75%	76%
Poverty rate (2009)	15%	17%	21%
Student/teacher ratio	11.4	16.1	17.9
Average teacher salary	\$35,597	\$42,851	\$47,077
Average years' experience	6.6	9.1	10.6
Percent of teachers in first 3 years	41%	29%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$4,252 in additional pay, and each instructional aide earned \$4,357.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	■
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

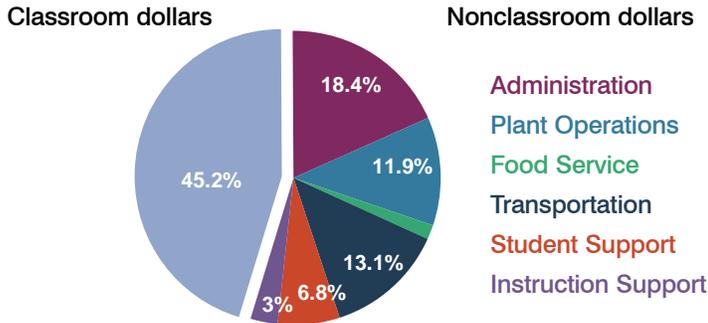
Vernon Elementary School District

Apache County
Peer groups: Efficiency 12, Achievement 6
Legislative district(s): 5

District size: Very Small
Students attending: 100
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 33 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 51.6 to 45.2 percent. Spending on administration decreased, while spending in all other nonclassroom areas increased.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,880	\$2,444	\$721
	Students per administrator	26	32	66
Plant Operations	Cost per square foot	\$9.05	\$7.59	\$6.25
	Square footage per student	205	297	146
Food Service	Cost per meal equivalent	\$6.85	\$4.85	\$2.41
Transportation	Cost per mile	\$1.17	\$1.87	\$3.35
	Miles per rider	1,299	611	282

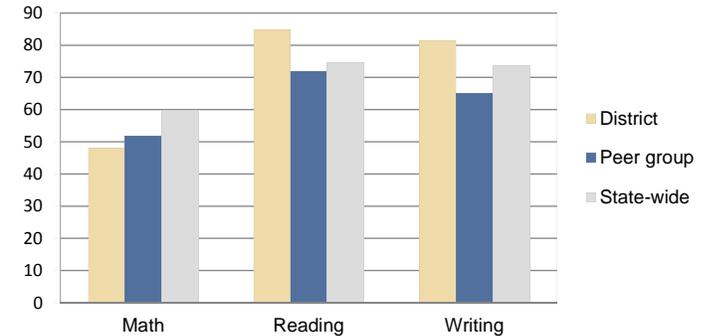


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$15,297	\$15,613	\$15,187	\$7,609	\$10,297
Classroom dollars	\$6,726	\$7,053	\$8,084	\$4,253	\$6,262
Nonclassroom dollars:	\$8,571	\$8,560	\$7,103	\$3,356	\$4,035
Administration	3,079	2,880	2,444	721	1,109
Plant Operations	1,994	1,860	2,188	914	1,003
Food Service	216	243	751	366	390
Transportation	2,017	2,048	924	342	438
Student Support	603	1,067	473	581	556
Instruction Support	662	462	323	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	93%	94%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	27%	27%	21%
Student/teacher ratio	10.0	13.1	17.9
Average teacher salary	\$41,084	\$42,747	\$47,077
Average years' experience	10.7	13.8	10.6
Percent of teachers in first 3 years	10%	9%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$1,558 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	■
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

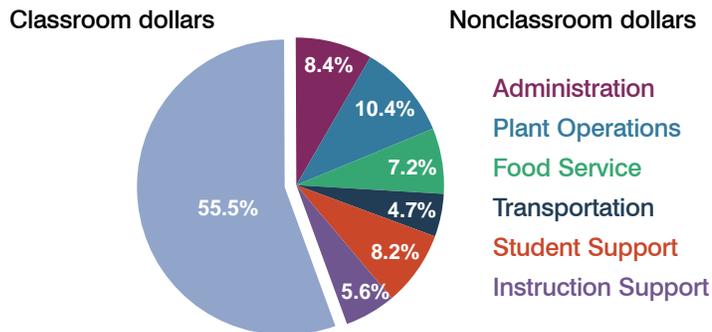
Washington Elementary School District

Maricopa County
Peer groups: Efficiency 8, Achievement 5
Legislative district(s): 6, 10, 11, 12, 14, and 15

District size: Very Large
Students attending: 21,745
Number of schools: 32

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 21 percent. Spending in the classroom varied year to year, decreasing significantly overall from 60.8 to 55.5 percent. Spending on administration decreased slightly, while spending in all other nonclassroom areas increased.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$656	\$701	\$721
	Students per administrator	46	69	66
Plant Operations	Cost per square foot	\$6.32	\$6.48	\$6.25
	Square footage per student	129	123	146
Food Service	Cost per meal equivalent	\$2.34	\$2.36	\$2.41
Transportation	Cost per mile	\$4.87	\$4.82	\$3.35
	Miles per rider	258	180	282

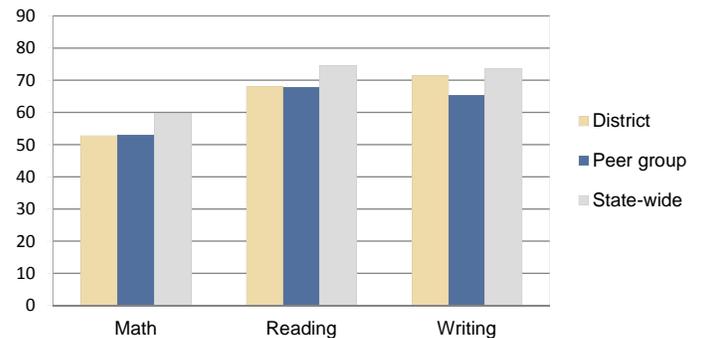
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$8,407	\$7,826	\$7,513	\$7,609	\$10,297
Classroom dollars	\$4,833	\$4,344	\$4,190	\$4,253	\$6,262
Nonclassroom dollars:	\$3,574	\$3,482	\$3,323	\$3,356	\$4,035
Administration	695	656	701	721	1,109
Plant Operations	827	814	794	914	1,003
Food Service	542	563	476	366	390
Transportation	368	372	279	342	438
Student Support	715	640	536	581	556
Instruction Support	427	437	537	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

27 schools met all applicable AYP objectives for NCLB. 5 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	95%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	21%	19%	21%
Student/teacher ratio	17.4	18.0	17.9
Average teacher salary	\$46,088	\$43,515	\$47,077
Average years' experience	11.3	7.9	10.6
Percent of teachers in first 3 years	20%	35%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,071 in additional pay, and each librarian, speech pathologist, counselor, student service specialist, and program coach earned between \$2,762 and \$3,839.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	■
Teacher professional development	■
Teacher evaluations	■
Tutoring	■
Other	■

■ = yes, □ = no, ▲ = partially, and - = no goal set

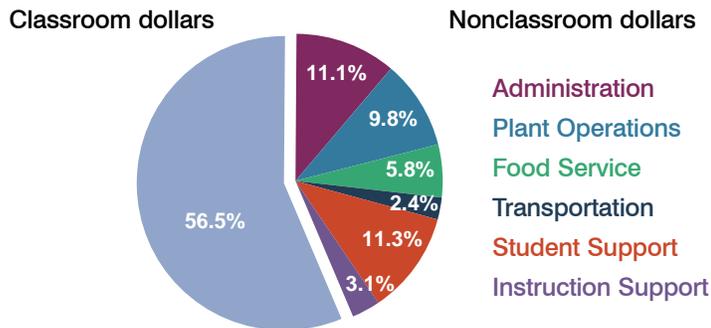
Wellton Elementary School District

Yuma County
Peer groups: Efficiency 11, Achievement 6
Legislative district(s): 24

District size: Small
Students attending: 356
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 22 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 62.3 to 56.5 percent. Spending on student support increased significantly, while spending on instruction support decreased significantly. Spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,013	\$1,128	\$721
	Students per administrator	51	68	66
Plant Operations	Cost per square foot	\$5.25	\$7.21	\$6.25
	Square footage per student	171	148	146
Food Service	Cost per meal equivalent	\$2.68	\$2.70	\$2.41
Transportation	Cost per mile	\$1.93	\$2.00	\$3.35
	Miles per rider	160	222	282

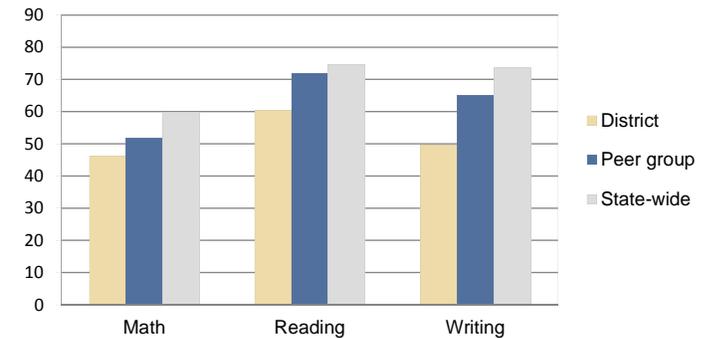


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$9,349	\$9,115	\$8,569	\$7,609	\$10,297
Classroom dollars	\$5,270	\$5,146	\$4,716	\$4,253	\$6,262
Nonclassroom dollars:	\$4,079	\$3,969	\$3,853	\$3,356	\$4,035
Administration	1,041	1,013	1,128	721	1,109
Plant Operations	995	897	1,025	914	1,003
Food Service	546	532	484	366	390
Transportation	216	214	389	342	438
Student Support	972	1,034	553	581	556
Instruction Support	309	279	274	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	92%	94%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	26%	27%	21%
Student/teacher ratio	14.8	13.1	17.9
Average teacher salary	\$42,172	\$42,747	\$47,077
Average years' experience	11.7	13.8	10.6
Percent of teachers in first 3 years	10%	9%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$1,468 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	□
Teacher professional development	■
Teacher evaluations	▲
Tutoring	-
Other	■

■ = yes, □ = no, ▲ = partially, and - = no goal set

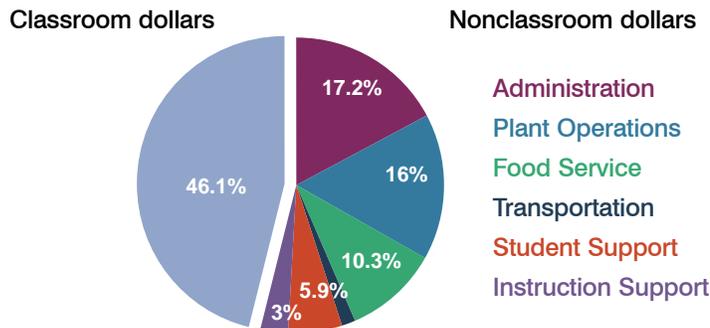
Wenden Elementary School District

La Paz County
Peer groups: Efficiency 12, Achievement 9
Legislative district(s): 24

District size: Very Small
Students attending: 82
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 22 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 47.4 to 46.1 percent. Spending on administration and student support increased significantly, while spending on food service decreased significantly. Spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$3,062	\$2,444	\$721
	Students per administrator	27	32	66
Plant Operations	Cost per square foot	\$9.14	\$7.59	\$6.25
	Square footage per student	313	297	146
Food Service	Cost per meal equivalent	\$6.51	\$4.85	\$2.41
Transportation	Cost per mile	\$2.90	\$1.87	\$3.35
	Miles per rider	469	611	282

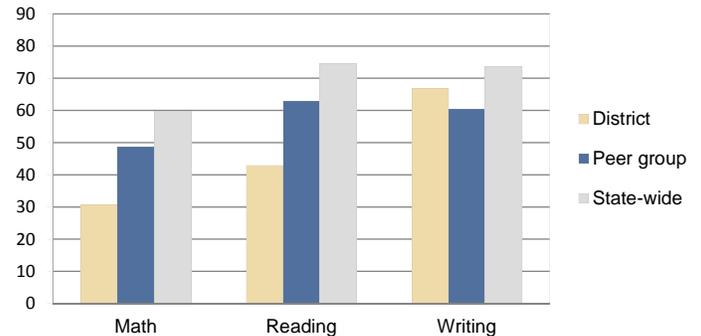
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$18,275	\$17,841	\$15,187	\$7,609	\$10,297
Classroom dollars	\$9,007	\$8,222	\$8,084	\$4,253	\$6,262
Nonclassroom dollars:	\$9,268	\$9,619	\$7,103	\$3,356	\$4,035
Administration	2,457	3,062	2,444	721	1,109
Plant Operations	2,852	2,861	2,188	914	1,003
Food Service	2,038	1,839	751	366	390
Transportation	381	266	924	342	438
Student Support	976	1,048	473	581	556
Instruction Support	564	543	323	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	93%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	67%	49%	21%
Student/teacher ratio	8.2	10.7	17.9
Average teacher salary	\$41,964	\$42,652	\$47,077
Average years' experience	10.5	10.1	10.6
Percent of teachers in first 3 years	0%	19%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$2,218 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	□
Teacher evaluations	■
Tutoring	■
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

