

Agua Fria Union High School District

Maricopa County

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

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

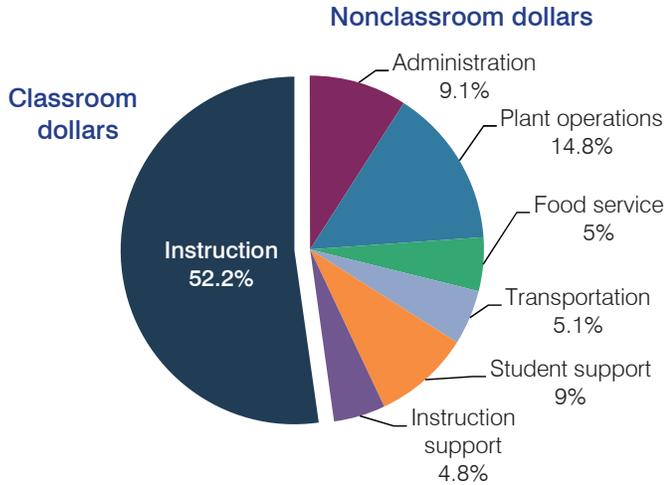
District size, location: Medium-large, Suburb

Students attending: 7,129

Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 9 percent. Spending in the classroom decreased overall from 53.7 to 52.2 percent. Spending on student support increased and spending on plant operations, food service, and instruction support increased slightly, while spending on administration decreased. Spending on transportation remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$625	\$771	\$757
	Students per administrator	64	69	68
Plant operations	Cost per square foot	\$7.19	\$5.92	\$6.04
	Square footage per student	141	163	153
Food service	Cost per meal equivalent	\$2.79	\$2.82	\$2.69
Transportation	Cost per mile	\$3.57	\$3.47	\$3.62
	Cost per rider	\$1,129	\$1,326	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$6,753	\$6,829	\$7,182	\$7,578	\$10,667
Classroom dollars	3,551	3,565	3,829	4,073	6,495
Nonclassroom dollars:	3,202	3,264	3,353	3,505	4,172
Administration	603	625	771	757	1,160
Plant operations	993	1,012	955	923	1,008
Food service	338	339	324	405	429
Transportation	365	346	426	373	464
Student support	587	616	561	600	594
Instruction support	316	326	316	447	517

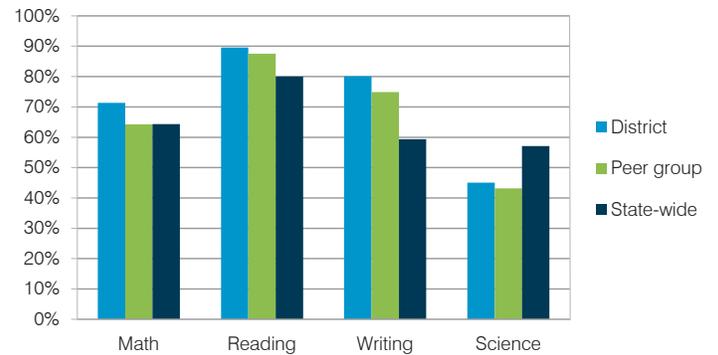
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2013)	82%	80%	75%
Poverty rate (2013)	15%	19%	24%
Students per teacher	21.2	22.8	18.6
Average teacher salary	\$47,578	\$48,393	\$46,026
Amount from Proposition 301	\$5,423	\$6,719	\$4,810
Average years of teacher experience	7.6	9.6	10.9
Percentage of teachers in first 3 years	37%	24%	20%

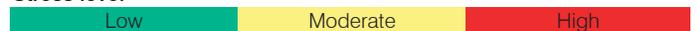
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.6%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



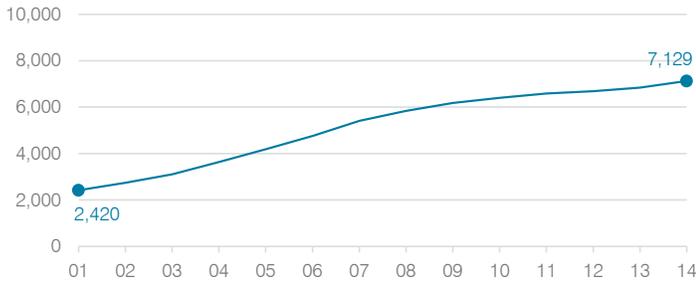
Agua Fria Union High School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	55.7	53.3	54.6	51.6	51.3	56.1	53.8	54.3	53.7	53.4	53.1	51.9	52.6	52.2

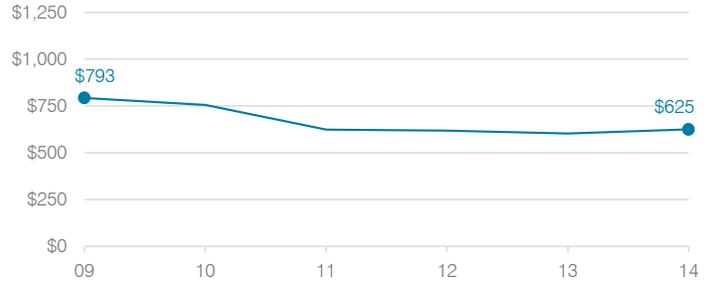
OPERATIONAL TRENDS

Fiscal years as indicated

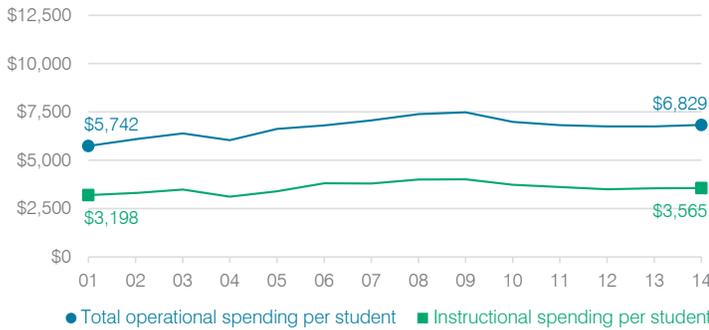
Students attending



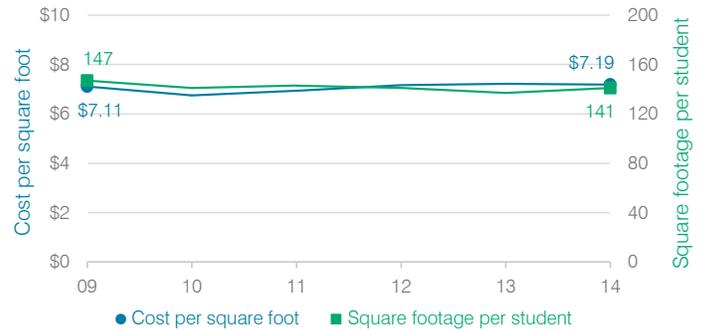
Administrative cost per student



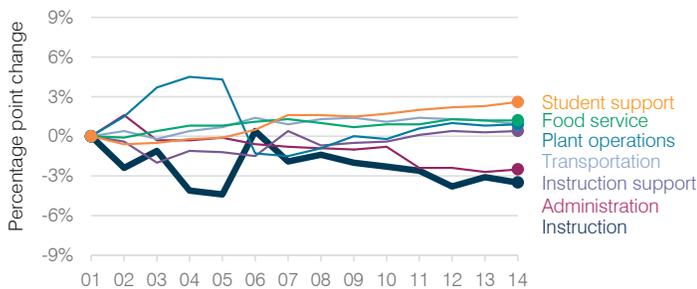
Total operational and instructional spending per student



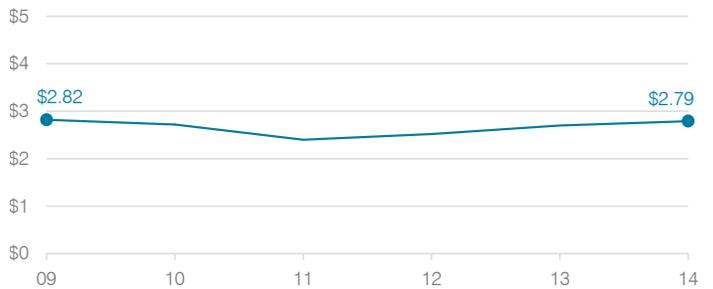
Plant cost per square foot and square footage per student



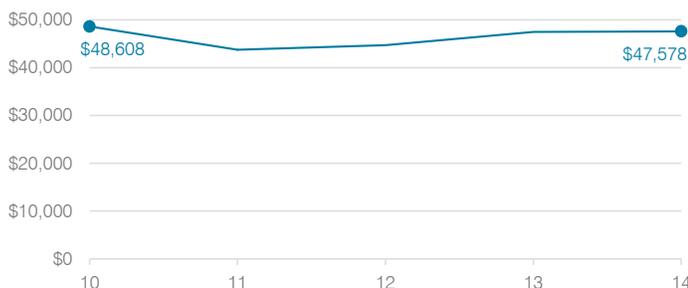
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Aguila Elementary School District

Maricopa County

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

Legislative district(s): 13

District size, location:

Very small, Rural

Students attending:

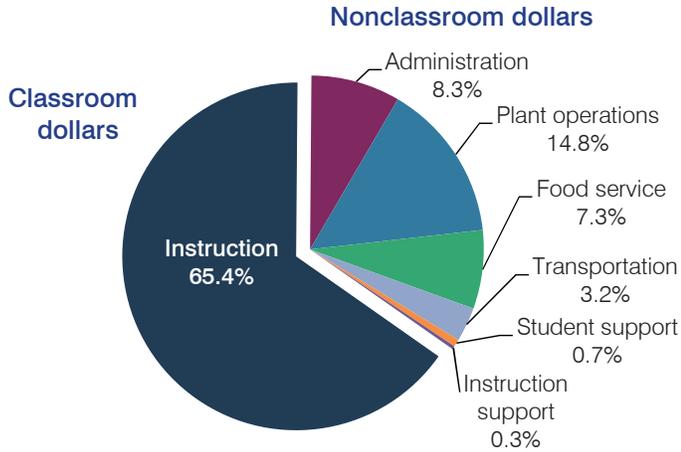
144

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 25 percent. Spending in the classroom varied year to year, increasing overall from 62.1 to 65.4 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on instruction support decreased substantially and spending on administration and student support decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$811	\$2,835	\$757
	Students per administrator	38	28	68
Plant operations	Cost per square foot	\$6.51	\$6.51	\$6.04
	Square footage per student	221	351	153
Food service	Cost per meal equivalent	\$2.73	\$5.02	\$2.69
Transportation	Cost per mile	\$0.87	\$1.61	\$3.62
	Cost per rider	\$622	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$9,012	\$9,745	\$16,101	\$7,578	\$10,667
Classroom dollars	5,687	6,371	8,231	4,073	6,495
Nonclassroom dollars:	3,325	3,374	7,870	3,505	4,172
Administration	1,069	811	2,835	757	1,160
Plant operations	945	1,441	2,137	923	1,008
Food service	782	716	901	405	429
Transportation	297	312	1,072	373	464
Student support	126	67	536	600	594
Instruction support	106	27	389	447	517

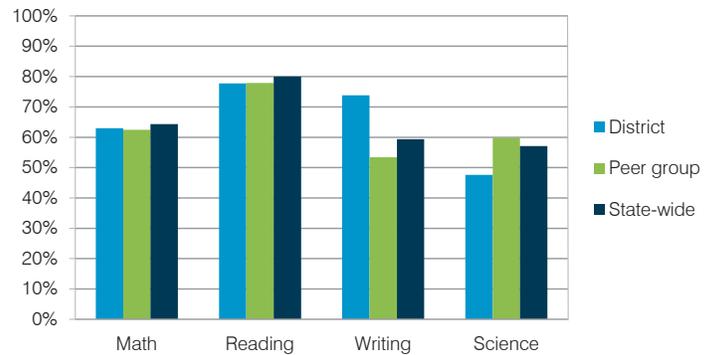
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	25%	25%	24%
Students per teacher	14.4	13.1	18.6
Average teacher salary	\$42,443	\$45,915	\$46,026
Amount from Proposition 301	\$3,359	\$3,467	\$4,810
Average years of teacher experience	18.2	12.1	10.9
Percentage of teachers in first 3 years	11%	13%	20%

Financial stress assessment

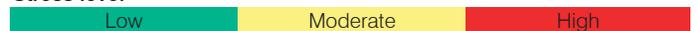
Overall financial stress level: **High**

Measure: 2012 through 2014

Assessment

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

Stress level



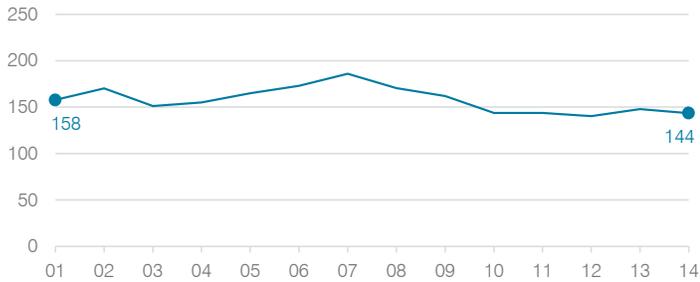
Aguila Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	59.9	61.4	62.6	59.9	55.1	51.6	57.9	57.4	62.1	63.8	64.5	58.5	63.1	65.4