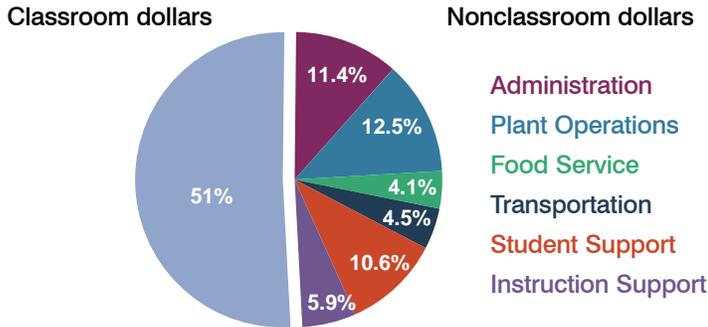
Whiteriver Unified School District

Navajo County
Peer groups: Efficiency 4, Achievement 21
Legislative district(s): 5

District size: Medium-Large
Students attending: 2,038
Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 18 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 53.6 to 51 percent. Spending on student and instruction support increased significantly, while spending on food service decreased significantly. Spending in other nonclassroom areas was inconsistent year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,255	\$778	\$721
	Students per administrator	55	65	66
Plant Operations	Cost per square foot	\$4.47	\$5.81	\$6.25
	Square footage per student	307	171	146
Food Service	Cost per meal equivalent	\$2.10	\$2.53	\$2.41
Transportation	Cost per mile	\$2.63	\$2.94	\$3.35
	Miles per rider	223	297	282

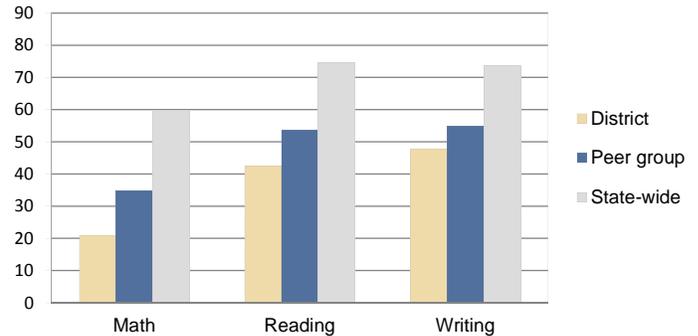


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$10,858	\$10,967	\$7,503	\$7,609	\$10,297
Classroom dollars	\$5,566	\$5,598	\$4,066	\$4,253	\$6,262
Nonclassroom dollars:	\$5,292	\$5,369	\$3,437	\$3,356	\$4,035
Administration	1,306	1,255	778	721	1,109
Plant Operations	1,610	1,374	973	914	1,003
Food Service	530	447	356	366	390
Transportation	569	488	356	342	438
Student Support	964	1,159	569	581	556
Instruction Support	313	646	405	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

5 schools did not meet applicable AYP objectives for NCLB because they failed to meet 1 or more of the following objectives: academic progress (5); attendance rate (2).

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	87%	91%	94%
Graduation rate (2009)	41%	63%	76%
Poverty rate (2009)	44%	42%	21%
Student/teacher ratio	14.3	14.7	17.9
Average teacher salary	\$44,898	\$42,282	\$47,077
Average years' experience	13.0	12.3	10.6
Percent of teachers in first 3 years	17%	15%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,664 in additional pay, and each librarian, speech pathologist, audiologist, and counselor earned between \$2,434 and \$3,973.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	-
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	▲
Teacher evaluations	-
Tutoring	-
Other	▲

■ = yes, □ = no, ▲ = partially, and - = no goal set

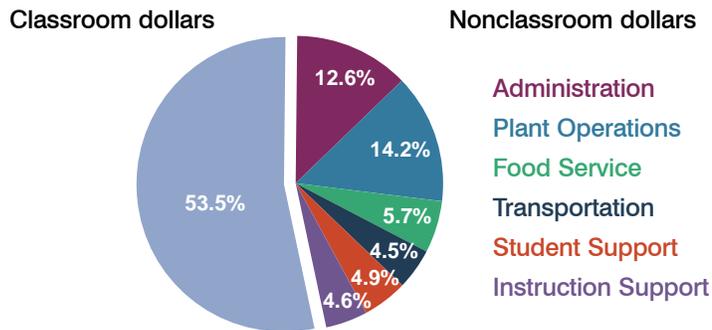
Wickenburg Unified School District

Maricopa County
Peer groups: Efficiency 5, Achievement 19
Legislative district(s): 4

District size: Medium
Students attending: 1,525
Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 5 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 57.3 to 53.5 percent. Spending on administration, food service, and student and instruction support increased, while spending on plant operations and transportation decreased.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$903	\$1,060	\$721
	Students per administrator	60	54	66
Plant Operations	Cost per square foot	\$4.15	\$5.34	\$6.25
	Square footage per student	245	243	146
Food Service	Cost per meal equivalent	\$2.76	\$2.83	\$2.41
Transportation	Cost per mile	\$1.81	\$2.55	\$3.35
	Miles per rider	406	360	282

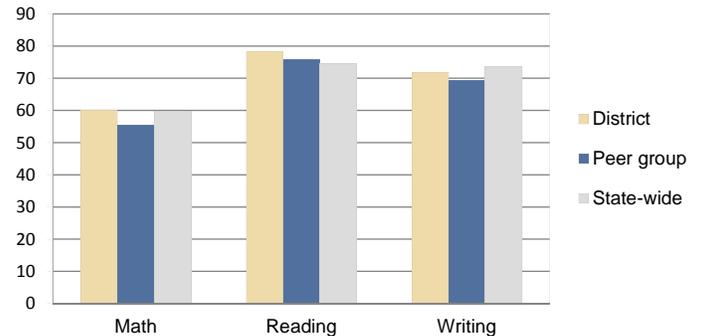
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$8,053	\$7,165	\$8,776	\$7,609	\$10,297
Classroom dollars	\$4,646	\$3,833	\$4,466	\$4,253	\$6,262
Nonclassroom dollars:	\$3,407	\$3,332	\$4,310	\$3,356	\$4,035
Administration	912	903	1,060	721	1,109
Plant Operations	1,176	1,017	1,260	914	1,003
Food Service	373	411	399	366	390
Transportation	319	321	510	342	438
Student Support	301	348	657	581	556
Instruction Support	326	332	424	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

4 schools met all applicable AYP objectives for NCLB. 1 did not because its graduation rate was not sufficient.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	92%	94%
Graduation rate (2009)	79%	80%	76%
Poverty rate (2009)	17%	20%	21%
Student/teacher ratio	14.0	15.8	17.9
Average teacher salary	\$37,122	\$41,188	\$47,077
Average years' experience	13.6	11.6	10.6
Percent of teachers in first 3 years	17%	19%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher and counselor earned \$1,890 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	▶
Dropout/graduation rates	-
Student attendance	▶
Parent/student satisfaction	▶
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▶ = partially, and - = no goal set

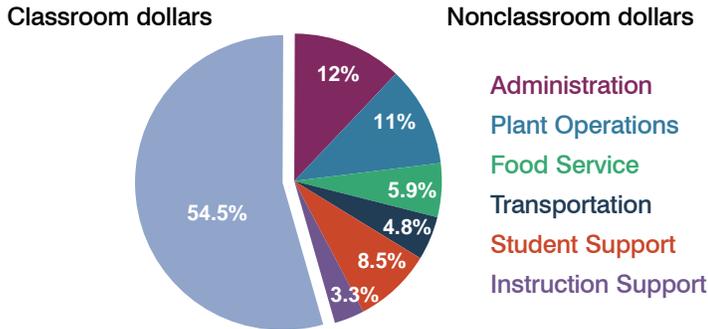
Willcox Unified School District

Cochise County
Peer groups: Efficiency 5, Achievement 20
Legislative district(s): 25

District size: Medium
Students attending: 1,248
Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 11 percent. Spending in the classroom varied year to year, decreasing significantly overall from 62.8 to 54.5 percent. Spending on administration and student support increased significantly, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$941	\$1,060	\$721
	Students per administrator	57	54	66
Plant Operations	Cost per square foot	\$4.57	\$5.34	\$6.25
	Square footage per student	190	243	146
Food Service	Cost per meal equivalent	\$3.43	\$2.83	\$2.41
Transportation	Cost per mile	\$2.36	\$2.55	\$3.35
	Miles per rider	548	360	282

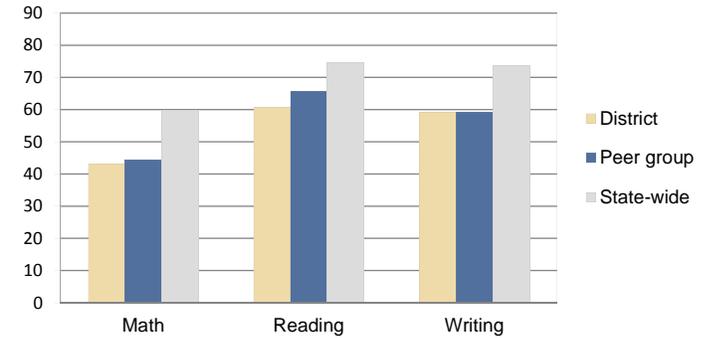


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$8,515	\$7,842	\$8,776	\$7,609	\$10,297
Classroom dollars	\$4,634	\$4,274	\$4,466	\$4,253	\$6,262
Nonclassroom dollars:	\$3,881	\$3,568	\$4,310	\$3,356	\$4,035
Administration	1,046	941	1,060	721	1,109
Plant Operations	894	866	1,260	914	1,003
Food Service	520	460	399	366	390
Transportation	377	377	510	342	438
Student Support	625	666	657	581	556
Instruction Support	419	258	424	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

3 schools did not meet applicable AYP objectives for NCLB because they failed to meet 1 or more of the following objectives: academic progress (3); graduation rate (1).

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	93%	94%
Graduation rate (2009)	79%	80%	76%
Poverty rate (2009)	24%	26%	21%
Student/teacher ratio	18.3	15.4	17.9
Average teacher salary	\$44,841	\$41,299	\$47,077
Average years' experience	12.1	11.1	10.6
Percent of teachers in first 3 years	28%	20%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,347 in additional pay, and each instructional aide, librarian, speech pathologist, counselor, and instructional coach earned between \$375 and \$3,347.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	▲
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▲ = partially, and - = no goal set

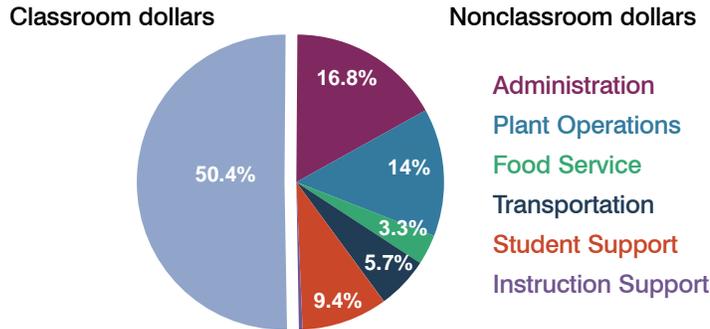
Williams Unified School District

Coconino County
Peer groups: Efficiency 5, Achievement 19
Legislative district(s): 1

District size: Medium
Students attending: 640
Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 13 percent. Spending in the classroom decreased significantly from 56.9 to 50.4 percent. Spending on administration and student support increased significantly, spending on plant operations and transportation also increased, while spending on instruction support decreased.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,582	\$1,060	\$721
	Students per administrator	57	54	66
Plant Operations	Cost per square foot	\$5.88	\$5.34	\$6.25
	Square footage per student	224	243	146
Food Service	Cost per meal equivalent	\$2.23	\$2.83	\$2.41
Transportation	Cost per mile	\$2.41	\$2.55	\$3.35
	Miles per rider	294	360	282

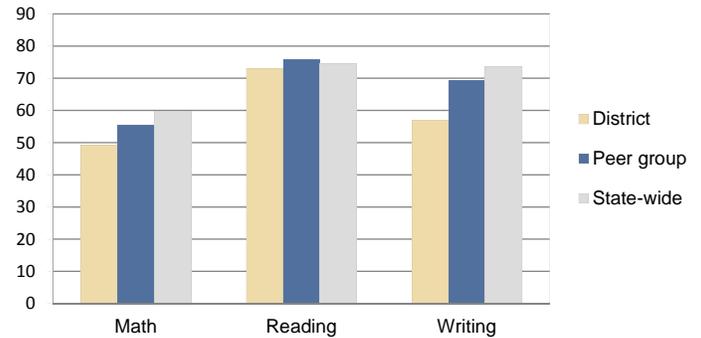
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$10,619	\$9,391	\$8,776	\$7,609	\$10,297
Classroom dollars	\$5,719	\$4,733	\$4,466	\$4,253	\$6,262
Nonclassroom dollars:	\$4,900	\$4,658	\$4,310	\$3,356	\$4,035
Administration	1,986	1,582	1,060	721	1,109
Plant Operations	1,082	1,317	1,260	914	1,003
Food Service	306	313	399	366	390
Transportation	544	522	510	342	438
Student Support	866	887	657	581	556
Instruction Support	116	37	424	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools did not meet applicable AYP objectives for NCLB because they failed to meet 1 or more of the following objectives: attendance rate (2); graduation rate (1).

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	88%	92%	94%
Graduation rate (2009)	76%	80%	76%
Poverty rate (2009)	21%	20%	21%
Student/teacher ratio	16.4	15.8	17.9
Average teacher salary	\$47,939	\$41,188	\$47,077
Average years' experience	14.4	11.6	10.6
Percent of teachers in first 3 years	9%	19%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$6,221 in additional pay, and each counselor earned \$6,263.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	▶
Dropout/graduation rates	▶
Student attendance	▶
Parent/student satisfaction	■
Teacher attendance	■
Teacher professional development	▶
Teacher evaluations	■
Tutoring	▶
Other	■

■ = yes, □ = no, ▶ = partially, and - = no goal set

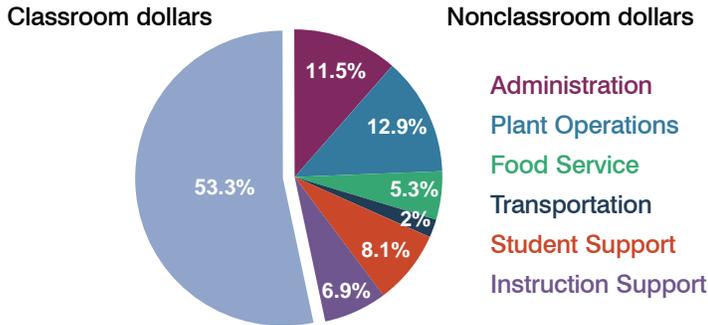
Wilson Elementary School District

Maricopa County
Peer groups: Efficiency 9, Achievement 10
Legislative district(s): 14

District size: Medium
Students attending: 1,153
Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 24 percent. Spending in the classroom varied year to year, decreasing significantly overall from 58 to 53.3 percent. Spending on administration decreased, spending on student and instruction support increased significantly, while spending in other nonclassroom areas remained fairly stable.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,159	\$872	\$721
	Students per administrator	57	72	66
Plant Operations	Cost per square foot	\$8.95	\$6.86	\$6.25
	Square footage per student	144	127	146
Food Service	Cost per meal equivalent	\$2.09	\$2.32	\$2.41
Transportation	Cost per mile	\$5.98	\$5.66	\$3.35
	Miles per rider	109	129	282

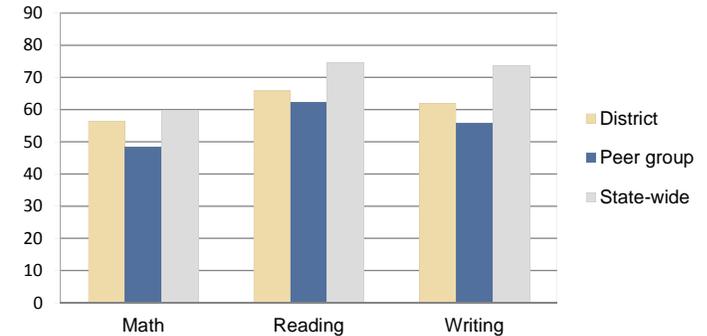


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$11,747	\$10,041	\$7,783	\$7,609	\$10,297
Classroom dollars	\$6,493	\$5,353	\$4,157	\$4,253	\$6,262
Nonclassroom dollars:	\$5,254	\$4,688	\$3,626	\$3,356	\$4,035
Administration	1,266	1,159	872	721	1,109
Plant Operations	1,408	1,291	873	914	1,003
Food Service	756	537	501	366	390
Transportation	236	201	260	342	438
Student Support	792	810	582	581	556
Instruction Support	796	690	538	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	95%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	54%	52%	21%
Student/teacher ratio	16.5	15.4	17.9
Average teacher salary	\$51,333	\$43,860	\$47,077
Average years' experience	9.6	9.0	10.6
Percent of teachers in first 3 years	15%	29%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$2,741 in additional pay, and each counselor earned \$2,841.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

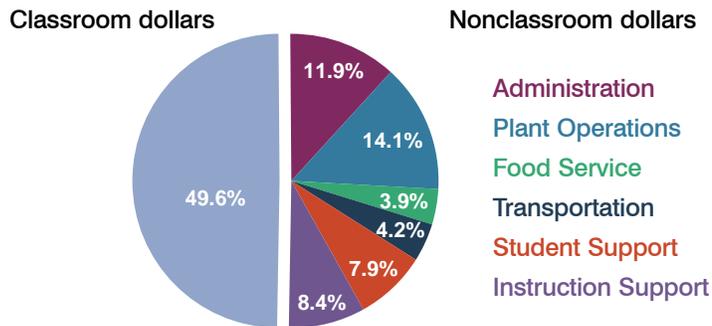
Window Rock Unified School District

Apache County
Peer groups: Efficiency 4, Achievement 20
Legislative district(s): 2

District size: Medium-Large
Students attending: 2,508
Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 1 percent. Spending in the classroom varied year to year, decreasing significantly overall from 52 to 49.6 percent. Spending on instruction support increased, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$1,285	\$778	\$721
	Students per administrator	45	65	66
Plant Operations	Cost per square foot	\$7.81	\$5.81	\$6.25
	Square footage per student	195	171	146
Food Service	Cost per meal equivalent	\$3.34	\$2.53	\$2.41
Transportation	Cost per mile	\$3.73	\$2.94	\$3.35
	Miles per rider	205	297	282

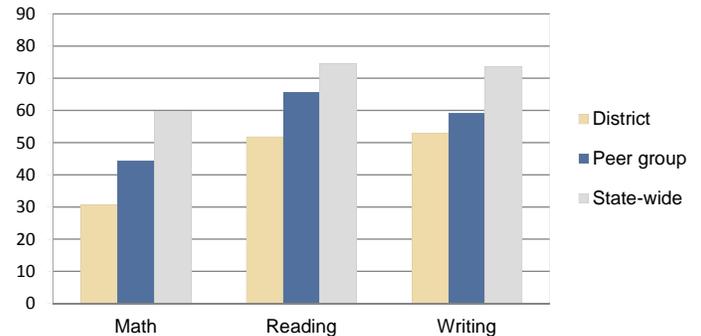


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$10,201	\$10,771	\$7,503	\$7,609	\$10,297
Classroom dollars	\$5,113	\$5,345	\$4,066	\$4,253	\$6,262
Nonclassroom dollars:	\$5,088	\$5,426	\$3,437	\$3,356	\$4,035
Administration	1,201	1,285	778	721	1,109
Plant Operations	1,484	1,520	973	914	1,003
Food Service	396	420	356	366	390
Transportation	449	453	356	342	438
Student Support	859	848	569	581	556
Instruction Support	699	900	405	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

1 school met all applicable AYP objectives for NCLB. 5 schools failed to meet 1 or more of the following objectives: academic progress (5); graduation rate (1).

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	92%	93%	94%
Graduation rate (2009)	69%	80%	76%
Poverty rate (2009)	29%	26%	21%
Student/teacher ratio	15.3	15.4	17.9
Average teacher salary	\$48,522	\$41,299	\$47,077
Average years' experience	12.5	11.1	10.6
Percent of teachers in first 3 years	18%	20%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$4,009 in additional pay, and each librarian and counselor earned between \$4,791 and \$5,199.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	▀
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	▀
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▀ = partially, and - = no goal set

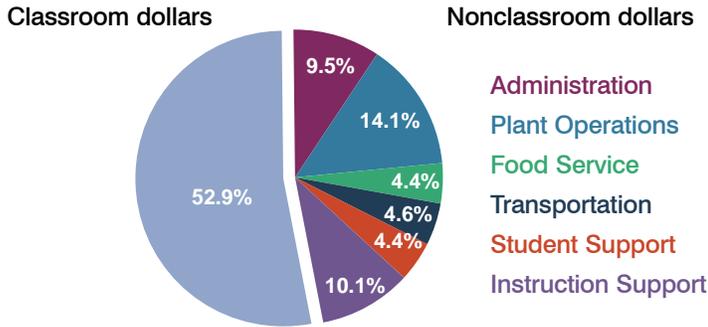
Winslow Unified School District

Navajo County
Peer groups: Efficiency 4, Achievement 20
Legislative district(s): 5

District size: Medium-Large
Students attending: 2,169
Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 19 percent. Spending in the classroom varied year to year, decreasing significantly overall from 56.8 to 52.9 percent. Spending on administration and instruction support decreased slightly, while spending in all other nonclassroom areas increased.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$745	\$778	\$721
	Students per administrator	59	65	66
Plant Operations	Cost per square foot	\$5.88	\$5.81	\$6.25
	Square footage per student	187	171	146
Food Service	Cost per meal equivalent	\$3.11	\$2.53	\$2.41
Transportation	Cost per mile	\$2.74	\$2.94	\$3.35
	Miles per rider	153	297	282

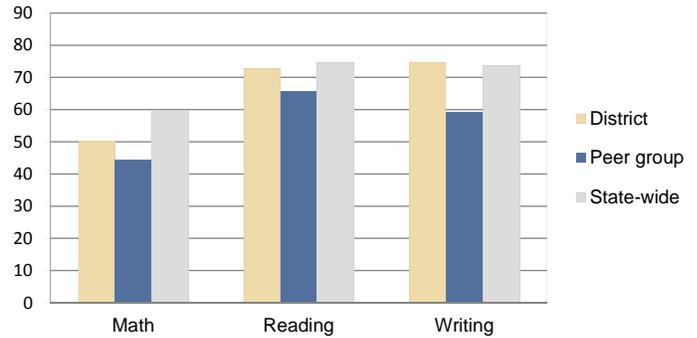


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,720	\$7,793	\$7,503	\$7,609	\$10,297
Classroom dollars	\$4,209	\$4,120	\$4,066	\$4,253	\$6,262
Nonclassroom dollars:	\$3,511	\$3,673	\$3,437	\$3,356	\$4,035
Administration	782	745	778	721	1,109
Plant Operations	1,036	1,100	973	914	1,003
Food Service	313	340	356	366	390
Transportation	283	357	356	342	438
Student Support	294	341	569	581	556
Instruction Support	803	790	405	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

3 schools met all applicable AYP objectives for NCLB. 1 did not because some students did not demonstrate sufficient academic progress. 1 school did not because its graduation rate was not sufficient.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	95%	93%	94%
Graduation rate (2009)	71%	80%	76%
Poverty rate (2009)	27%	26%	21%
Student/teacher ratio	16.9	15.4	17.9
Average teacher salary	\$38,690	\$41,299	\$47,077
Average years' experience	12.6	11.1	10.6
Percent of teachers in first 3 years	13%	20%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$4,463 in additional pay, and each instructional aide, speech pathologist, and counselor earned between \$500 and \$2,453.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	▴
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	▴
Teacher evaluations	▴
Tutoring	-
Other	▴

■ = yes, □ = no, ▴ = partially, and - = no goal set

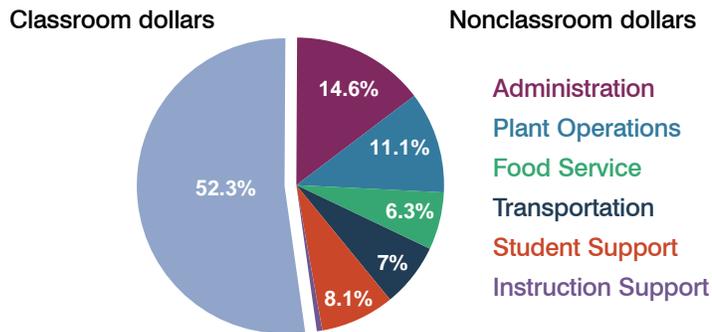
Yarnell Elementary School District

Yavapai County
Peer groups: Efficiency 12, Achievement 2
Legislative district(s): 4

District size: Very Small
Students attending: 53
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 20 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 53.2 to 52.3 percent. Spending on administration decreased significantly, while spending on student support increased significantly. Spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$2,442	\$2,444	\$721
	Students per administrator	30	32	66
Plant Operations	Cost per square foot	\$5.76	\$7.59	\$6.25
	Square footage per student	320	297	146
Food Service	Cost per meal equivalent	\$4.52	\$4.85	\$2.41
Transportation	Cost per mile	\$1.70	\$1.87	\$3.35
	Miles per rider	649	611	282