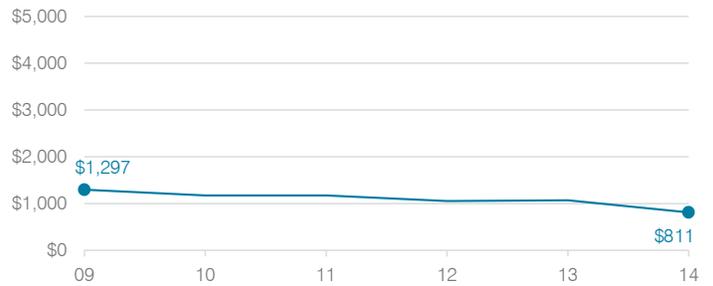
OPERATIONAL TRENDS

Fiscal years as indicated

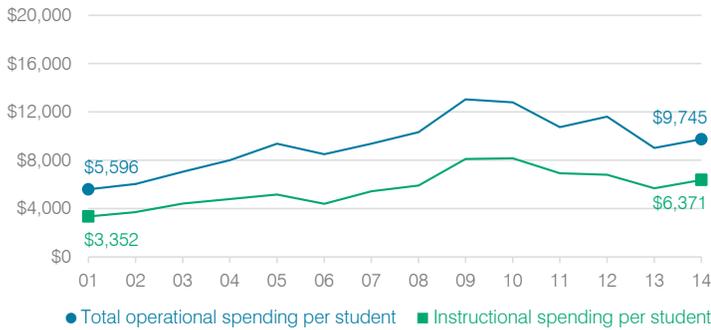
Students attending



Administrative cost per student



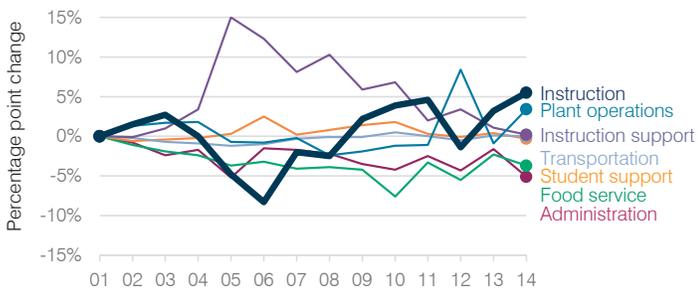
Total operational and instructional spending per student



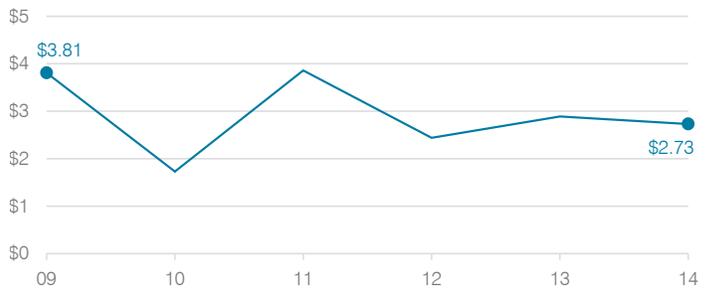
Plant cost per square foot and square footage per student



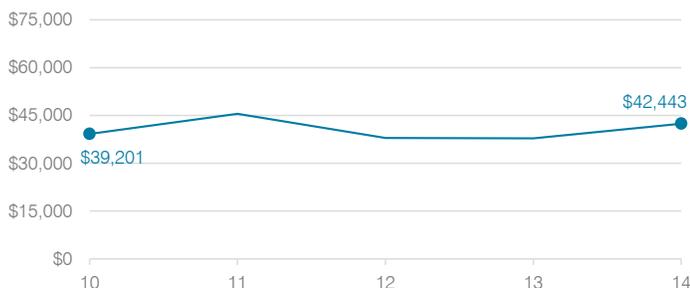
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



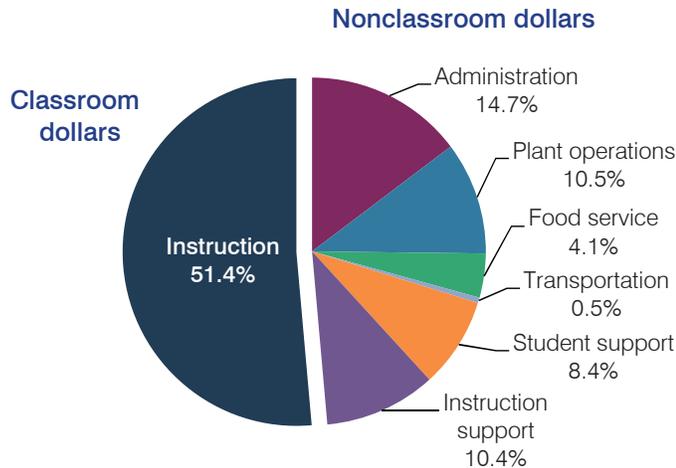
Ajo Unified School District

Pima County
 Efficiency peer groups 6 and T-9, Achievement peer group 5
 Legislative district(s): 4

District size, location: Small, Town
 Students attending: 408
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 10 percent. Spending in the classroom varied year to year, decreasing overall from 58.3 to 51.4 percent. Overall, spending on administration, student support, and instruction support increased substantially and spending on plant operations decreased substantially. Spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,459	\$1,534	\$757
	Students per administrator	49	45	68
Plant operations	Cost per square foot	\$3.95	\$4.68	\$6.04
	Square footage per student	262	307	153
Food service	Cost per meal equivalent	\$2.75	\$3.36	\$2.69
Transportation	Cost per mile	\$1.40	\$2.32	\$3.62
	Cost per rider	\$907	\$981	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$10,438	\$9,904	\$10,014	\$7,578	\$10,667
Classroom dollars	5,200	5,092	5,015	4,073	6,495
Nonclassroom dollars:	5,238	4,812	4,999	3,505	4,172
Administration	1,303	1,459	1,534	757	1,160
Plant operations	1,161	1,036	1,518	923	1,008
Food service	434	404	448	405	429
Transportation	53	44	501	373	464
Student support	787	837	626	600	594
Instruction support	1,500	1,032	372	447	517

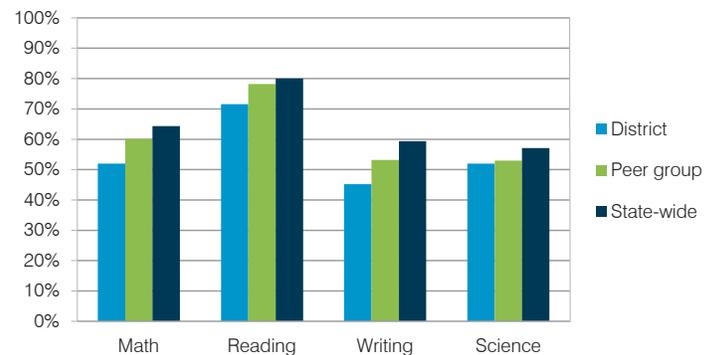
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	95%
Graduation rate (2013)	84%	80%	75%
Poverty rate (2013)	25%	24%	24%
Students per teacher	13.8	17.3	18.6
Average teacher salary	\$42,841	\$42,872	\$46,026
Amount from Proposition 301	\$2,656	\$5,022	\$4,810
Average years of teacher experience	18.0	12.1	10.9
Percentage of teachers in first 3 years	21%	19%	20%

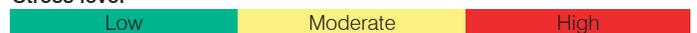
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.8%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



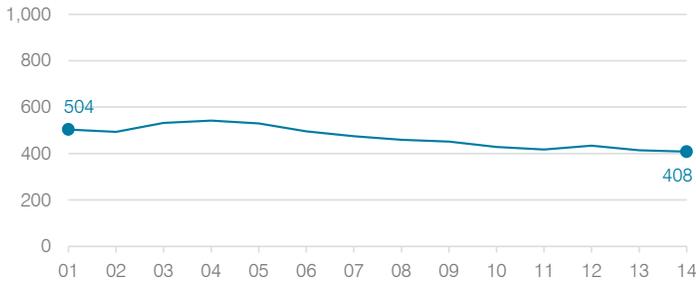
Ajo Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	60.2	61.7	60.1	60.2	55.0	55.4	56.7	56.9	59.4	60.2	55.6	50.3	49.8	51.4

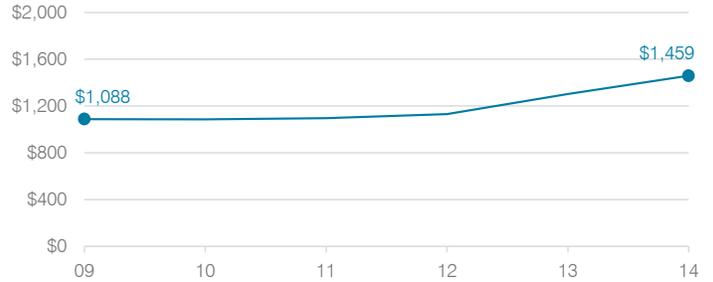
OPERATIONAL TRENDS

Fiscal years as indicated

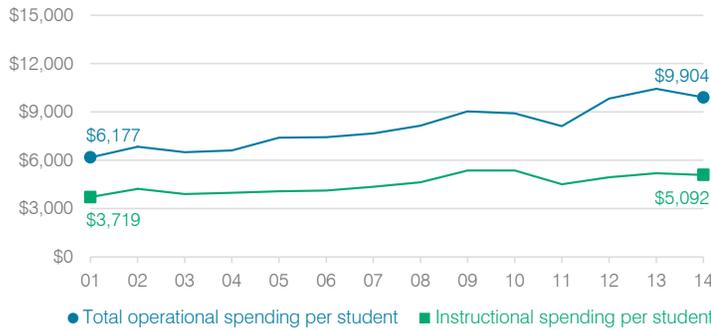
Students attending



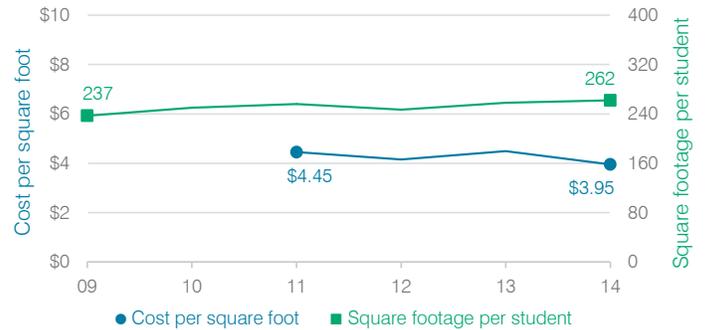
Administrative cost per student



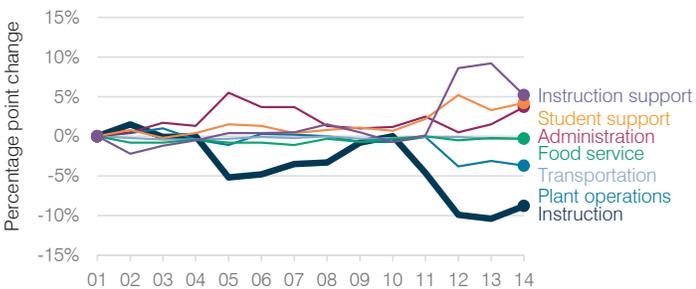
Total operational and instructional spending per student



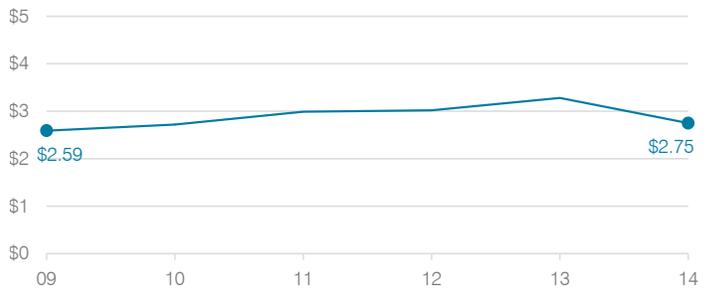
Plant cost per square foot and square footage per student



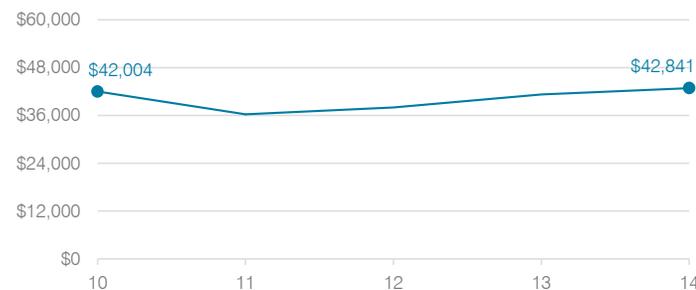
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