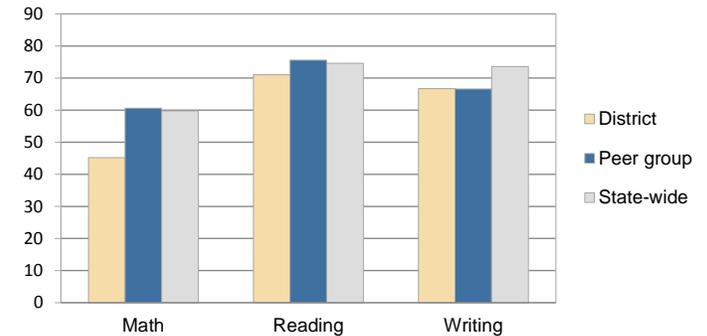
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$18,350	\$16,689	\$15,187	\$7,609	\$10,297
Classroom dollars	\$9,053	\$8,733	\$8,084	\$4,253	\$6,262
Nonclassroom dollars:	\$9,297	\$7,956	\$7,103	\$3,356	\$4,035
Administration	2,907	2,442	2,444	721	1,109
Plant Operations	1,988	1,844	2,188	914	1,003
Food Service	1,388	1,047	751	366	390
Transportation	898	1,161	924	342	438
Student Support	2,013	1,355	473	581	556
Instruction Support	103	107	323	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	91%	94%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	16%	15%	21%
Student/teacher ratio	8.8	13.8	17.9
Average teacher salary	\$38,366	\$44,598	\$47,077
Average years' experience	12.3	11.4	10.6
Percent of teachers in first 3 years	0%	13%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$1,634 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

Young Elementary School District

Gila County

Peer groups: Efficiency 12, Achievement 8

Legislative district(s): 5

District size: Very Small

Students attending: 61

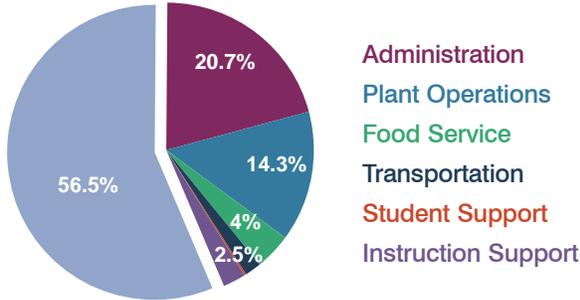
Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by function

Classroom dollars

Nonclassroom dollars



5-year trend

Total spending per pupil increased by 36 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 60.2 to 56.5 percent. Spending on student and instruction support decreased slightly, while spending in all other nonclassroom areas increased.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$4,850	\$2,444	\$721
	Students per administrator	20	32	66
Plant Operations	Cost per square foot	\$5.46	\$7.59	\$6.25
	Square footage per student	614	297	146
Food Service	Cost per meal equivalent	\$4.90	\$4.85	\$2.41
Transportation	Cost per mile	\$2.83	\$1.87	\$3.35
	Miles per rider	133	611	282

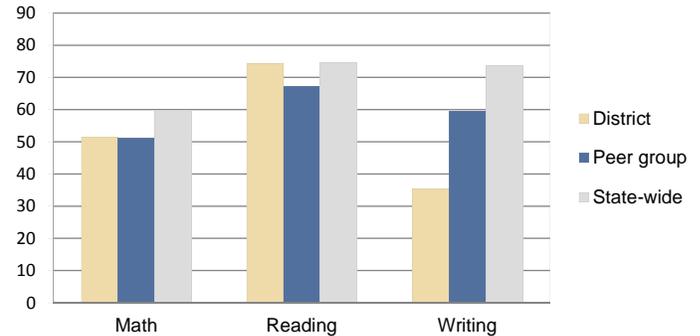


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$27,351	\$23,438	\$15,187	\$7,609	\$10,297
Classroom dollars	\$13,995	\$13,243	\$8,084	\$4,253	\$6,262
Nonclassroom dollars:	\$13,356	\$10,195	\$7,103	\$3,356	\$4,035
Administration	5,827	4,850	2,444	721	1,109
Plant Operations	4,043	3,351	2,188	914	1,003
Food Service	1,269	947	751	366	390
Transportation	1,302	410	924	342	438
Student Support	328	57	473	581	556
Instruction Support	587	580	323	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	94%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	32%	34%	21%
Student/teacher ratio	6.4	14.4	17.9
Average teacher salary	\$53,014	\$43,616	\$47,077
Average years' experience	17.1	11.0	10.6
Percent of teachers in first 3 years	0%	20%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$1,711 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

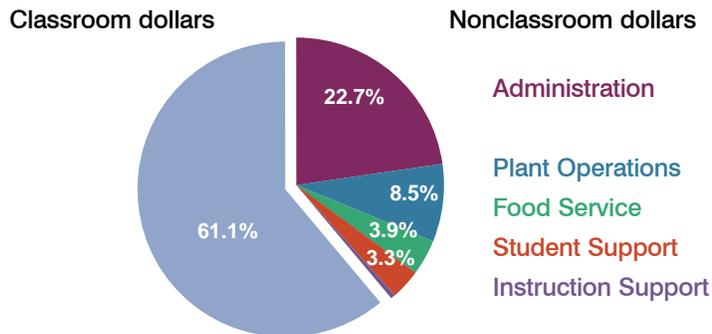
Yucca Elementary School District

Mohave County
Peer groups: Efficiency 12, Achievement 9
Legislative district(s): 3

District size: Very Small
Students attending: 22
Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 75 percent, which is partially explained by a recent 7 percent decrease in student enrollment. Spending in the classroom was very inconsistent year to year, decreasing overall from 62.1 to 61.1 percent. Spending on administration increased significantly, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$4,258	\$2,444	\$721
	Students per administrator	10	32	66
Plant Operations	Cost per square foot	\$4.67	\$7.59	\$6.25
	Square footage per student	342	297	146
Food Service	Cost per meal equivalent	\$4.47	\$4.85	\$2.41
Transportation	Cost per mile	N/A	\$1.87	\$3.35
	Miles per rider	N/A	611	282

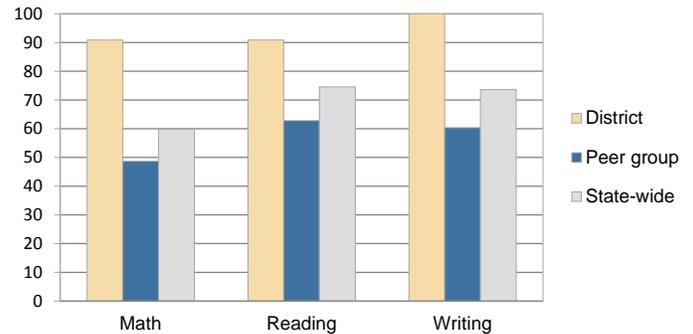
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$19,092	\$18,765	\$15,187	\$7,609	\$10,297
Classroom dollars	\$11,926	\$11,459	\$8,084	\$4,253	\$6,262
Nonclassroom dollars:	\$7,166	\$7,306	\$7,103	\$3,356	\$4,035
Administration	3,587	4,258	2,444	721	1,109
Plant Operations	1,669	1,599	2,188	914	1,003
Food Service	995	732	751	366	390
Transportation	40	2	924	342	438
Student Support	603	621	473	581	556
Instruction Support	272	94	323	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

The District's school met all applicable AYP objectives for NCLB.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	93%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	44%	49%	21%
Student/teacher ratio	7.4	10.7	17.9
Average teacher salary	\$44,826	\$42,652	\$47,077
Average years' experience	9.7	10.1	10.6
Percent of teachers in first 3 years	0%	19%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$1,142 in additional pay.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	■
Parent/student satisfaction	▲
Teacher attendance	■
Teacher professional development	■
Teacher evaluations	■
Tutoring	■
Other	▲

■ = yes, □ = no, ▲ = partially, and - = no goal set

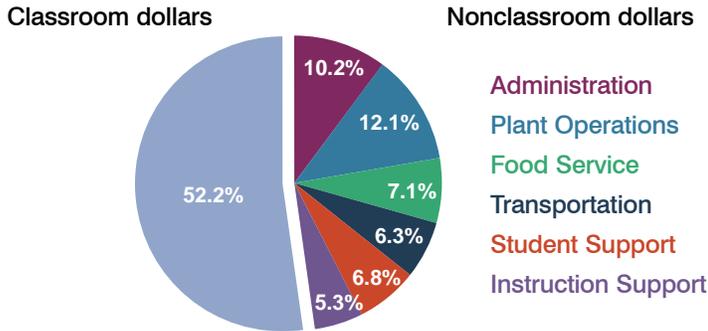
Yuma Elementary School District

Yuma County
Peer groups: Efficiency 8, Achievement 7
Legislative district(s): 24

District size: Large
Students attending: 9,413
Number of schools: 18

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 2 percent. Spending in the classroom varied year to year, decreasing significantly overall from 54.5 to 52.2 percent. Spending on plant operations increased significantly, while spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$656	\$701	\$721
	Students per administrator	59	69	66
Plant Operations	Cost per square foot	\$6.76	\$6.48	\$6.25
	Square footage per student	116	123	146
Food Service	Cost per meal equivalent	\$2.10	\$2.36	\$2.41
Transportation	Cost per mile	\$3.51	\$4.82	\$3.35
	Miles per rider	NR	180	282

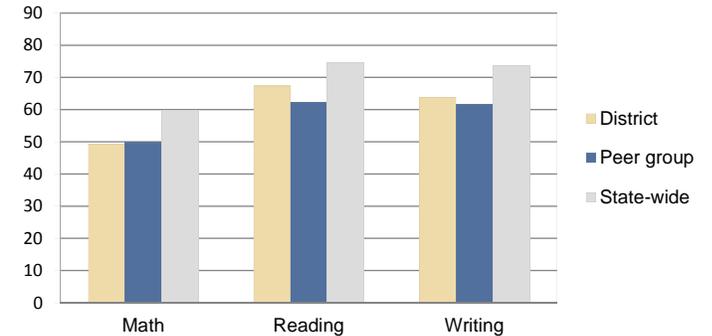


Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$7,314	\$6,453	\$7,513	\$7,609	\$10,297
Classroom dollars	\$3,953	\$3,367	\$4,190	\$4,253	\$6,262
Nonclassroom dollars:	\$3,361	\$3,086	\$3,323	\$3,356	\$4,035
Administration	686	656	701	721	1,109
Plant Operations	920	784	794	914	1,003
Food Service	508	461	476	366	390
Transportation	391	408	279	342	438
Student Support	442	436	536	581	556
Instruction Support	414	341	537	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

15 schools met all applicable AYP objectives for NCLB. 3 did not because some students did not demonstrate sufficient academic progress.

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	94%	94%	94%
Graduation rate (2009)	N/A	N/A	76%
Poverty rate (2009)	26%	30%	21%
Student/teacher ratio	21.9	17.8	17.9
Average teacher salary	\$41,124	\$46,904	\$47,077
Average years' experience	10.0	8.7	10.6
Percent of teachers in first 3 years	11%	28%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,695 in additional pay, and each librarian, speech pathologist, and counselor earned \$3,688.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

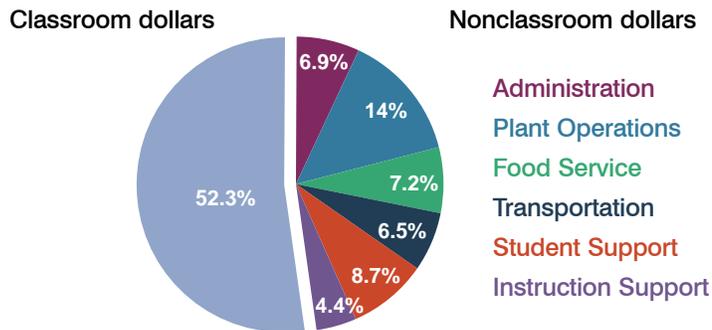
Yuma Union High School District

Yuma County
Peer groups: Efficiency 2, Achievement 14
Legislative district(s): 24

District size: Large
Students attending: 11,079
Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by function



5-year trend

Total spending per pupil increased by 2 percent. Spending in the classroom varied year to year, decreasing significantly overall from 54.6 to 52.3 percent. Spending on administration decreased significantly, while spending on plant operations increased significantly. Spending in other nonclassroom areas varied year to year.

District's cost measures relative to peer group

Operational Area	Measure	District	Peer Average	State Average
Administration	Cost per pupil	\$426	\$627	\$721
	Students per administrator	56	68	66
Plant Operations	Cost per square foot	\$6.81	\$6.54	\$6.25
	Square footage per student	127	142	146
Food Service	Cost per meal equivalent	\$2.54	\$2.52	\$2.41
Transportation	Cost per mile	\$2.85	\$3.31	\$3.35
	Miles per rider	434	323	282

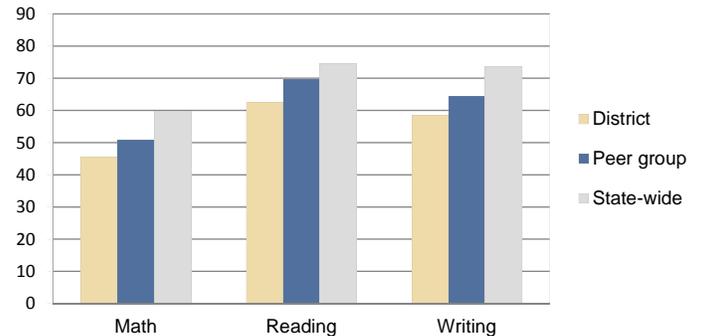
Very low Low Comparable High Very high

Per-pupil spending by function

	District		Peer 2010	State 2010	National 2008
	2009	2010			
Total	\$6,820	\$6,177	\$7,166	\$7,609	\$10,297
Classroom dollars	\$3,484	\$3,233	\$4,025	\$4,253	\$6,262
Nonclassroom dollars:	\$3,336	\$2,944	\$3,141	\$3,356	\$4,035
Administration	483	426	627	721	1,109
Plant Operations	872	866	917	914	1,003
Food Service	385	442	308	366	390
Transportation	452	399	326	342	438
Student Support	615	540	539	581	556
Instruction Support	529	271	424	432	539

STUDENT ACHIEVEMENT AND TEACHER INFORMATION

Percentage of students meeting state standards (AIMS)



Adequate Yearly Progress (AYP) toward federal goals

2 schools met all applicable AYP objectives for NCLB. 4 schools failed to meet 1 or more of the following objectives: academic progress (4); graduation rate (1).