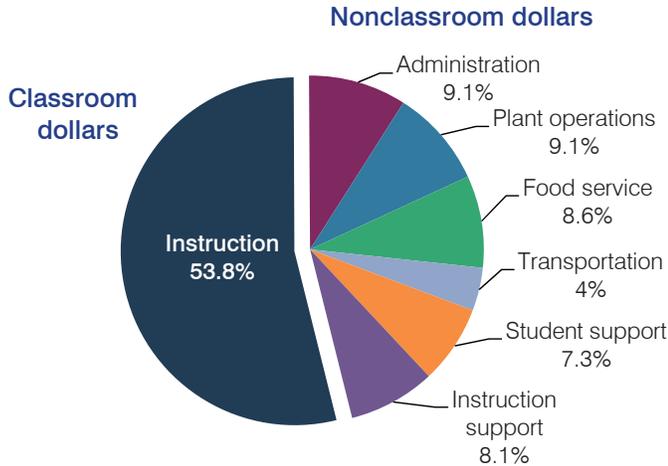
Alhambra Elementary School District

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

District size, location: Large, City
 Students attending: 13,319
 Number of schools: 15

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 7 percent. Spending in the classroom decreased from 56.7 to 53.8 percent. Spending on administration increased substantially and spending on transportation increased. Overall, spending on most other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$647	\$726	\$757
	Students per administrator	72	77	68
Plant operations	Cost per square foot	\$5.59	\$6.09	\$6.04
	Square footage per student	116	131	153
Food service	Cost per meal equivalent	\$3.00	\$2.64	\$2.69
Transportation	Cost per mile	\$7.50	\$6.52	\$3.62
	Cost per rider	\$856	\$710	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$6,983	\$7,129	\$7,414	\$7,578	\$10,667
Classroom dollars	3,772	3,838	3,939	4,073	6,495
Nonclassroom dollars:	3,211	3,291	3,475	3,505	4,172
Administration	604	647	726	757	1,160
Plant operations	660	646	793	923	1,008
Food service	624	616	547	405	429
Transportation	278	285	308	373	464
Student support	526	518	575	600	594
Instruction support	519	579	526	447	517

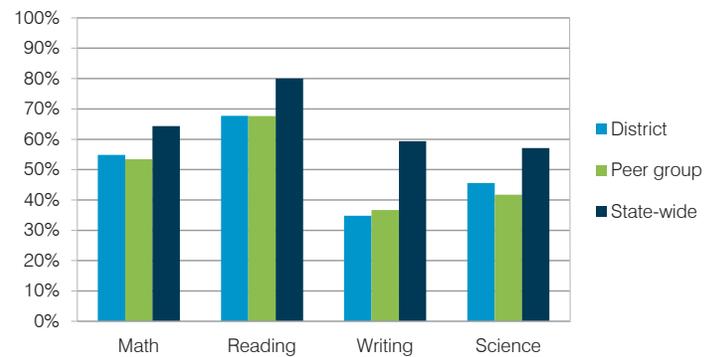
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	3	20%
B	4	27%
C	3	20%
D	4	27%
F	1	6%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	49%	52%	24%
Students per teacher	23.0	18.2	18.6
Average teacher salary	\$56,639	\$47,973	\$46,026
Amount from Proposition 301	\$3,257	\$4,193	\$4,810
Average years of teacher experience	9.2	8.8	10.9
Percentage of teachers in first 3 years	25%	33%	20%

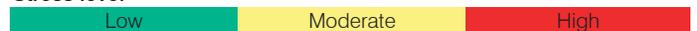
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

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

Stress level



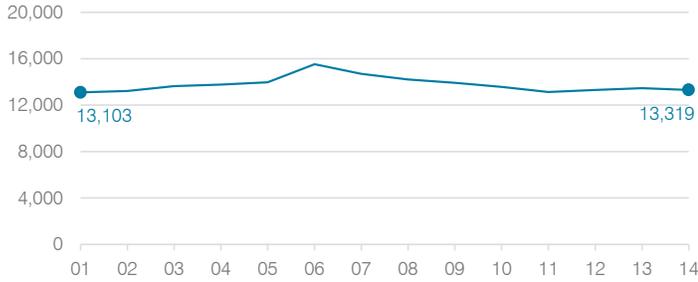
Alhambra Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	60.8	63.8	63.6	63.0	61.8	61.2	61.2	59.4	57.7	55.2	55.5	55.5	54.0	53.8

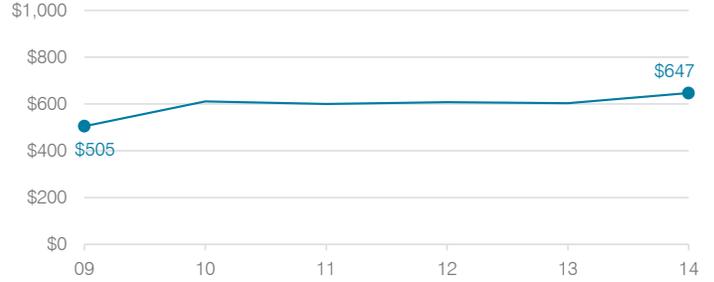
OPERATIONAL TRENDS

Fiscal years as indicated

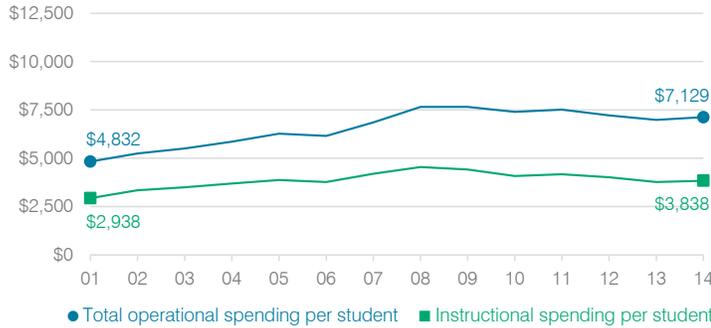
Students attending



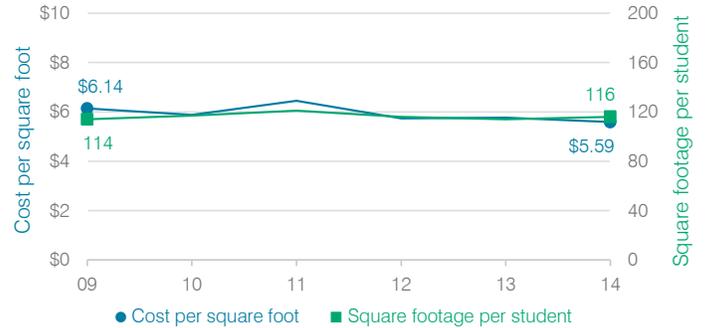
Administrative cost per student



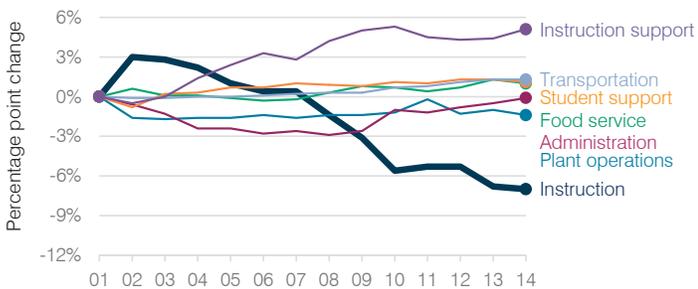
Total operational and instructional spending per student



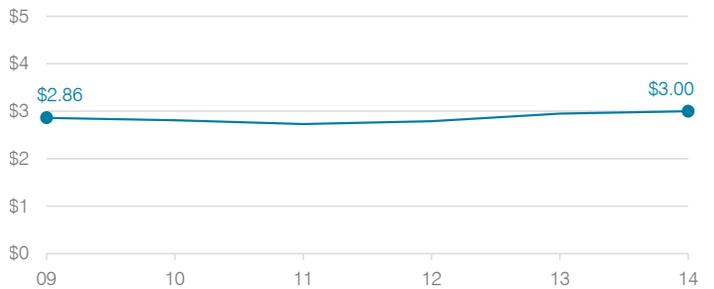
Plant cost per square foot and square footage per student



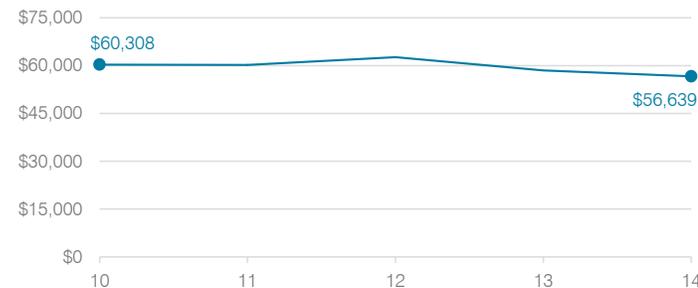
Changes in operational spending percentages



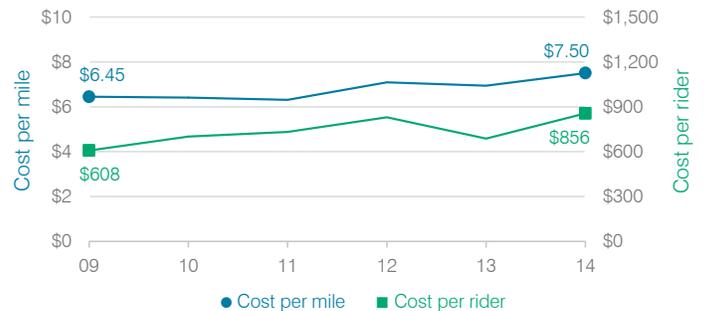
Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Alpine Elementary School District

Apache County

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

Legislative district(s): 7

District size, location:

Very small, Rural

Students attending:

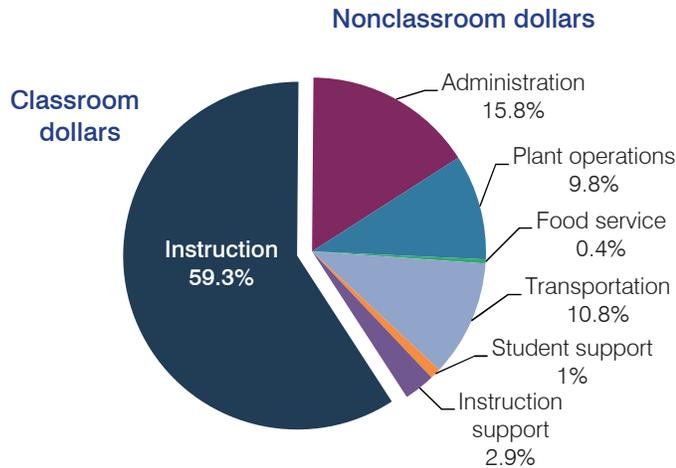
54

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 3 percent. Spending in the classroom varied year to year, increasing overall from 58.4 to 59.3 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations and instruction support decreased, while spending on transportation increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,536	\$2,835	\$757
	Students per administrator	36	28	68
Plant operations	Cost per square foot	\$5.69	\$6.51	\$6.04
	Square footage per student	277	351	153
Food service	Cost per meal equivalent	N/A	\$5.02	\$2.69
Transportation	Cost per mile	\$0.66	\$1.61	\$3.62
	Cost per rider	\$1,605	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$15,487	\$16,067	\$16,101	\$7,578	\$10,667
Classroom dollars	9,165	9,534	8,231	4,073	6,495
Nonclassroom dollars:	6,322	6,533	7,870	3,505	4,172
Administration	2,462	2,536	2,835	757	1,160
Plant operations	1,768	1,575	2,137	923	1,008
Food service	69	62	901	405	429
Transportation	1,442	1,733	1,072	373	464
Student support	133	160	536	600	594
Instruction support	448	467	389	447	517

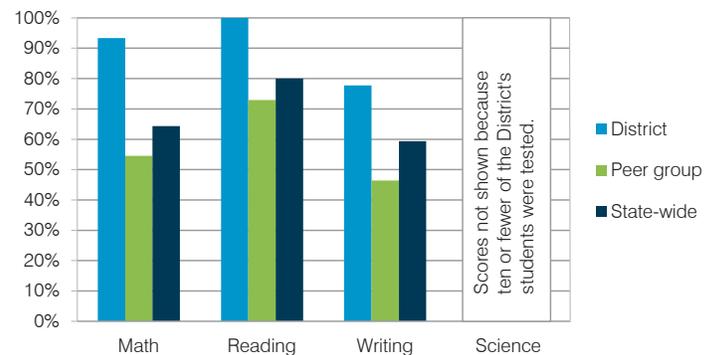
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	35%	39%	24%
Students per teacher	10.7	15.0	18.6
Average teacher salary	\$57,404	\$47,060	\$46,026
Amount from Proposition 301	\$4,167	\$3,492	\$4,810
Average years of teacher experience	17.8	11.8	10.9
Percentage of teachers in first 3 years	0%	15%	20%

Financial stress assessment

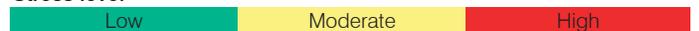
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

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

Stress level



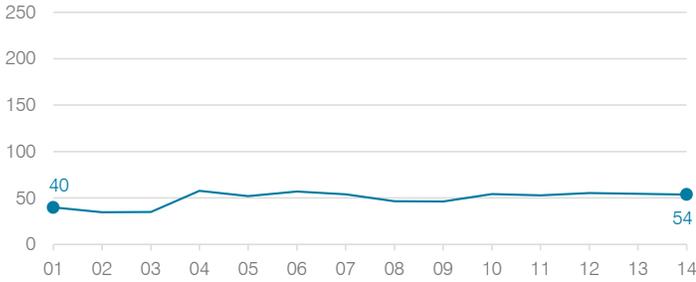
Alpine Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	55.3	61.0	54.3	52.3	51.4	52.9	51.0	56.2	58.4	59.1	58.2	57.9	59.2	59.3

OPERATIONAL TRENDS

Fiscal years as indicated

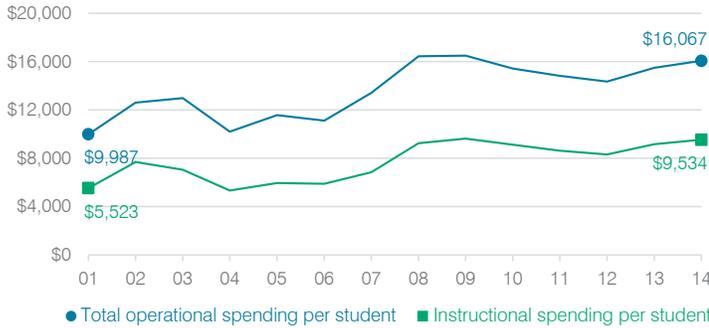
Students attending



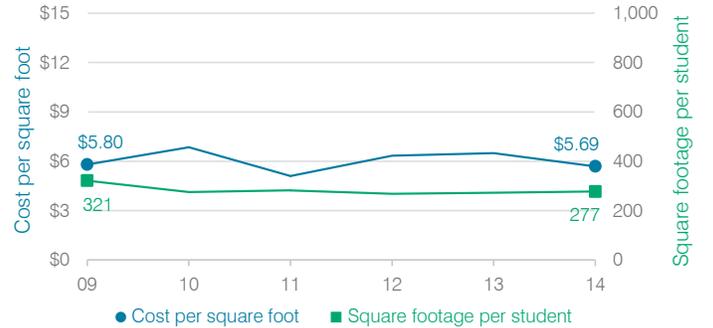
Administrative cost per student



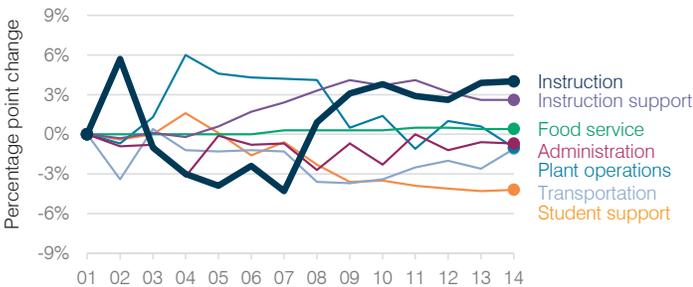
Total operational and instructional spending per student



Plant cost per square foot and square footage per student



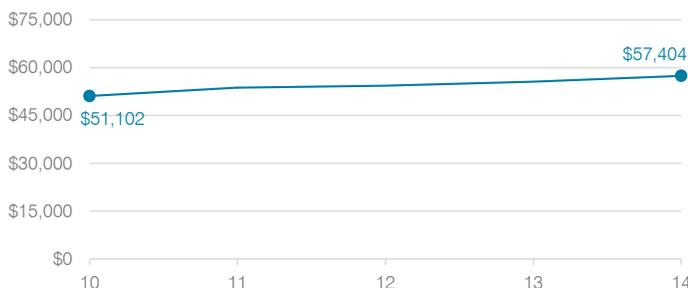
Changes in operational spending percentages



Food service cost per meal

Food service cost per meal trend is not shown because the District did not operate a food service program during all or a substantial portion of fiscal years 2009 through 2014.

Average teacher salary



Transportation costs per mile and per rider



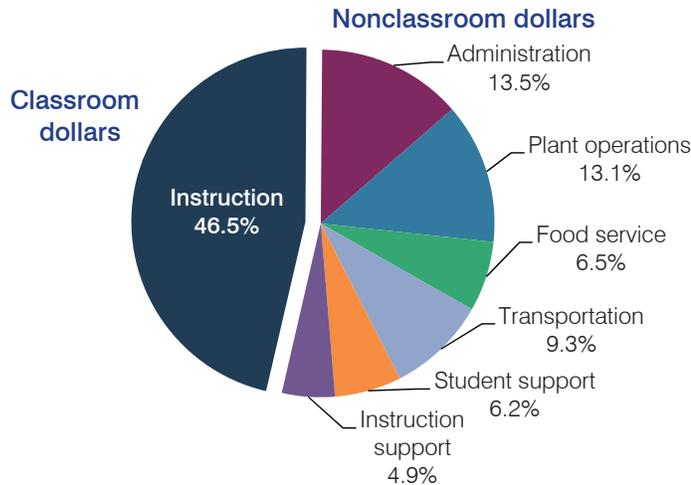
Altar Valley Elementary School District

Pima County
 Efficiency peer groups 9 and T-8, Achievement peer group 19
 Legislative district(s): 2 and 4

District size, location: Medium, Rural
 Students attending: 621
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 2 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 47.6 to 46.5 percent. Overall, spending on administration and plant operations increased and spending on food service increased slightly, while spending on transportation and student support decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,378	\$974	\$757
	Students per administrator	44	65	68
Plant operations	Cost per square foot	\$7.57	\$6.55	\$6.04
	Square footage per student	177	140	153
Food service	Cost per meal equivalent	\$2.89	\$2.82	\$2.69
Transportation	Cost per mile	\$1.95	\$2.61	\$3.62
	Cost per rider	\$606	\$774	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$9,383	\$10,200	\$7,678	\$7,578	\$10,667
Classroom dollars	4,199	4,742	3,796	4,073	6,495
Nonclassroom dollars:	5,184	5,458	3,882	3,505	4,172
Administration	1,311	1,378	974	757	1,160
Plant operations	1,314	1,340	902	923	1,008
Food service	568	663	549	405	429
Transportation	1,045	946	496	373	464
Student support	522	634	463	600	594
Instruction support	424	497	498	447	517

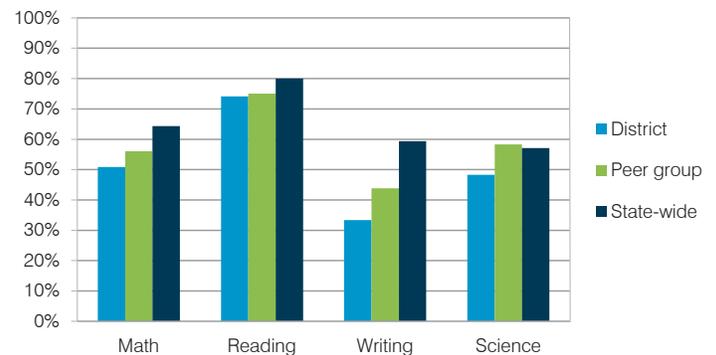
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	31%	30%	24%
Students per teacher	15.2	13.0	18.6
Average teacher salary	\$41,452	\$44,780	\$46,026
Amount from Proposition 301	\$2,154	\$3,720	\$4,810
Average years of teacher experience	6.7	14.2	10.9
Percentage of teachers in first 3 years	48%	15%	20%

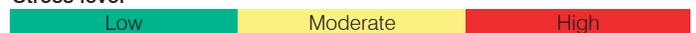
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



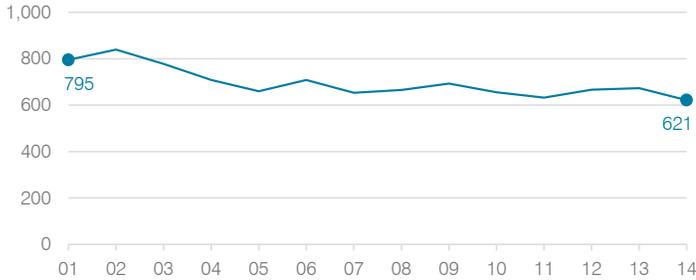
Altar Valley Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	52.0	51.0	47.7	48.6	47.5	47.3	46.5	48.0	47.6	46.5	41.7	44.1	44.7	46.5

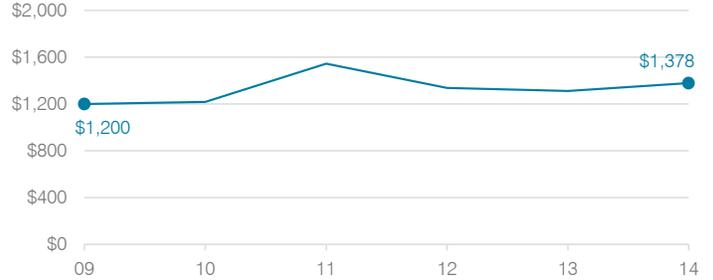
OPERATIONAL TRENDS

Fiscal years as indicated

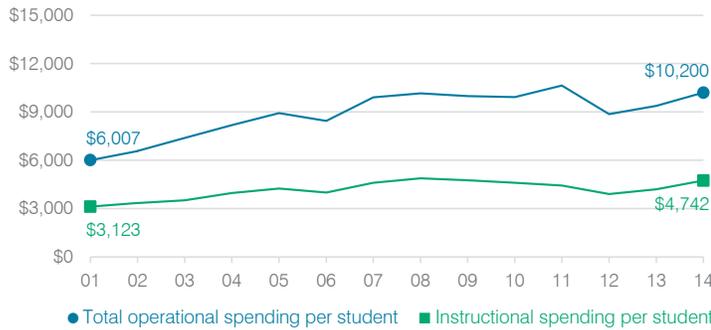
Students attending



Administrative cost per student



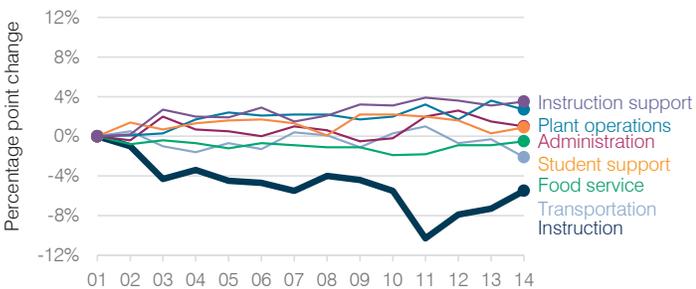
Total operational and instructional spending per student



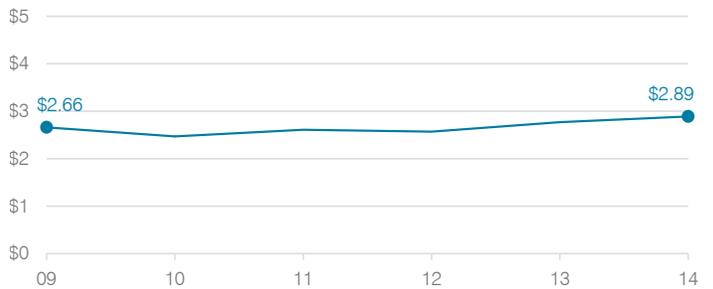
Plant cost per square foot and square footage per student



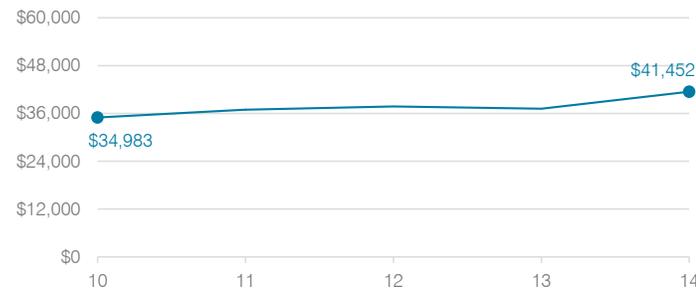
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