Student and teacher information

Measure	District	Peer Average	State Average
Attendance rate	96%	96%	94%
Graduation rate (2009)	75%	78%	76%
Poverty rate (2009)	21%	24%	21%
Student/teacher ratio	21.9	20.7	17.9
Average teacher salary	\$42,437	\$51,973	\$47,077
Average years' experience	10.7	11.3	10.6
Percent of teachers in first 3 years	18%	12%	20%

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$4,500 in additional pay, and each librarian, counselor, and nurse earned between \$4,485 and \$4,850.

Performance pay plan goals and results

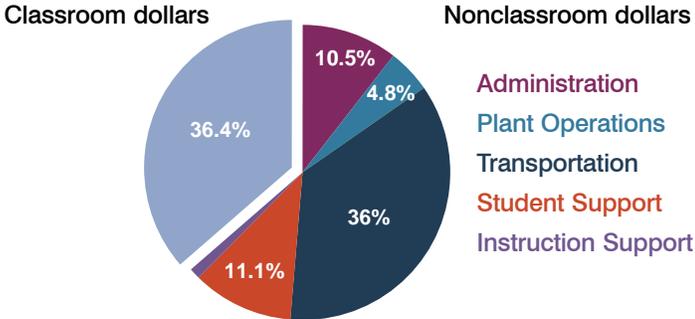
Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	■
Student attendance	■
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

Coconino County Regional ASD

Coconino County
Students attending: 137

Spending by function



5-year trend

Special needs student enrollment increased by 50 percent, which contributed to a 123 percent increase in total spending per pupil. Overall spending in the classroom decreased significantly, from 63.9 to 36.4 percent, while spending on transportation increased significantly.

Per-pupil spending by function

	District		State 2010	National 2008
	2009	2010		
Total	\$10,076	\$14,836	\$7,609	\$10,297
Classroom dollars	\$4,561	\$5,398	\$4,253	\$6,262
Nonclassroom dollars:	\$5,515	\$9,438	\$3,356	\$4,035
Administration	1,574	1,560	721	1,109
Plant Operations	583	709	914	1,003
Food Service	0	0	366	390
Transportation	2,046	5,344	342	438
Student Support	1,224	1,644	581	556
Instruction Support	88	181	432	539

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$5,322 in additional pay.

Performance pay plan goals and results

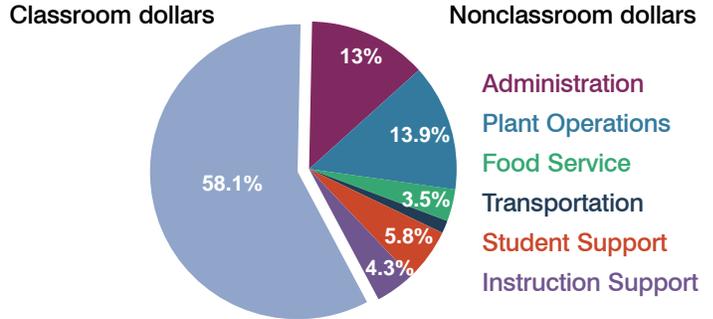
Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	■

■=yes, □=no, ▴=partially, and - = no goal set

Ft. Huachuca ASD

Cochise County
Students attending: 974

Spending by function



5-year trend

Total spending per pupil increased by 19 percent. Spending in the classroom varied year to year, decreasing significantly overall from 60.4 to 58.1 percent. Spending in plant operations increased significantly, while spending in other nonclassroom areas remained fairly stable.

Per-pupil spending by function

	District		State 2010	National 2008
	2009	2010		
Total	\$10,236	\$10,398	\$7,609	\$10,297
Classroom dollars	\$6,061	\$6,042	\$4,253	\$6,262
Nonclassroom dollars:	\$4,175	\$4,356	\$3,356	\$4,035
Administration	1,394	1,354	721	1,109
Plant Operations	1,272	1,443	914	1,003
Food Service	376	368	366	390
Transportation	168	143	342	438
Student Support	619	600	581	556
Instruction Support	346	448	432	539

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$3,622 in additional pay, and each librarian, speech pathologist, counselor, occupational therapist, and nurse earned between \$1,054 and \$3,623.

Performance pay plan goals and results

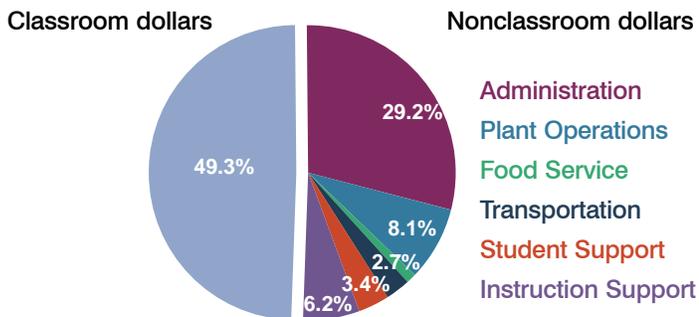
Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■=yes, □=no, ▴=partially, and - = no goal set

Gila County Regional School District

Gila County
Students attending: 114

Spending by function



4-year trend

Student enrollment more than doubled and total spending per pupil increased by 48 percent. Spending in the classroom varied year to year, increasing significantly overall from 33.1 percent to 49.3 percent. Spending on plant operations increased significantly, while spending on administration and instruction support decreased significantly.

Per-pupil spending by function

	District		State 2010	National 2008
	2009	2010		
Total	\$7,880	\$9,354	\$7,609	\$10,297
Classroom dollars	\$4,295	\$4,611	\$4,253	\$6,262
Nonclassroom dollars:	\$3,585	\$4,743	\$3,356	\$4,035
Administration	2,079	2,732	721	1,109
Plant Operations	689	757	914	1,003
Food Service	23	104	366	390
Transportation	216	252	342	438
Student Support	209	318	581	556
Instruction Support	369	580	432	539

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$7,299 in additional pay.

Performance pay plan goals and results

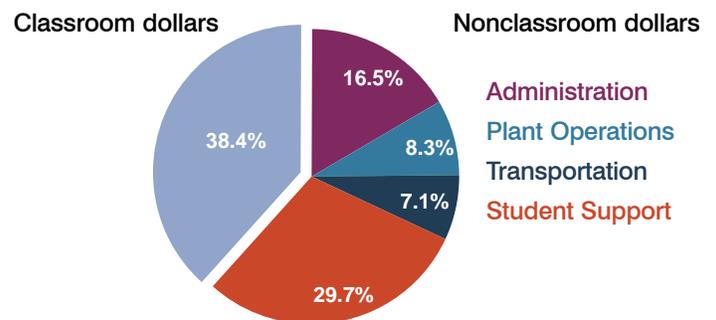
Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	■
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	■

■ = yes, □ = no, ▴ = partially, and - = no goal set

Graham County Special Services

Graham County
Students attending: 54

Spending by function



5-year trend

Total spending per pupil increased by 1 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 39.2 to 38.4 percent. Spending on administration increased significantly and student support decreased significantly. Spending in other nonclassroom areas varied from year to year.

Per-pupil spending by function

	District		State 2010	National 2008
	2009	2010		
Total	\$23,225	\$21,796	\$7,609	\$10,297
Classroom dollars	\$8,874	\$8,380	\$4,253	\$6,262
Nonclassroom dollars:	\$14,351	\$13,416	\$3,356	\$4,035
Administration	3,442	3,592	721	1,109
Plant Operations	1,951	1,794	914	1,003
Food Service	0	0	366	390
Transportation	1,942	1,550	342	438
Student Support	6,998	6,478	581	556
Instruction Support	18	2	432	539

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$2,500 in additional pay.

Performance pay plan goals and results

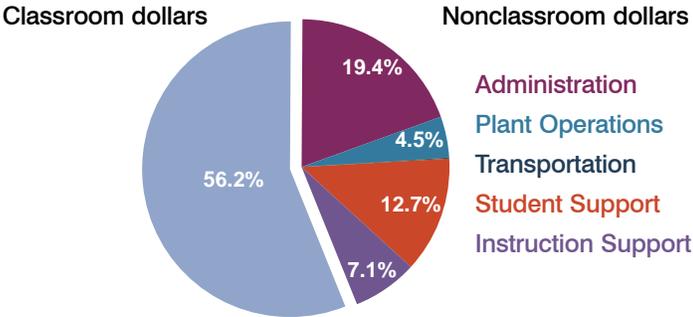
Type of goal	Goal met?
Student achievement	-
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▴ = partially, and - = no goal set

Maricopa County Regional School District

Maricopa County
Students attending: 279

Spending by function



5-year trend

Student enrollment decreased by 85 percent, which contributed to a 74 percent increase in total spending per pupil. Overall, spending in the classroom increased significantly from 44.7 to 56.2 percent, while spending on plant operations and transportation decreased significantly.

Per-pupil spending by function

	District		State 2010	National 2008
	2009	2010		
Total	\$13,476	\$11,843	\$7,609	\$10,297
Classroom dollars	\$6,699	\$6,656	\$4,253	\$6,262
Nonclassroom dollars:	\$6,777	\$5,187	\$3,356	\$4,035
Administration	3,180	2,295	721	1,109
Plant Operations	1,333	529	914	1,003
Food Service	0	0	366	390
Transportation	0	15	342	438
Student Support	1,614	1,504	581	556
Instruction Support	650	844	432	539

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$8,704 in additional pay.

Performance pay plan goals and results

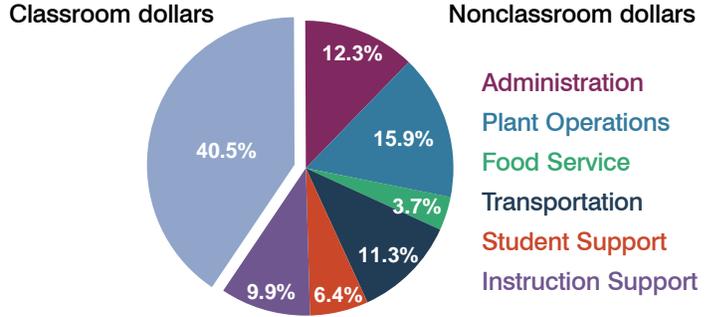
Type of goal	Goal met?
Student achievement	▲
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▲ = partially, and - = no goal set

Mary C. O'Brien ASD

Pinal County
Students attending: 206

Spending by function



5-year trend

Total spending per pupil increased by 31 percent. Spending in the classroom was very inconsistent year to year, increasing overall from 39.2 to 40.5 percent. Spending on administration and student support decreased significantly, while spending on transportation and instruction support increased significantly. Spending in other nonclassroom areas varied.

Per-pupil spending by function

	District		State 2010	National 2008
	2009	2010		
Total	\$27,057	\$20,891	\$7,609	\$10,297
Classroom dollars	\$12,967	\$8,462	\$4,253	\$6,262
Nonclassroom dollars:	\$14,090	\$12,429	\$3,356	\$4,035
Administration	2,872	2,559	721	1,109
Plant Operations	4,208	3,328	914	1,003
Food Service	792	763	366	390
Transportation	2,245	2,354	342	438
Student Support	1,552	1,347	581	556
Instruction Support	2,421	2,078	432	539

Proposition 301

Teacher and other staff pay

On average, each teacher and counselor earned \$1,665 in additional pay.

Performance pay plan goals and results

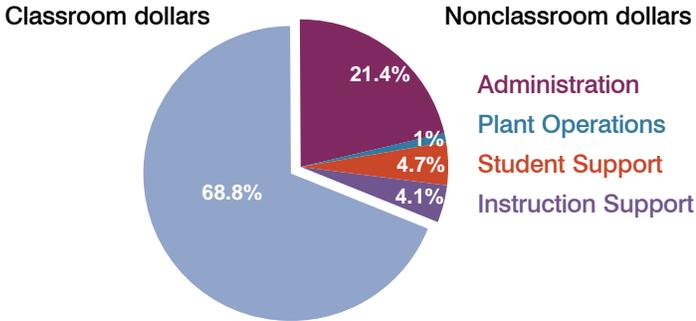
Type of goal	Goal met?
Student achievement	▲
Dropout/graduation rates	■
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▲ = partially, and - = no goal set

Pima ASD

Pima County
Students attending: 123

Spending by function



5-year trend

Total spending per pupil increased by 13 percent. Spending in the classroom was very inconsistent year to year, increasing significantly overall from 66.5 to 68.8 percent. Spending on administration decreased significantly, while spending in other nonclassroom areas was very inconsistent year to year.