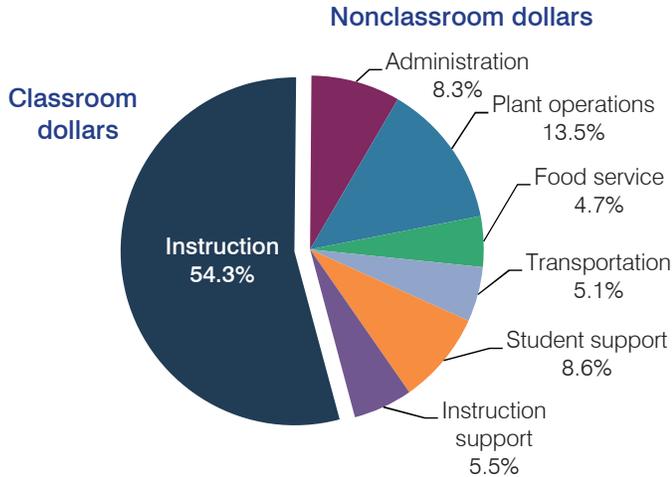
Amphitheater Unified School District

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

District size, location: Large, Suburb
 Students attending: 13,722
 Number of schools: 20

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 9 percent. Spending in the classroom decreased from 58.5 to 54.3 percent. Overall, spending on plant operations and student support increased and spending on administration and food service increased slightly. Spending on instruction support decreased, while spending on transportation remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$643	\$685	\$757
	Students per administrator	54	68	68
Plant operations	Cost per square foot	\$5.63	\$6.29	\$6.04
	Square footage per student	187	147	153
Food service	Cost per meal equivalent	\$2.72	\$2.68	\$2.69
Transportation	Cost per mile	\$3.16	\$3.54	\$3.62
	Cost per rider	\$858	\$1,065	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$7,839	\$7,785	\$7,122	\$7,578	\$10,667
Classroom dollars	4,230	4,224	3,815	4,073	6,495
Nonclassroom dollars:	3,609	3,561	3,307	3,505	4,172
Administration	623	643	685	757	1,160
Plant operations	1,134	1,052	912	923	1,008
Food service	355	363	339	405	429
Transportation	405	400	360	373	464
Student support	651	670	533	600	594
Instruction support	441	433	478	447	517

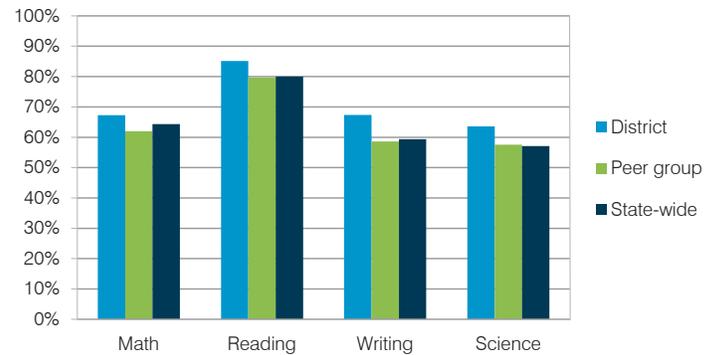
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	6	30%
B	8	40%
C	5	25%
D	0	0%
F	0	0%
Not rated	1	5%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	86%	80%	75%
Poverty rate (2013)	20%	23%	24%
Students per teacher	17.5	18.6	18.6
Average teacher salary	\$43,601	\$45,840	\$46,026
Amount from Proposition 301	\$6,956	\$5,396	\$4,810
Average years of teacher experience	12.6	11.7	10.9
Percentage of teachers in first 3 years	15%	19%	20%

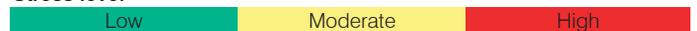
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	0.9%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



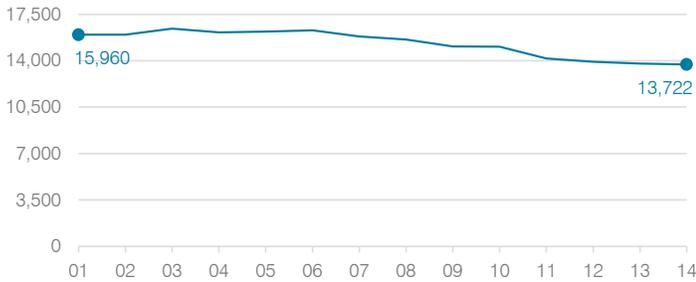
Amphitheater Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	57.6	55.8	57.8	55.9	56.9	56.5	56.8	57.5	58.5	57.5	56.3	54.9	54.0	54.3

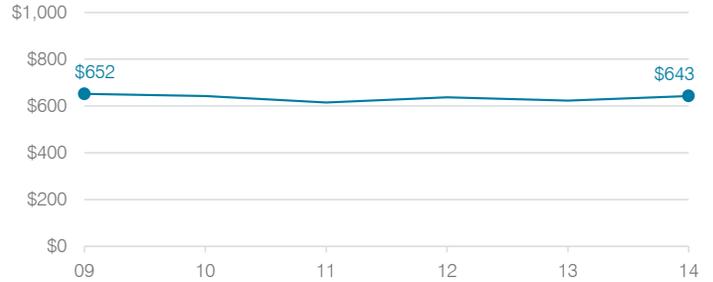
OPERATIONAL TRENDS

Fiscal years as indicated

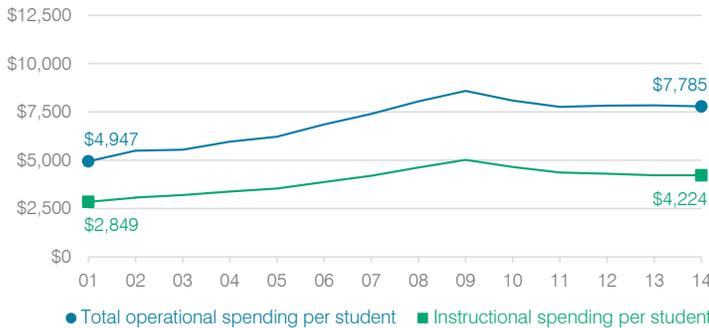
Students attending



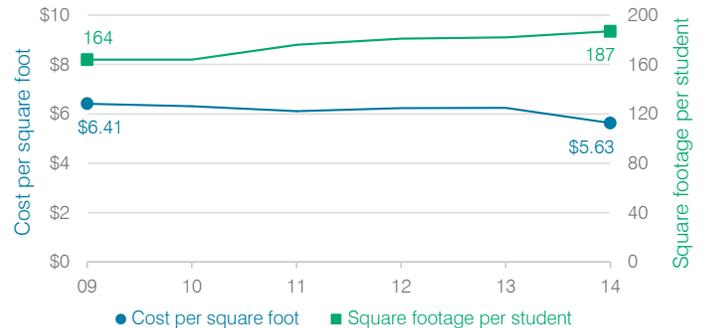
Administrative cost per student



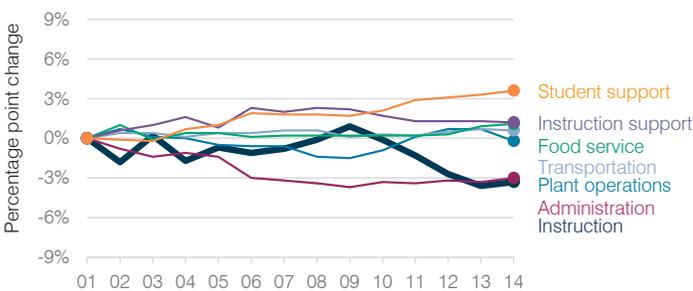
Total operational and instructional spending per student



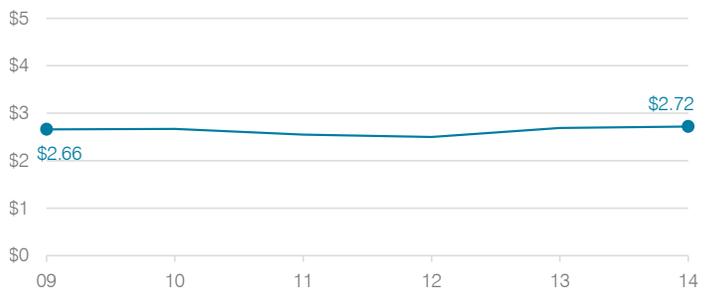
Plant cost per square foot and square footage per student



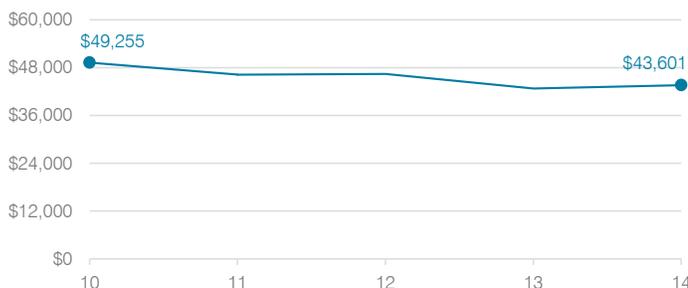
Changes in operational spending percentages



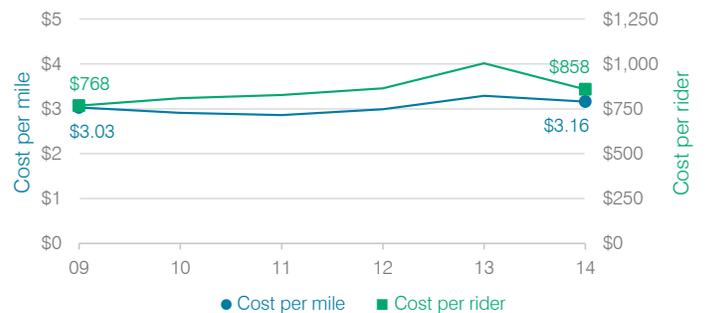
Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Antelope Union High School District

Yuma County

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

Legislative district(s): 4 and 13

District size, location:

Small, Rural

Students attending:

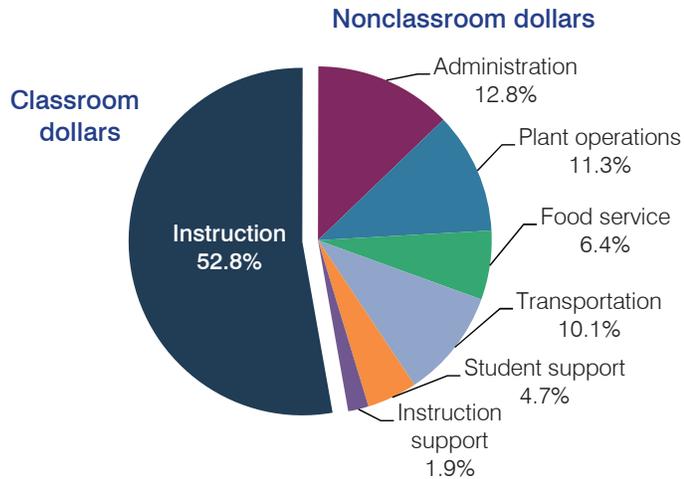
291

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 10 percent. Spending in the classroom varied year to year, ranging overall from a high of 52.8 to a low of 47.7 percent. Spending on administration and transportation increased substantially, while spending on instruction support decreased substantially. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,335	\$1,534	\$757
	Students per administrator	53	45	68
Plant operations	Cost per square foot	\$3.17	\$4.68	\$6.04
	Square footage per student	374	307	153
Food service	Cost per meal equivalent	\$4.22	\$3.36	\$2.69
Transportation	Cost per mile	\$1.33	\$2.12	\$3.62
	Cost per rider	\$1,058	\$1,121	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$10,579	\$10,432	\$10,014	\$7,578	\$10,667
Classroom dollars	5,442	5,506	5,015	4,073	6,495
Nonclassroom dollars:	5,137	4,926	4,999	3,505	4,172
Administration	1,156	1,335	1,534	757	1,160
Plant operations	1,233	1,183	1,518	923	1,008
Food service	708	662	448	405	429
Transportation	905	1,050	501	373	464
Student support	576	494	626	600	594
Instruction support	559	202	372	447	517

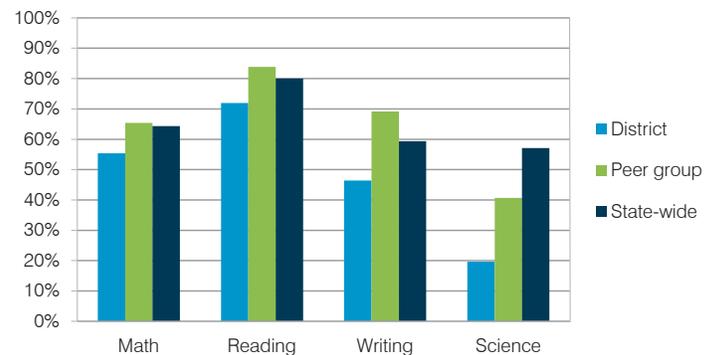
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	75%	75%	75%
Poverty rate (2013)	20%	20%	24%
Students per teacher	13.5	16.3	18.6
Average teacher salary	\$46,420	\$41,233	\$46,026
Amount from Proposition 301	\$3,126	\$4,174	\$4,810
Average years of teacher experience	15.6	11.5	10.9
Percentage of teachers in first 3 years	5%	22%	20%

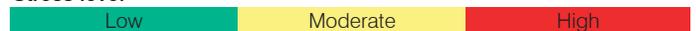
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.4%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Noncompliant

Stress level



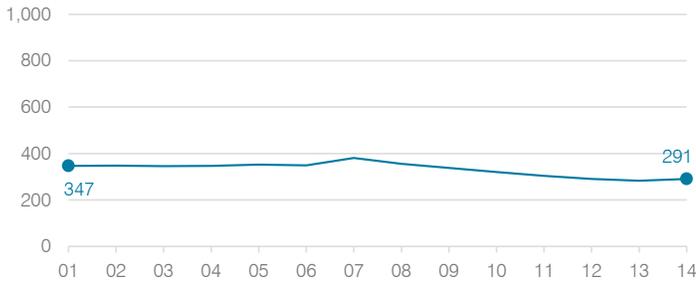
Antelope Union High School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	51.0	52.4	52.9	54.1	53.7	52.3	43.7	53.4	52.6	52.1	50.7	47.7	51.4	52.8

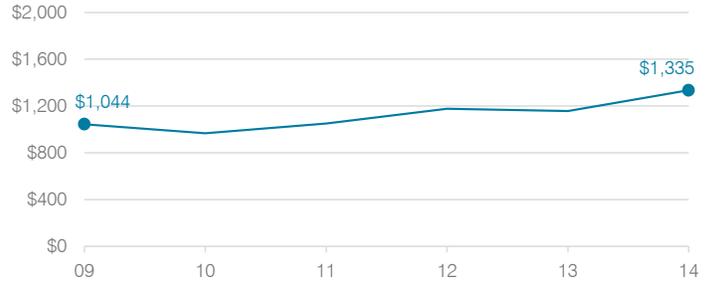
OPERATIONAL TRENDS

Fiscal years as indicated

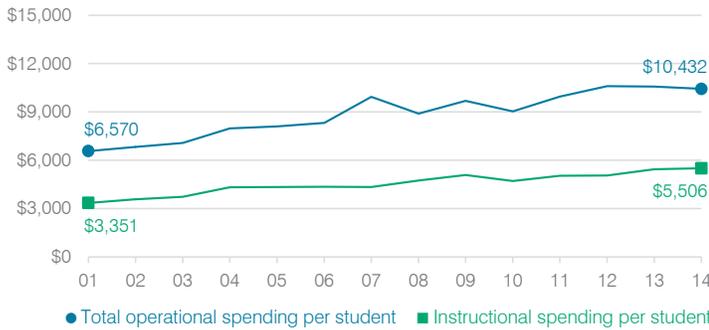
Students attending



Administrative cost per student



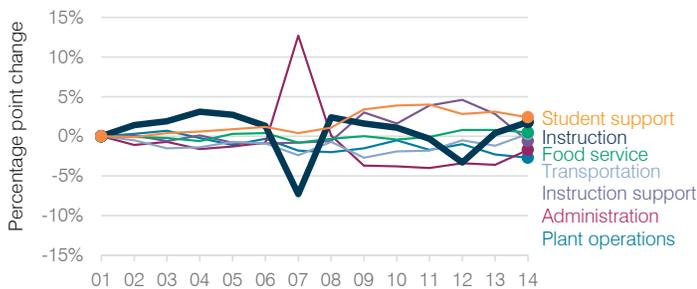
Total operational and instructional spending per student



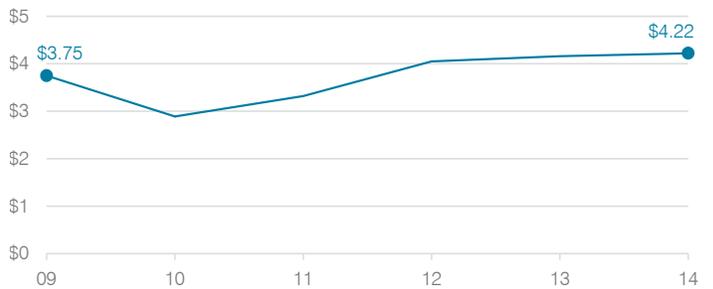
Plant cost per square foot and square footage per student



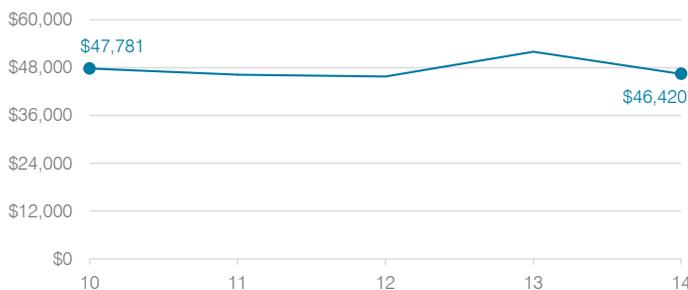
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Apache Elementary School District

Cochise County

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

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

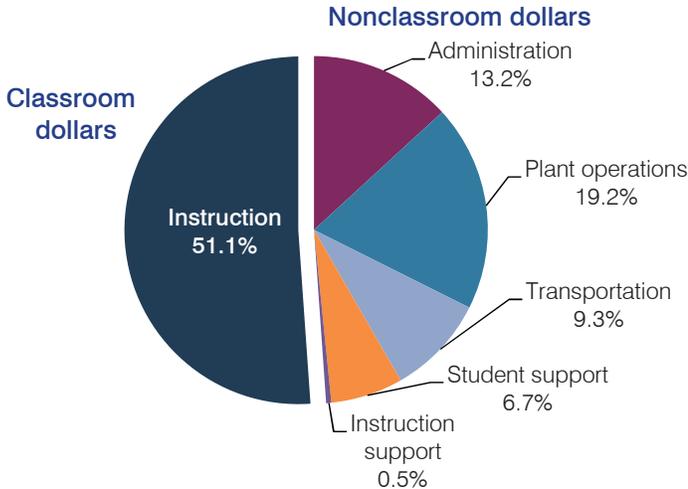
7

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 35 percent. Spending in the classroom varied year to year, decreasing overall from 54.9 to 51.1 percent. Spending on most nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on administration and plant operations increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,505	\$2,835	\$757
	Students per administrator	5	28	68
Plant operations	Cost per square foot	\$21.52	\$6.51	\$6.04
	Square footage per student	238	351	153
Food service	Cost per meal equivalent	N/A	\$5.02	\$2.69
Transportation	Cost per mile	\$1.29	\$1.61	\$3.62
	Cost per rider	\$2,570	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$27,043	\$26,643	\$16,101	\$7,578	\$10,667
Classroom dollars	13,346	13,605	8,231	4,073	6,495
Nonclassroom dollars:	13,697	13,038	7,870	3,505	4,172
Administration	3,255	3,505	2,835	757	1,160
Plant operations	4,231	5,126	2,137	923	1,008
Food service	0	0	901	405	429
Transportation	4,312	2,492	1,072	373	464
Student support	1,862	1,774	536	600	594
Instruction support	37	141	389	447	517

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Students who met state standards (AIMS)

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

Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	98%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	26%	25%	24%
Students per teacher	7.2	13.1	18.6
Average teacher salary	N/A	\$45,915	\$46,026
Amount from Proposition 301	N/A	\$3,467	\$4,810
Average years of teacher experience	N/A	12.1	10.9
Percentage of teachers in first 3 years	N/A	13%	20%

Financial stress assessment

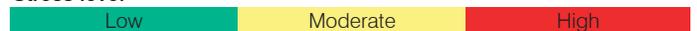
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

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

Stress level



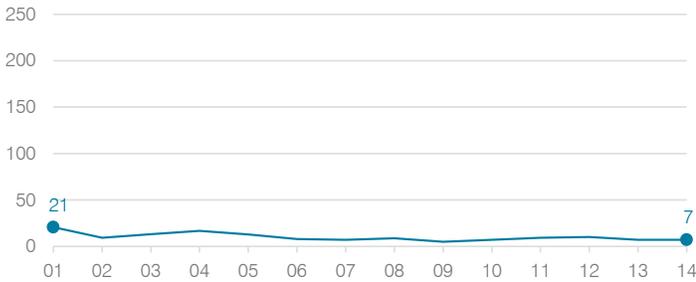
Apache Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	64.9	63.7	53.6	49.0	53.2	53.5	54.6	58.5	54.9	55.8	52.4	51.7	49.4	51.1

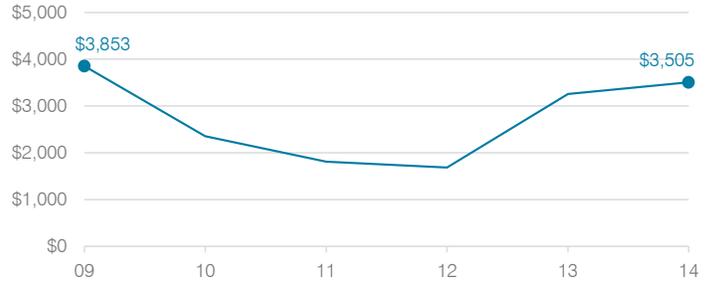
OPERATIONAL TRENDS

Fiscal years as indicated

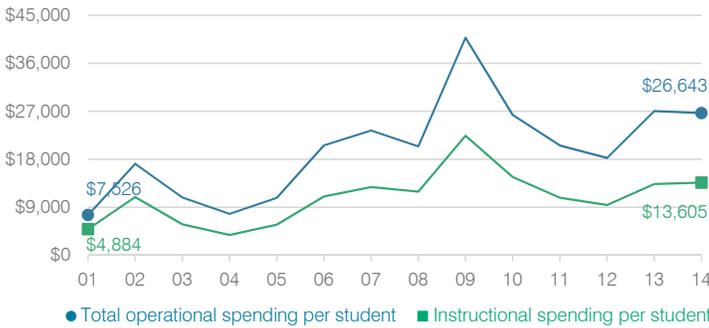
Students attending



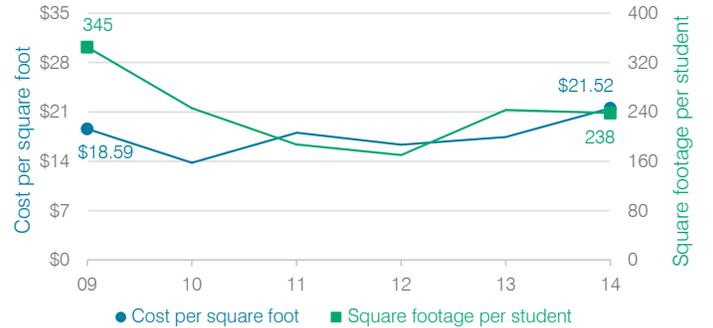
Administrative cost per student



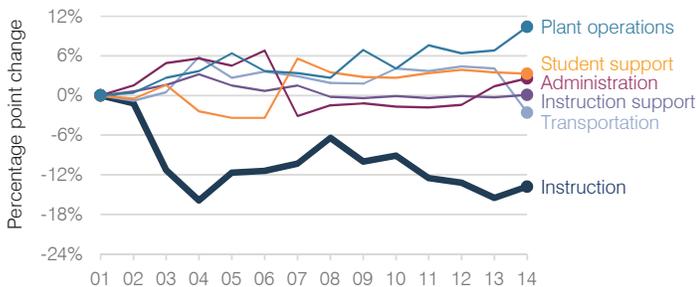
Total operational and instructional spending per student



Plant cost per square foot and square footage per student



Changes in operational spending percentages



Food service cost per meal

Food service cost per meal trend is not shown because the District did not operate a food service program during all or a substantial portion of fiscal years 2009 through 2014.

Average teacher salary

Average teacher salary trend is not shown because the District had two or fewer teachers during all or a substantial portion of fiscal years 2010 through 2014.