Per-pupil spending by function

	District		State 2010	National 2008
	2009	2010		
Total	\$10,228	\$9,365	\$7,609	\$10,297
Classroom dollars	\$6,753	\$6,443	\$4,253	\$6,262
Nonclassroom dollars:	\$3,475	\$2,922	\$3,356	\$4,035
Administration	2,100	2,000	721	1,109
Plant Operations	62	97	914	1,003
Food Service	0	0	366	390
Transportation	0	0	342	438
Student Support	428	442	581	556
Instruction Support	885	383	432	539

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$5,662 in additional pay.

Performance pay plan goals and results

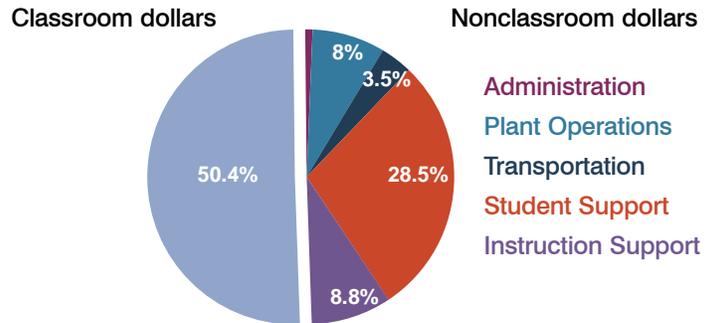
Type of goal	Goal met?
Student achievement	■
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▮ = partially, and - = no goal set

Pinal County Special Education Program

Pinal County
Students attending: 10

Spending by function



5-year trend

Total spending per pupil increased by 26 percent. Spending in the classroom was very inconsistent year to year, increasing significantly from 45.2 to 50.4 percent. Spending on administration and transportation decreased significantly, while spending on student and instruction support increased significantly. Spending in other nonclassroom areas varied.

Per-pupil spending by function

	District		State 2010	National 2008
	2009	2010		
Total	\$56,900	\$62,324	\$7,609	\$10,297
Classroom dollars	\$25,591	\$31,386	\$4,253	\$6,262
Nonclassroom dollars:	\$31,309	\$30,938	\$3,356	\$4,035
Administration	2,070	518	721	1,109
Plant Operations	4,600	5,015	914	1,003
Food Service	1,096	0	366	390
Transportation	7,795	2,158	342	438
Student Support	14,928	17,749	581	556
Instruction Support	820	5,498	432	539

Proposition 301

Teacher and other staff pay

The teacher received \$2,453 in additional pay.

Performance pay plan goals and results

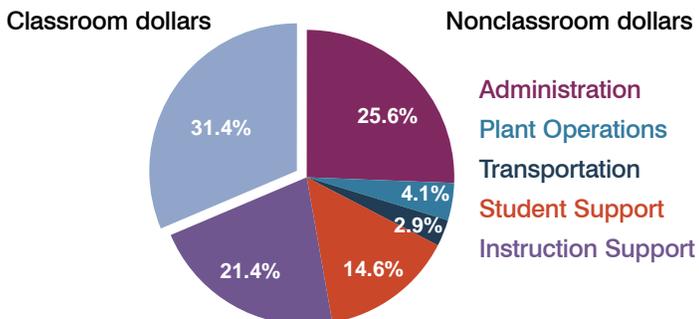
Type of goal	Goal met?
Student achievement	□
Dropout/graduation rates	□
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	-
Teacher evaluations	-
Tutoring	-
Other	-

■ = yes, □ = no, ▮ = partially, and - = no goal set

Santa Cruz County Regional School District

Santa Cruz County
Students attending: 45

Spending by function



4-year trend

Total spending increased by 43 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 36.9 to 31.4 percent. Spending on administration and student support decreased significantly, spending on instruction support increased significantly, while spending in other nonclassroom areas varied year to year.

Per-pupil spending by function

	District		State 2010	National 2008
	2009	2010		
Total	\$27,980	\$35,972	\$7,609	\$10,297
Classroom dollars	\$9,055	\$11,279	\$4,253	\$6,262
Nonclassroom dollars:	\$18,925	\$24,693	\$3,356	\$4,035
Administration	8,286	9,208	721	1,109
Plant Operations	2,166	1,464	914	1,003
Food Service	34	0	366	390
Transportation	173	1,057	342	438
Student Support	3,585	5,270	581	556
Instruction Support	4,681	7,694	432	539

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$1,827 in additional pay.

Performance pay plan goals and results

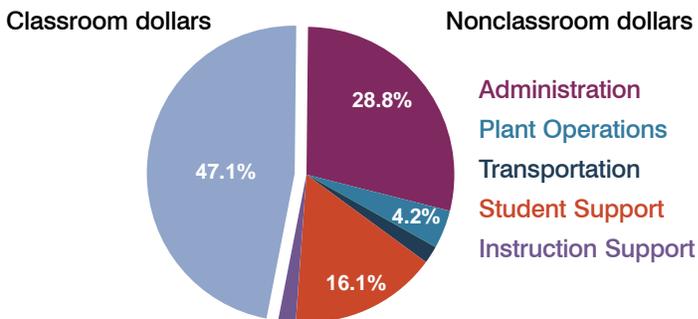
Type of goal	Goal met?
Student achievement	▲
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	-
Tutoring	-
Other	■

■=yes, □=no, ▲=partially, and - = no goal set

Yavapai ASD

Yavapai County
Students attending: 74

Spending by function



5-year trend

Total spending per pupil increased by 68 percent. Spending in the classroom was very inconsistent year to year, decreasing significantly overall from 53.1 to 47.1 percent. Spending in student support increased significantly, while spending in other nonclassroom areas was very inconsistent year to year.

Per-pupil spending by function

	District		State 2010	National 2008
	2009	2010		
Total	\$10,659	\$11,288	\$7,609	\$10,297
Classroom dollars	\$4,695	\$5,316	\$4,253	\$6,262
Nonclassroom dollars:	\$5,964	\$5,972	\$3,356	\$4,035
Administration	3,295	3,249	721	1,109
Plant Operations	656	480	914	1,003
Food Service	0	0	366	390
Transportation	165	210	342	438
Student Support	1,495	1,823	581	556
Instruction Support	353	210	432	539

Proposition 301

Teacher and other staff pay

On average, each teacher earned \$1,724 in additional pay, and each instructional aide and counselor earned between \$1,150 and \$1,224.

Performance pay plan goals and results

Type of goal	Goal met?
Student achievement	-
Dropout/graduation rates	-
Student attendance	-
Parent/student satisfaction	-
Teacher attendance	-
Teacher professional development	■
Teacher evaluations	■
Tutoring	-
Other	-

■=yes, □=no, ▲=partially, and - = no goal set

Appendix A

Table 1 shows the data sources and definitions used on the state page (see page 17) and individual district pages (see pages 18 through 230). 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 and teacher information, such as the percentage of students passing the Arizona Instrument for Measuring Success (AIMS) and average teacher salaries. "N/A" indicates that information is not available, not applicable, or not appropriate because it would reveal personal information about one or two district employees. "NR" indicates that Auditor General staff have determined that the District's information is not reportable because it skews group averages or is not reliable, and has therefore been excluded from analysis and group averages. All information is for fiscal year 2010 unless otherwise indicated.

Table 1: Individual District Page Source Information

Background	
Data	Source
District size	Auditor General staff analysis of Arizona Department of Education (ADE) attending average daily membership (ADM) counts. District sizes were categorized as follows: <ul style="list-style-type: none"> • 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
Students attending	Auditor General staff analysis of ADE attending ADM. ADM numbers are rounded to the nearest whole number. Auditors included kindergarten students' ADM at a full- or half-count depending on whether the districts offer all-day or half-day kindergarten.
Number of schools	Auditor General staff analysis of ADE ADM reports and School Facilities Board (SFB) <i>Building Inventory Reports</i> .

Table 1 (Cont'd)

Operational Efficiency	
Data	Source
Efficiency peer group	Auditor General staff categorized districts into operational peer groups based on their similarities in district size, type, and location. The 12 operational peer groups are labeled "1" through "12" and each includes between 8 and 46 districts. When calculating peer group averages, auditors excluded the districts with unreliable or extreme values that skewed their group's average. See Table 2 in Appendix B, pages b-1 through b-4, for a list of districts included in each efficiency peer group.
Spending by function	Auditor General staff analysis of district-reported accounting data and Annual Financial Reports (AFRs).
5-year trend	Auditor General staff analysis of district-reported accounting data and AFRs and ADE ADM data for fiscal years 2005 through 2010.
District's cost measures relative to peer group	Auditor General staff compared a district's cost measures, such as cost per mile, and other related measures, such as miles per rider, 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 using a color bar for each operational cost area. When comparing cost measures, auditors also took into consideration other measures that could impact costs, such as the effect of extremely high square footage per student on the cost per square foot. In addition, for the 54 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 ADM data. Students per administrator: The number of students divided by the number of administrative full-time equivalent employees (FTEs), using ADE ADM data and district-provided information on the <i>School District Employee Report</i> .
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 <i>Building Inventory Reports</i> . Square footage per student: Auditor General staff analysis of the total square footage divided by the number of students, using ADE ADM data and SFB <i>Building Inventory Reports</i> .
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.
Transportation	Cost per mile: Auditor General staff analysis of transportation costs divided by the total miles, using district-reported accounting data and ADE transportation route reports. Miles per rider: Auditor General staff analysis of the total miles divided by the total riders, using ADE transportation route reports.
Per-pupil spending by function	
District	Auditor General staff analysis of fiscal years 2009 and 2010 district-reported accounting data and AFRs, and ADE ADM data.
Peer	Auditor General staff analysis of districts' per-pupil expenditures. The group averages excluded districts with extreme or unreliable values and were calculated by adding individual districts' per-pupil expenditures and dividing by the number of districts in each peer group.
State	Auditor General staff analysis of district-reported accounting data and AFRs, and ADE ADM data. The state's per-pupil amounts were calculated by adding individual districts' expenditures and dividing by the total number of district students (ADM).
National	National Center for Education Statistics' fiscal year 2008 data. Although the 2010 data is not yet available, the national percentages have been relatively stable. For the most recent 5-year period that is available, fiscal years 2004 through 2008, the variations were less than 0.3 percent in any of the functional spending areas, such as instruction and administration.

Table 1 (Cont'd)

Student Achievement and Teacher Information	
Data	Source
Student achievement peer groups	Auditor General staff categorized districts into student achievement peer groups based on their similarities in district type, poverty rate, location, and size. The 21 peer groups include between 3 and 22 districts. See Table 3 in Appendix B, pages b-4 through b-9, for a list of districts included in each student achievement peer group.
Percentage of students meeting state standards (AIMS)	Auditor General staff analysis of ADE's Spring 2010 AIMS' Math, Reading, and Writing test results, as of August 2010. The district- and state-level percentages were calculated by dividing the 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 2010, the AIMS Math test was changed and is no longer comparable to prior years' tests and the Writing test was suspended for grades 3, 4, and 8.
Adequate Yearly Progress	Districts' Adequate Yearly Progress (AYP) toward meeting federal goals, provided by ADE as of August 2010. To meet AYP, schools must meet the following requirements: annual student improvement on AIMS, percentage of students tested on AIMS of at least 95 percent, high school graduation rate of at least 71 percent or at least a 1 percent improvement over the prior year, and attendance rate of at least 90 percent or at least a 1 percent improvement over the prior year.
Student and teacher information	
Attendance rate	Attendance rates provided by ADE as of October 2010. 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 2009 4-year cohort graduation rates, provided by ADE as of October 2010. The district- and state-level graduation rates were calculated by dividing the number of cohort students who graduated after 4 years by the original number of cohort students adjusted for the students transferring in and out of the district. 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 2009 <i>Small Area Income and Poverty Estimates</i> published in December 2010. District- and state-level poverty rates were calculated by dividing the number of children between the ages of 5 and 17 years old who were living at or below the federal poverty level by the total number of children between the ages of 5 and 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.
Student-teacher ratio	Auditor General staff analysis of ADE ADM data and certified teacher FTE as reported by districts on their Classroom Site Fund Narrative (CSF Narrative). In the few instances in which CSF Narrative information was not received or not reliable, certified teacher FTE was obtained from district-reported <i>School District Employee Report</i> data provided by ADE. The district- and state-level ratios were calculated by dividing total ADM by total certified teacher FTE and the group average percentages were calculated by adding individual districts' student-teacher ratios and dividing by the number of districts in each peer group.

Table 1 (Concl'd)

Student Achievement and Teacher Information (Concl'd)	
Data	Source
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 total number of certified teacher FTEs from district-reported CSF Narratives. In the few instances in which CSF Narrative information was not received or not reliable, certified teacher FTE was obtained from district-reported <i>School District Employee Report</i> data provided by ADE. The district- and state-level averages were calculated by dividing the total teacher salaries by total teacher FTE 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.
Average years' experience	ADE October 2009 data on certified teacher FTE for fiscal year 2010. The number of years of experience included the actual number of years of experience for each certified teacher, instead of capping teachers with more than 15 years of experience at 15. The district- and state-level years of experience were calculated by weighting each number of years of experience by the total FTE for that number of years. The group average percentages 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	ADE October 2009 data on certified teacher FTE for fiscal year 2010. 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 districts' percentages of teachers in their first 3 years and dividing by the number of districts in each peer group.
Proposition 301	Auditor General staff analysis of district-reported CSF Narrative results, which 214 districts completed. Auditors obtained the information for the 10 that did not.