Transportation costs per mile and per rider



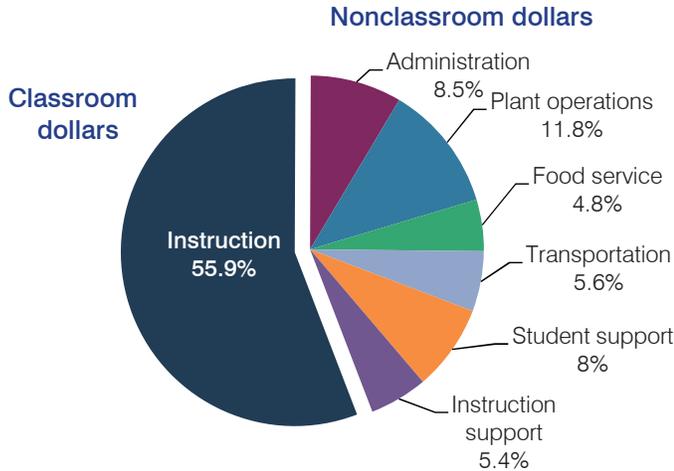
Apache Junction Unified School District

Pinal County
 Efficiency peer groups 3 and T-3, Achievement peer group 3
 Legislative district(s): 8 and 16

District size, location: Medium-large, Suburb
 Students attending: 4,415
 Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 12 percent. Spending in the classroom varied year to year, decreasing overall from 56.9 to 55.9 percent. Spending on food service, student support, and instruction support increased slightly. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$597	\$771	\$757
	Students per administrator	63	69	68
Plant operations	Cost per square foot	\$5.66	\$5.92	\$6.04
	Square footage per student	146	163	153
Food service	Cost per meal equivalent	\$2.60	\$2.82	\$2.69
Transportation	Cost per mile	\$3.26	\$3.79	\$3.62
	Cost per rider	\$842	\$977	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$7,081	\$7,009	\$7,182	\$7,578	\$10,667
Classroom dollars	3,936	3,919	3,829	4,073	6,495
Nonclassroom dollars:	3,145	3,090	3,353	3,505	4,172
Administration	616	597	771	757	1,160
Plant operations	815	828	955	923	1,008
Food service	322	334	324	405	429
Transportation	388	390	426	373	464
Student support	574	558	561	600	594
Instruction support	430	383	316	447	517

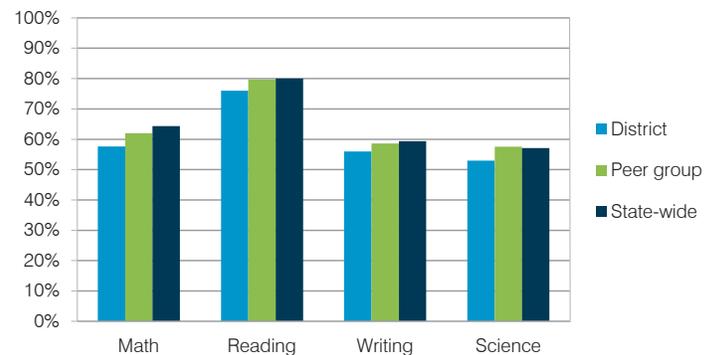
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	95%
Graduation rate (2013)	78%	80%	75%
Poverty rate (2013)	28%	23%	24%
Students per teacher	19.1	18.6	18.6
Average teacher salary	\$45,840	\$45,840	\$46,026
Amount from Proposition 301	\$5,872	\$5,396	\$4,810
Average years of teacher experience	9.0	11.7	10.9
Percentage of teachers in first 3 years	27%	19%	20%

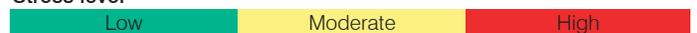
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	0.8%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



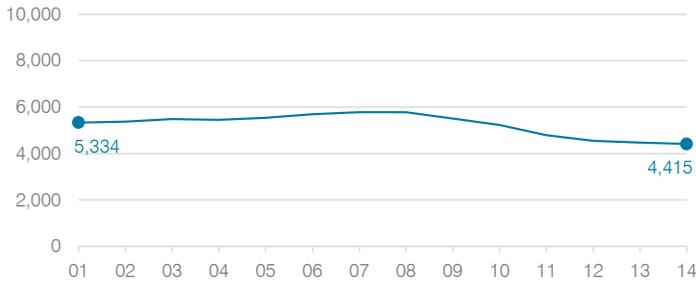
Apache Junction Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	53.8	53.0	53.1	55.2	53.3	54.5	55.8	54.5	56.9	55.0	55.1	54.6	55.6	55.9

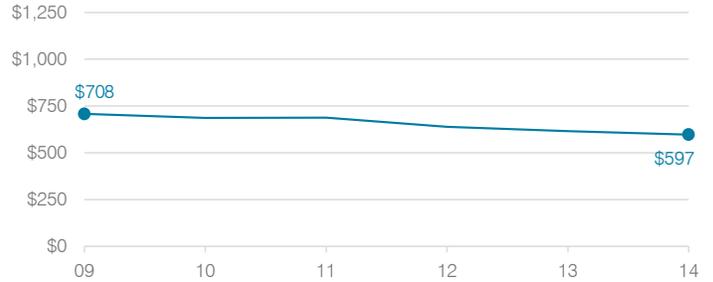
OPERATIONAL TRENDS

Fiscal years as indicated

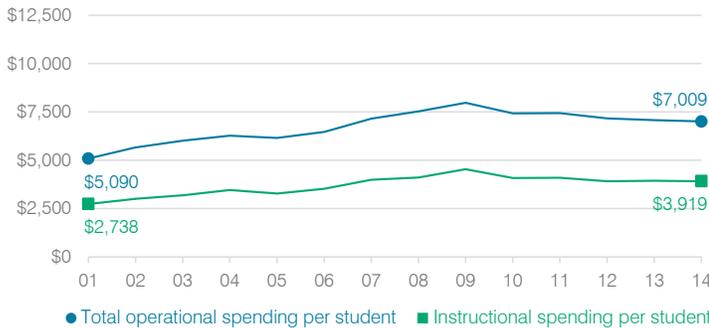
Students attending



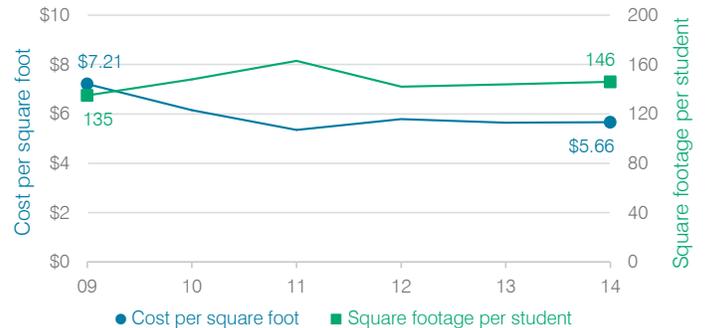
Administrative cost per student



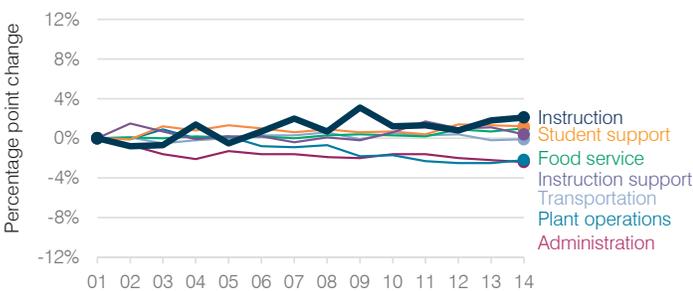
Total operational and instructional spending per student



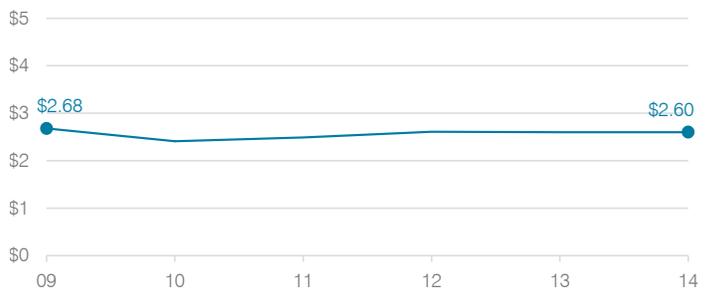
Plant cost per square foot and square footage per student



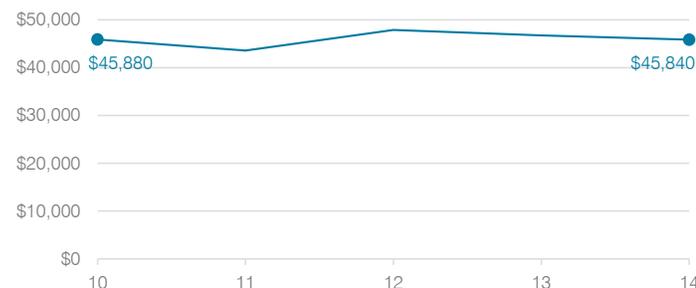
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Arlington Elementary School District

Maricopa County

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

Legislative district(s): 4 and 13

District size, location:

Small, Rural

Students attending:

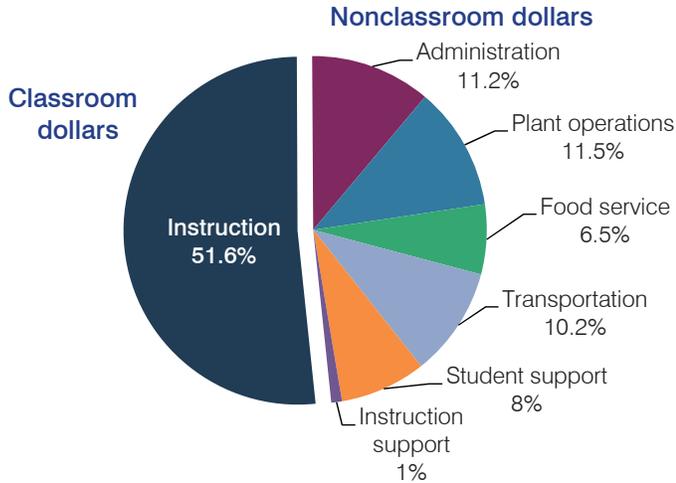
239

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 1 percent. Spending in the classroom decreased overall from 56.6 to 51.6 percent. Overall, spending on transportation increased substantially and spending on student support increased. Spending on food service remained fairly stable, while spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,173	\$1,165	\$757
	Students per administrator	96	57	68
Plant operations	Cost per square foot	\$7.87	\$6.15	\$6.04
	Square footage per student	153	179	153
Food service	Cost per meal equivalent	\$3.00	\$2.98	\$2.69
Transportation	Cost per mile	\$2.15	\$2.12	\$3.62
	Cost per rider	\$958	\$1,121	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$10,127	\$10,421	\$8,683	\$7,578	\$10,667
Classroom dollars	5,093	5,374	4,668	4,073	6,495
Nonclassroom dollars:	5,034	5,047	4,015	3,505	4,172
Administration	1,264	1,173	1,165	757	1,160
Plant operations	1,154	1,203	1,037	923	1,008
Food service	651	674	550	405	429
Transportation	999	1,064	546	373	464
Student support	799	831	467	600	594
Instruction support	167	102	250	447	517

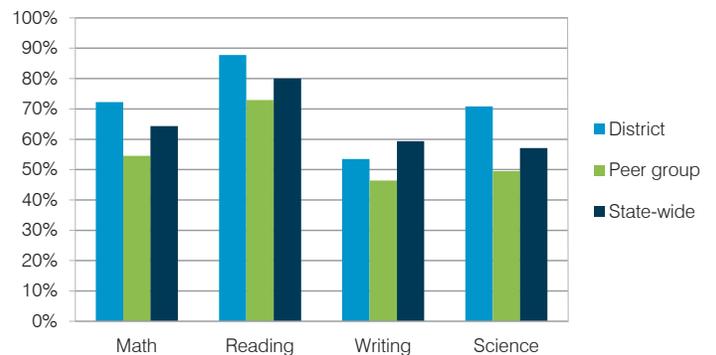
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	35%	39%	24%
Students per teacher	19.9	15.0	18.6
Average teacher salary	\$57,876	\$47,060	\$46,026
Amount from Proposition 301	\$5,757	\$3,492	\$4,810
Average years of teacher experience	9.8	11.8	10.9
Percentage of teachers in first 3 years	8%	15%	20%

Financial stress assessment

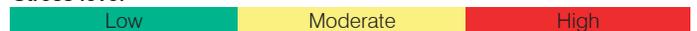
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.9%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Stress level



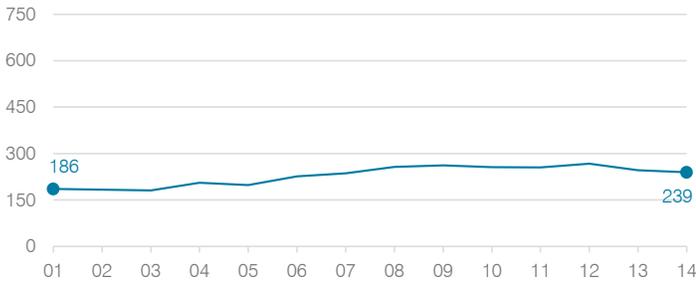
Arlington Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	52.4	52.9	56.5	55.1	54.2	54.3	57.4	57.2	56.6	56.4	52.7	49.6	50.3	51.6