Appendix B

This appendix lists the 208 districts organized into efficiency peer groups and student achievement peer groups. Table 2 (see pages b-1 through b-4) shows 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 2010 classroom dollar percentages. Table 2 also shows the classroom dollar percentages of the State's 10 accommodation school districts listed separately. Table 3 (see pages b-4 through b-9) shows districts organized into student achievement peer groups based on type, poverty, location, and size. Within each student achievement peer group, the districts are listed in order of their district-wide passing rates on the Spring 2010 Arizona Instrument to Measure Success (AIMS).

Table 2: Districts Grouped by Efficiency Peer Group and Ranked by Classroom Dollar Percentage Fiscal Year 2010

Peer Group		District Name	Classroom Dollar Percentage	District Name	Classroom Dollar Percentage
Number	Description				
1	Very large unified and union high school districts in cities and suburbs	Peer group average	58.8%		
		Chandler USD	62.0%	Scottsdale USD	59.5%
		Gilbert USD	62.0%	Mesa USD	59.3%
		Deer Valley USD	60.6%	Dysart USD	55.9%
		Paradise Valley USD	59.8%	Phoenix UHSD	54.9%
		Peoria USD	59.6%	Tucson USD	53.9%
2	Large unified and union high school districts in cities and suburbs	Peer group average	56.2%		
		Vail USD	59.7%	Tempe UHSD	56.7%
		Tolleson UHSD	57.9%	Flagstaff USD	56.1%
		Amphitheater USD	57.5%	Higley USD	54.9%
		Glendale UHSD	57.4%	Sunnyside USD	52.3%
		Marana USD	56.7%	Yuma UHSD	52.3%
3	Medium-large unified and union high school districts in cities and suburbs	Peer group average	54.9%		
		Queen Creek USD	59.9%	Cave Creek USD	54.4%
		Humboldt USD	59.1%	Catalina Foothills USD	54.3%
		Prescott USD	57.5%	Agua Fria UHSD	53.4%
		Apache Junction USD	55.0%	Fountain Hills USD	52.6%
		Tanque Verde USD	55.0%	Casa Grande UHSD	48.1%
		Flowing Wells USD	54.8%		

Table 2 (Cont'd)

Peer Group		District Name	Classroom Dollar	District Name	Classroom Dollar		
Number	Description		Percentage		Percentage		
4	Medium-large unified and union high school districts in towns and rural areas	Peer group average	53.6%				
		Blue Ridge USD	61.6%	Sierra Vista USD	53.2%		
		Colorado River UHSD	60.9%	Winslow USD	52.9%		
		Safford USD	60.9%	Chino Valley USD	52.5%		
		Snowflake USD	59.3%	Nogales USD	52.1%		
		Lake Havasu USD	59.1%	Page USD	51.3%		
		Florence USD	57.3%	Whiteriver USD	51.0%		
		Sahuarita USD	56.3%	J.O. Combs USD	50.7%		
		Payson USD	56.2%	Maricopa USD	50.7%		
		Show Low USD	55.6%	Window Rock USD	49.6%		
		Buckeye UHSD	53.8%	Coolidge USD	47.3%		
		Santa Cruz Valley USD	53.3%	Chinle USD	47.0%		
		Douglas USD	53.2%	Kayenta USD	41.3%		
		Kingman USD	53.2%				
5	Medium unified and union high school districts in towns and rural areas	Peer group average	51.0%				
		Thatcher USD	60.8%	Round Valley USD	52.5%		
		Pima USD	57.8%	Bisbee USD	51.8%		
		Mammoth-San Manuel USD	57.2%	Williams USD	50.4%		
		Morenci USD	57.2%	Saddle Mountain USD	49.8%		
		St. Johns USD	56.2%	Globe USD	48.9%		
		Mingus UHSD	55.1%	San Carlos USD	48.7%		
		Holbrook USD	54.9%	Sanders USD	48.4%		
		Willcox USD	54.5%	Tombstone USD	47.5%		
		Benson USD	54.4%	Nadaburg USD	47.1%		
		Miami USD	54.3%	Indian Oasis-Baboquivari USD	45.0%		
		Wickenburg USD	53.5%	Ganado USD	43.3%		
		Sedona-Oak Creek Joint USD	53.2%	Tuba City USD	43.3%		
		Camp Verde USD	52.6%	Red Mesa USD	40.9%		
		Parker USD	52.6%	Pinon USD	35.0%		
		6	Small unified and union high school districts in towns and rural areas	Peer group average	50.6%		
Ajo USD	60.2%			Fredonia-Mocasin USD	51.1%		
Bagdad USD	56.0%			Heber-Overgaard USD	49.6%		
St. David USD	56.0%			Joseph City USD	49.6%		
Ray USD	55.8%			Grand Canyon USD	48.8%		
Superior USD	55.0%			Hayden-Winkelman USD	48.8%		
Duncan USD	54.9%			Colorado City USD	48.2%		
Ash Fork Joint USD	53.1%			Ft. Thomas USD	47.0%		
Littlefield USD	52.6%			Mayer USD	44.4%		
Antelope UHSD	52.1%			Cedar USD	40.2%		
Gila Bend USD	52.0%			Santa Cruz Valley UHSD	36.1%		
7	Very small unified and union high school districts in towns and rural areas			Peer group average	48.4%		
				San Simon USD	56.5%	Valley UHSD	51.5%
		Peach Springs USD	54.1%	Clifton USD	44.4%		
		Bowie USD	53.8%	Patagonia UHSD	37.9%		
Seligman USD	52.6%	Bicentennial UHSD	36.5%				
8	Large elementary school districts in cities and suburbs	Peer group average	55.9%				
		Kyrene ESD	61.0%	Alhambra ESD	55.2%		
		Cartwright ESD	60.0%	Pendergast ESD	55.1%		
		Litchfield ESD	58.3%	Tempe ESD	54.2%		
		Glendale ESD	55.6%	Yuma ESD	52.2%		
Washington ESD	55.5%	Roosevelt ESD	52.1%				

Table 2 (Cont'd)

Peer Group		District Name	Classroom Dollar	District Name	Classroom Dollar
Number	Description		Percentage		Percentage
9	Medium-large elementary school districts in cities and suburbs	Peer group average	53.5%		
		Liberty ESD	59.7%	Wilson ESD	53.3%
		Littleton ESD	58.1%	Madison ESD	53.2%
		Fowler ESD	57.2%	Casa Grande ESD	52.4%
		Avondale ESD	56.3%	Balsz ESD	51.3%
		Tolleson ESD	55.1%	Phoenix ESD	50.9%
		Union ESD	54.0%	Isaac ESD	49.7%
		Crane ESD	53.5%	Osborn ESD	49.4%
		Creighton ESD	53.3%	Murphy ESD	48.1%
		Laveen ESD	53.3%		
10	Medium elementary school districts in towns and rural areas	Peer group average	51.6%		
		Bullhead City ESD	57.0%	Riverside ESD	51.5%
		Buckeye ESD	55.4%	Gadsden ESD	50.6%
		Toltec ESD	53.9%	Somerton ESD	49.7%
		Palominas ESD	53.8%	Stanfield ESD	48.2%
		Cottonwood-Oak Creek ESD	52.8%	Eloy ESD	47.5%
		Mohave Valley ESD	52.0%	Altar Valley ESD	46.5%
11	Small elementary school districts in towns and rural areas	Peer group average	54.2%		
		Naco ESD	59.9%	Red Rock ESD	55.3%
		Clarkdale-Jerome ESD	57.9%	Palo Verde ESD	51.0%
		Beaver Creek ESD	57.8%	Quartzsite ESD	49.6%
		Wellton ESD	56.5%	Oracle ESD	49.3%
		Arlington ESD	56.4%	Sacaton ESD	46.0%
		Continental ESD	56.0%		
12	Very small elementary school districts in towns and rural areas	Peer group average	53.4%		
		Valentine ESD	81.0%	Kirkland ESD	52.5%
		Blue ESD	75.6%	Tonto Basin ESD	52.5%
		Crown King ESD	68.7%	Owens-Whitney ESD	52.3%
		Sonoita ESD	64.7%	Yarnell ESD	52.3%
		Double Adobe ESD	64.3%	Congress ESD	51.7%
		Aguila ESD	63.8%	Topock ESD	51.0%
		Hillside ESD	63.7%	Maine Consolidated ESD	50.5%
		Yucca ESD	61.1%	Canon ESD	50.1%
		Bonita ESD	60.0%	Sentinel ESD	50.0%
		Alpine ESD	59.1%	Pine Strawberry ESD	49.6%
		Elfrida ESD	58.3%	Morristown ESD	48.6%
		Young ESD	56.5%	Bouse ESD	48.1%
		McNary ESD	56.3%	Paloma ESD	47.5%
		Picacho ESD	56.2%	Concho ESD	46.9%
		Apache ESD	55.8%	San Fernando ESD	46.8%
		Hyder ESD	55.2%	Mohawk Valley ESD	46.5%
		Pearce ESD	55.1%	Wenden ESD	46.1%
		Santa Cruz ESD	54.7%	Vernon ESD	45.2%
		Cochise ESD	54.3%	Salome Consolidated ESD	44.4%
		Pomerene ESD	54.0%	McNeal ESD	44.3%
		Patagonia ESD	53.2%	Hackberry ESD	34.7%
		Skull Valley ESD	53.1%	Mobile ESD	33.6%
Solomon ESD	52.9%	Ash Creek ESD	33.0%		

Table 2 (Concl'd)

Peer Group		Classroom Dollar Percentage		Classroom Dollar Percentage
Description	District Name		District Name	
Accommodation districts	Group average	47.7%		
	Pima ASD	68.8%	Yavapai ASD	47.1%
	Ft. Huachuca ASD	58.1%	Mary C. O'Brien ASD	40.5%
	Maricopa County Regional SD	56.2%	Graham County Special Services	38.4%
	Pinal County Special Education Program	50.4%	Coconino County Regional ASD	36.4%
	Gila County Regional SD	49.3%	Santa Cruz County Regional SD	31.4%

Source: Auditor General staff analysis of fiscal year 2010 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.

Table 3: Districts Grouped by Student Achievement Peer Group and Ranked by Percentage of Students Passing AIMS Fiscal Year 2010

Peer Group		District Name	Percentage of Students Passing		
Number	Description		Math	Reading	Writing
1	Elementary school districts with poverty rates below 12 percent in towns and rural areas	Peer group average	52%	74%	77%
		Maine Consolidated ESD	84%	95%	83%
		Oracle ESD	59%	75%	71%
		Red Rock ESD	51%	72%	76%
		Skull Valley ESD	35%	59%	75%
		San Fernando ESD	31%	44%	57%
		Blue ESD	-	-	-
2	Elementary school districts with poverty rates between 14 and 17 percent in towns and rural areas	Peer group average	60%	77%	67%
		Congress ESD	87%	88%	72%
		Sonoita ESD	64%	89%	83%
		Pomerene ESD	73%	88%	71%
		Palominas ESD	69%	83%	74%
		Continental ESD	64%	77%	82%
		Tonto Basin ESD	59%	73%	63%
		Morristown ESD	48%	77%	61%
		Yarnell ESD	45%	71%	67%
		Beaver Creek ESD	49%	65%	58%
3	Elementary school districts with poverty rates less than 17 percent in cities and suburbs	Peer group average	65%	79%	76%
		Kyrene ESD	78%	88%	86%
		Litchfield ESD	68%	82%	83%
		Madison ESD	71%	81%	74%
		Liberty ESD	60%	76%	75%
		Buckeye ESD	49%	67%	60%

Table 3 (Cont'd)

Peer Group		District Name	Percentage of Students Passing		
Number	Description		Math	Reading	Writing
4	Elementary school districts with poverty rates between 18 and 23 percent in towns and rural areas	Peer group average	60%	75%	69%
		Sentinel ESD	77%	95%	78%
		Cochise ESD	72%	79%	89%
		Clarkdale-Jerome ESD	73%	86%	81%
		Santa Cruz ESD	60%	80%	91%
		Solomon ESD	70%	81%	76%
		Bonita ESD	63%	79%	59%
		Cottonwood-Oak Creek ESD	55%	77%	70%
		Canon ESD	62%	74%	58%
		Mohave Valley ESD	50%	69%	70%
		Picacho ESD	52%	61%	73%
		Double Adobe ESD	54%	74%	53%
		Pearce ESD	49%	70%	63%
		Riverside ESD	40%	61%	58%
		Hackberry ESD	32%	64%	31%
Apache ESD	-	-	-		
Crown King ESD	-	-	-		
5	Elementary school districts with poverty rates between 18 and 22 percent in cities and suburbs	Peer group average	53%	68%	65%
		Crane ESD	58%	72%	77%
		Tempe ESD	55%	72%	77%
		Pendergast ESD	56%	71%	69%
		Casa Grande ESD	60%	72%	62%
		Washington ESD	53%	68%	72%
		Laveen ESD	55%	68%	63%
		Avondale ESD	52%	70%	61%
		Fowler ESD	49%	62%	58%
		Littleton ESD	47%	63%	59%
Union ESD	44%	59%	53%		
6	Elementary school districts with poverty rates between 25 and 31 percent in towns and rural areas	Peer group average	52%	72%	65%
		Owens-Whitney ESD	76%	82%	75%
		Mohawk Valley ESD	67%	83%	69%
		Vernon ESD	48%	85%	81%
		Palo Verde ESD	62%	75%	76%
		Hillside ESD	58%	88%	60%
		Elfrida ESD	54%	74%	78%
		Pine Strawberry ESD	55%	84%	56%
		Kirkland ESD	45%	61%	73%
		Stanfield ESD	50%	59%	63%
		Aguila ESD	57%	61%	51%
		Quartzsite ESD	38%	61%	67%
		Wellton ESD	46%	60%	50%
		Ash Creek ESD	26%	74%	50%
Eloy ESD	34%	55%	58%		
Concho ESD	59%	78%	-		

Table 3 (Cont'd)

Peer Group		District Name	Percentage of Students Passing		
Number	Description		Math	Reading	Writing
7	Elementary school districts with poverty rates between 24 and 36 percent in cities and suburbs	Peer group average	50%	62%	62%
		Osborn ESD	56%	64%	64%
		Alhambra ESD	56%	67%	59%
		Tolleson ESD	53%	70%	58%
		Yuma ESD	49%	67%	64%
		Cartwright ESD	50%	62%	61%
		Glendale ESD	47%	59%	66%
		Creighton ESD	47%	63%	61%
		Isaac ESD	46%	57%	62%
		Roosevelt ESD	43%	58%	63%
		Balsz ESD	49%	56%	58%
8	Elementary school districts with poverty rates between 32 and 38 percent in towns and rural areas	Peer group average	51%	67%	59%
		Alpine ESD	100%	100%	86%
		Patagonia ESD	36%	62%	85%
		Bullhead City ESD	48%	69%	63%
		Somerton ESD	47%	62%	69%
		McNeal ESD	56%	79%	42%
		Altar Valley ESD	52%	62%	58%
		Young ESD	51%	74%	35%
		Gadsden ESD	44%	52%	62%
		Naco ESD	25%	42%	34%
9	Elementary school districts with poverty rates greater than 39 percent in towns and rural areas	Peer group average	49%	63%	60%
		Yucca ESD	91%	91%	100%
		Bouse ESD	63%	85%	71%
		Topock ESD	58%	80%	78%
		Hyder ESD	62%	57%	71%
		Salome Consolidated ESD	53%	68%	63%
		Arlington ESD	48%	71%	52%
		McNary ESD	41%	51%	52%
		Wenden ESD	31%	43%	67%
		Mobile ESD	42%	58%	40%
		Paloma ESD	31%	50%	39%
Sacaton ESD	18%	38%	32%		
10	Elementary school districts with poverty rates greater than 51 percent in cities and suburbs	Peer group average	48%	62%	56%
		Wilson ESD	56%	66%	62%
		Phoenix ESD	42%	60%	56%
		Murphy ESD	46%	61%	50%
11	Union high school districts with poverty rates less than 20 percent in towns and rural areas	Peer group average	53%	76%	66%
		Valley UHSD	70%	93%	86%
		Mingus UHSD	65%	81%	72%
		Patagonia UHSD	42%	70%	60%
12	Union high school districts with poverty rates greater than 25 percent in towns and rural areas	Peer group average	44%	67%	54%
		Colorado River UHSD	41%	72%	65%
		Bicentennial UHSD	58%	69%	41%
		Antelope UHSD	33%	60%	57%
13	Union high school districts with poverty rates less than 20 percent in cities and suburbs	Peer group average	60%	78%	76%
		Tempe UHSD	73%	85%	83%
		Agua Fria UHSD	61%	81%	78%
		Buckeye UHSD	57%	75%	68%
		Tolleson UHSD	50%	72%	73%

Table 3 (Cont'd)

Peer Group		District Name	Percentage of Students Passing		
Number	Description		Math	Reading	Writing
14	Union high school districts with poverty rates greater than 21 percent in cities and suburbs	Peer group average	51%	70%	65%
		Glendale UHSD	64%	79%	79%
		Phoenix UHSD	47%	67%	61%
		Casa Grande UHSD	46%	70%	59%
		Yuma UHSD	46%	63%	59%
15	Unified school districts with poverty rates less than 11 percent in towns and rural areas	Peer group average	52%	73%	66%
		Morenci USD	70%	80%	70%
		Round Valley USD	56%	74%	73%
		J. O. Combs USD	54%	75%	73%
		Maricopa USD	52%	70%	74%
		Bagdad USD	48%	74%	71%
		Grand Canyon USD	43%	66%	53%
		Clifton USD	41%	73%	45%
16	Unified school districts with poverty rates less than 14 percent in cities and suburbs	Peer group average	75%	87%	85%
		Catalina Foothills USD	83%	94%	93%
		Tanque Verde USD	84%	93%	90%
		Vail USD	84%	92%	86%
		Cave Creek USD	79%	91%	89%
		Gilbert USD	75%	87%	86%
		Scottsdale USD	77%	87%	83%
		Queen Creek USD	72%	86%	88%
		Chandler USD	74%	84%	86%
		Higley USD	73%	86%	82%
		Deer Valley USD	71%	85%	84%
		Fountain Hills USD	68%	85%	86%
		Peoria USD	69%	83%	81%
		Paradise Valley USD	68%	82%	82%
Marana USD	66%	83%	80%		
17	Unified school districts with poverty rates between 11 and 16 percent in towns and rural areas	Peer group average	62%	78%	75%
		Prescott USD	72%	87%	81%
		Thatcher USD	74%	87%	79%
		Sahuarita USD	66%	82%	79%
		Sedona-Oak Creek Joint USD	64%	80%	77%
		Snowflake USD	67%	80%	73%
		Sierra Vista USD	64%	82%	73%
		Apache Junction USD	59%	75%	80%
		St. David USD	64%	78%	72%
		Florence USD	49%	69%	71%
		Saddle Mountain USD	40%	60%	65%
18	Unified school districts with poverty rates greater than 14 percent in cities and suburbs	Peer group average	60%	75%	76%
		Amphitheater USD	67%	80%	81%
		Dysart USD	65%	77%	80%
		Mesa USD	65%	77%	75%
		Flagstaff USD	56%	73%	74%
		Tucson USD	46%	67%	70%

Table 3 (Cont'd)

Peer Group		District Name	Percentage of Students Passing		
Number	Description		Math	Reading	Writing
19	Unified school districts with poverty rates between 17 and 22 percent in towns and rural areas	Peer group average	56%	76%	69%
		Lake Havasu USD	72%	88%	80%
		Humboldt USD	66%	82%	78%
		San Simon USD	71%	90%	63%
		Heber-Overgaard USD	65%	79%	77%
		Payson USD	62%	82%	75%
		Blue Ridge USD	64%	77%	73%
		Safford USD	61%	79%	72%
		Wickenburg USD	60%	78%	72%
		St. Johns USD	56%	79%	74%
		Joseph City USD	59%	75%	75%
		Chino Valley USD	58%	76%	73%
		Mammoth-San Manuel USD	53%	78%	69%
		Duncan USD	48%	75%	76%
		Ray USD	55%	75%	65%
		Tombstone USD	47%	75%	71%
		Nadaburg USD	52%	72%	61%
		Pima USD	52%	71%	61%
		Bisbee USD	40%	69%	72%
		Williams USD	49%	73%	57%
Coolidge USD	42%	64%	63%		
Mayer USD	48%	63%	56%		
Globe USD	42%	66%	59%		
20	Unified school districts with poverty rates between 23 and 32 percent in towns and rural areas	Peer group average	44%	66%	59%
		Show Low USD	61%	80%	76%
		Benson USD	66%	83%	65%
		Flowing Wells USD	63%	74%	73%
		Winslow USD	50%	73%	75%
		Camp Verde USD	52%	73%	67%
		Santa Cruz Valley USD	56%	70%	63%
		Kingman USD	49%	68%	63%
		Miami USD	49%	71%	57%
		Page USD	48%	61%	62%
		Littlefield USD	38%	63%	66%
		Willcox USD	43%	61%	59%
		Superior USD	42%	69%	50%
		Seligman USD	36%	60%	52%
		Fredonia-Moccasin USD	40%	61%	47%
		Ash Fork Joint USD	30%	62%	44%
		Window Rock USD	31%	52%	53%
Bowie USD	19%	55%	52%		
Gila Bend USD	25%	45%	38%		

Table 3 (Concl'd)

Peer Group		District Name	Percentage of Students Passing		
Number	Description		Math	Reading	Writing
21	Unified school districts with poverty rates greater than 33 percent in towns and rural areas	Peer group average	35%	54%	55%
		Colorado City USD	74%	84%	71%
		Nogales USD	59%	75%	73%
		Holbrook USD	52%	72%	72%
		Sunnyside USD	48%	65%	69%
		Parker USD	48%	66%	62%
		Douglas USD	48%	63%	61%
		Hayden-Winkelman USD	38%	63%	63%
		Kayenta USD	35%	55%	66%
		Tuba City USD	36%	54%	61%
		Ganado USD	35%	56%	60%
		Chinle USD	26%	50%	58%
		Red Mesa USD	27%	46%	60%
		Cedar USD	33%	45%	52%
		Sanders USD	29%	48%	45%
		Ft. Thomas USD	21%	45%	49%
		Ajo USD	23%	50%	40%
	Pinon USD	26%	41%	45%	
	Whiteriver USD	21%	42%	48%	
	Peach Springs USD	21%	42%	42%	
	Indian Oasis-Baboquivari USD	16%	35%	31%	
	San Carlos USD	15%	27%	25%	

Source: Auditor General staff analysis of fiscal year 2010 Arizona Department of Education student membership data and AIMS data and fiscal year 2009 U.S. Census Bureau poverty rates and U.S. Census Bureau location designations reported in the National Center for Education Statistics' Common Core of Data.

Appendix C

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 available operating dollars. 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 available operating dollars include 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.
- **Instructional 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.
- **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.

Scope

All of the State's 239 school districts were included in calculating the state-wide classroom dollar percentage and analyzing state-wide supplanting. However, some districts were excluded from further analysis:

- When calculating individual district classroom dollar percentages, transporting districts were excluded. These districts transport all their students to other districts and, therefore, do not have classroom expenditures.
- When analyzing state-wide trends in the efficiency of district operations, very small districts (serving fewer than 200 students), accommodation districts, and joint technological education districts were also excluded. These districts are unique in operation and have wide ranges of operational costs, and would, thereby, distort the analysis of factors generally affecting other district types.
- Only 224 districts received Classroom Site Fund (CSF) monies for fiscal year 2010. The 15 districts not receiving fiscal year 2010 Proposition 301 monies included the 8 transporting districts and 7 of the 13 joint technological education districts.

Methodology

To analyze the most current expenditure and budget data available for Arizona's districts, auditors obtained fiscal year 2010 district Annual Financial Reports (AFRs) and budgets from the Arizona Department of Education. In addition, all of the State's 239 school districts provided auditors with fiscal year 2010 accounting data, 214 districts submitted summaries of their CSF expenditures and program results, and auditors obtained the information for the 10 districts that did not. 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, budgets, and accounting data to the underlying district records, auditors performed analytical procedures using the financial data and CSF Narratives of program results and interviewed school district officials about significant anomalies or variances. Auditors corrected any data errors prior to calculating classroom dollar percentages and analyzing performance measures.

Other information related to the analysis was obtained from the Arizona Department of Education, such as school district staffing levels, academic achievement indicators, bus mileage, and average daily membership counts; and from the Arizona School Facilities Board, such as square footage and number of schools. In addition, auditors obtained state-level financial data from the National Center for Education Statistics, and district-level poverty rates and location relative to population centers from the U.S. Census Bureau.

Auditors made certain adjustments to the Arizona district-level data that affected the attending average daily membership (ADM) for districts that did not offer free all-day kindergarten. This adjustment, which was needed to improve ADM comparability between districts, was made at the school level based on district responses to a survey.

To compare the school districts' efficiency and effectiveness, auditors developed two types of district peer groups. First, to compare performance measures related to costs, auditors developed operational peer groups using district size, type, and location. The six size categories are defined in Appendix A (see page a-1). Auditors grouped high school districts with unified districts because both districts serve high school students. 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. In the left-hand side of this report's district pages, auditors compared each district's expenditures and operational performance measures to those of its efficiency peer group averages. Table 2 in Appendix B lists districts within each efficiency peer group (see pages b-1 through b-4). Second, to compare districts' academic indicators, auditors developed student achievement peer groups using district type, poverty rate, location, and size. Poverty rate was considered because it appears to be strongly related to student achievement. In the right-hand side of the district pages, auditors compared each district's academic indicators, such as the percentage of students who passed Arizona's Instrument for Measuring Success, attendance rate, and graduation rate, to the averages of its student achievement peer group. Table 3 in Appendix B lists districts within each student achievement peer group (see pages b-4 through b-9).