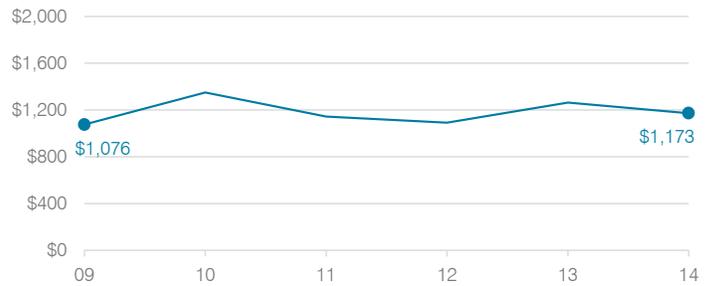
OPERATIONAL TRENDS

Fiscal years as indicated

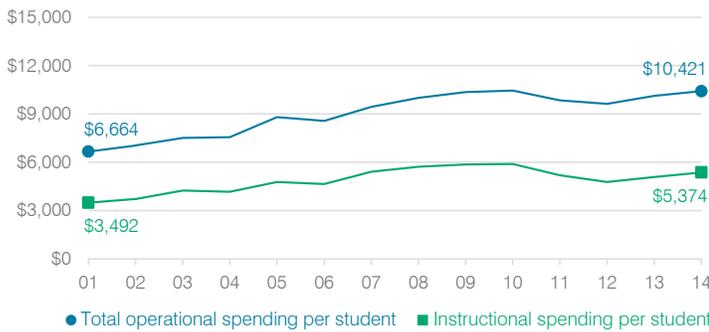
Students attending



Administrative cost per student



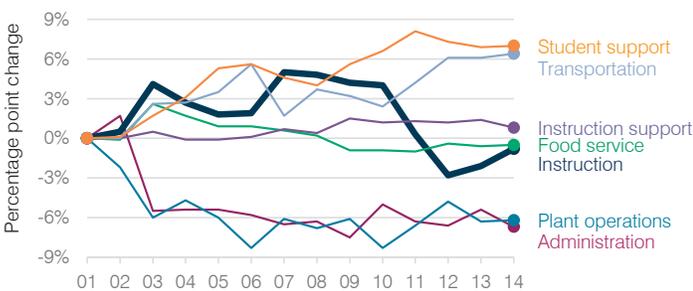
Total operational and instructional spending per student



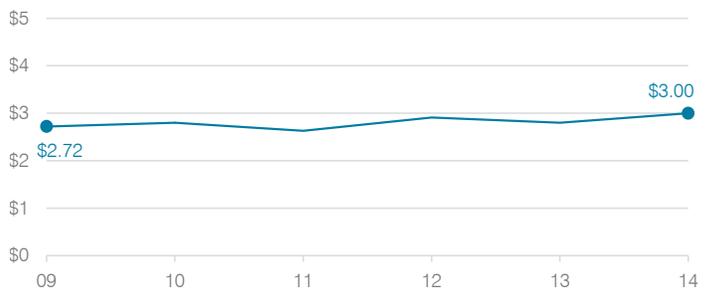
Plant cost per square foot and square footage per student



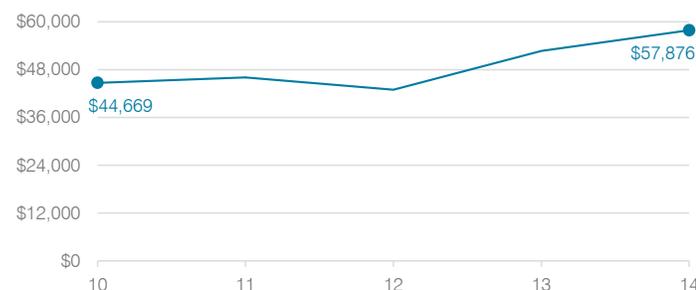
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Ash Creek Elementary School District

Cochise County

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

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

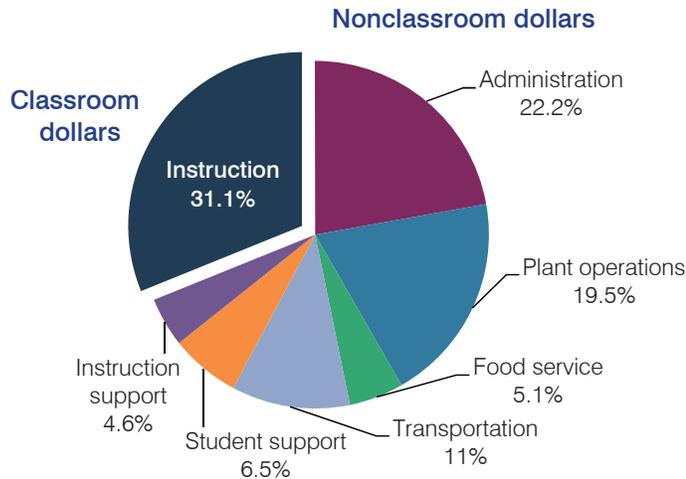
17

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Student enrollment decreased by 41 percent, which contributed to the 18 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 39.9 to 31.1 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$6,899	\$2,835	\$757
	Students per administrator	11	28	68
Plant operations	Cost per square foot	\$4.77	\$6.51	\$6.04
	Square footage per student	1,274	351	153
Food service	Cost per meal equivalent	\$9.04	\$5.02	\$2.69
Transportation	Cost per mile	\$1.91	\$1.61	\$3.62
	Cost per rider	\$5,250	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$34,743	\$31,102	\$16,101	\$7,578	\$10,667
Classroom dollars	14,470	9,673	8,231	4,073	6,495
Nonclassroom dollars:	20,273	21,429	7,870	3,505	4,172
Administration	9,446	6,899	2,835	757	1,160
Plant operations	6,540	6,076	2,137	923	1,008
Food service	1,056	1,568	901	405	429
Transportation	1,913	3,433	1,072	373	464
Student support	737	2,020	536	600	594
Instruction support	581	1,433	389	447	517

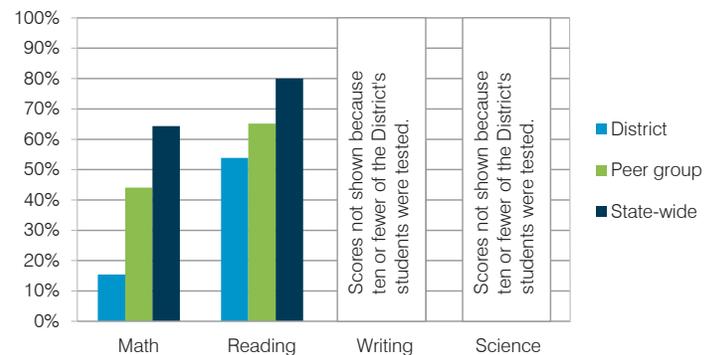
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	58%	51%	24%
Students per teacher	6.7	12.6	18.6
Average teacher salary	\$39,678	\$43,853	\$46,026
Amount from Proposition 301	\$1,808	\$2,969	\$4,810
Average years of teacher experience	14.5	13.4	10.9
Percentage of teachers in first 3 years	0%	9%	20%

Financial stress assessment

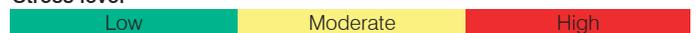
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

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

Stress level



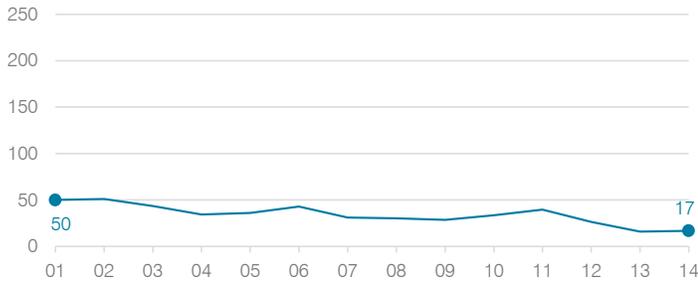
Ash Creek Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	45.5	45.6	45.5	47.4	42.6	42.9	42.5	38.0	39.9	33.0	37.9	41.0	41.6	31.1

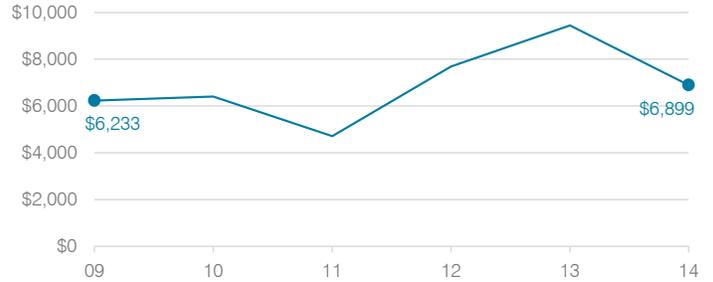
OPERATIONAL TRENDS

Fiscal years as indicated

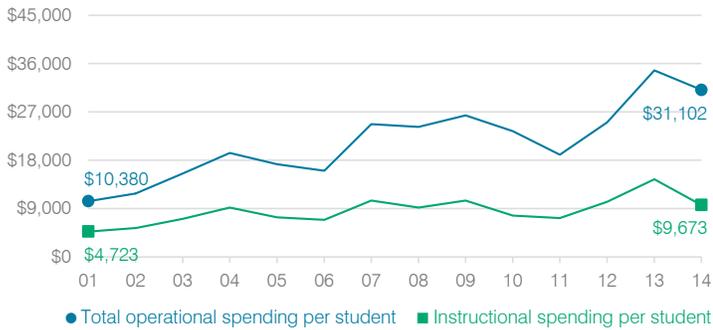
Students attending



Administrative cost per student



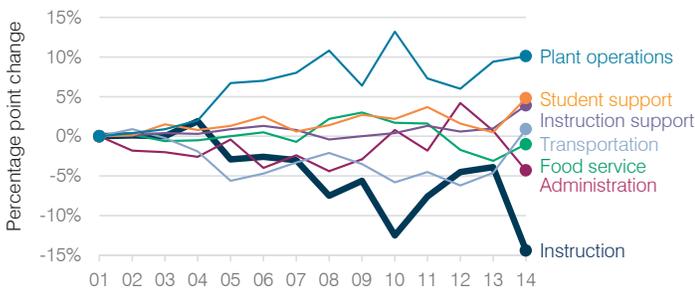
Total operational and instructional spending per student



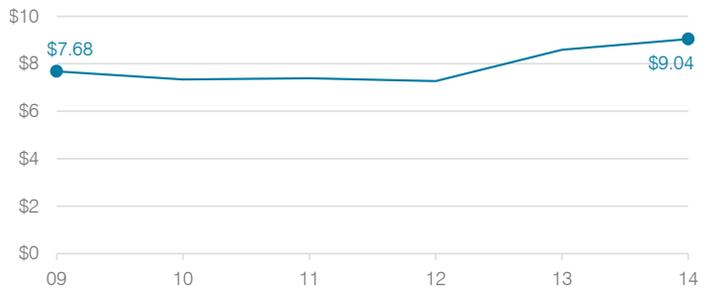
Plant cost per square foot and square footage per student



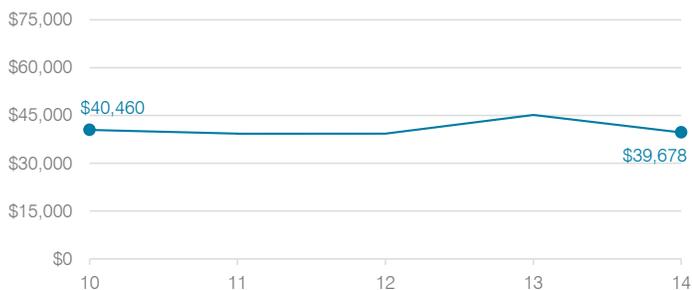
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



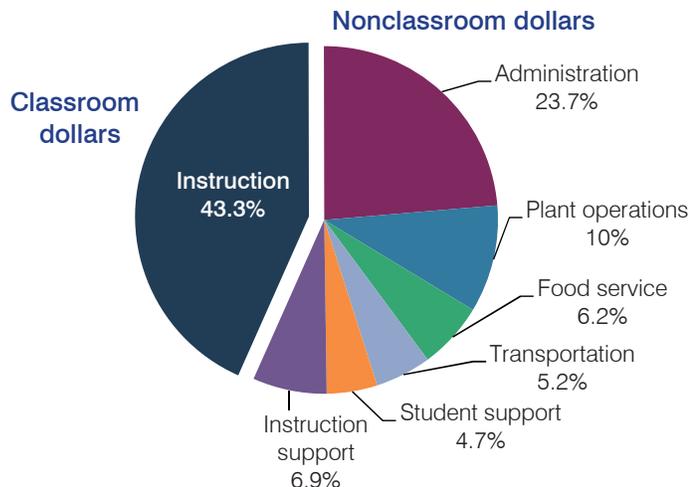
Ash Fork Joint Unified School District

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

District size, location: Small, Rural
 Students attending: 231
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 10 percent. Spending in the classroom decreased from 54.8 to 43.3 percent. Overall, spending on administration and instruction support increased substantially and spending on transportation increased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,100	\$1,534	\$757
	Students per administrator	46	45	68
Plant operations	Cost per square foot	\$5.71	\$4.68	\$6.04
	Square footage per student	230	307	153
Food service	Cost per meal equivalent	\$4.56	\$3.36	\$2.69
Transportation	Cost per mile	\$2.09	\$2.61	\$3.62
	Cost per rider	\$1,173	\$774	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$14,593	\$13,104	\$10,014	\$7,578	\$10,667
Classroom dollars	6,145	5,678	5,015	4,073	6,495
Nonclassroom dollars:	8,448	7,426	4,999	3,505	4,172
Administration	3,434	3,100	1,534	757	1,160
Plant operations	1,654	1,316	1,518	923	1,008
Food service	835	816	448	405	429
Transportation	789	679	501	373	464
Student support	622	610	626	600	594
Instruction support	1,114	905	372	447	517

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

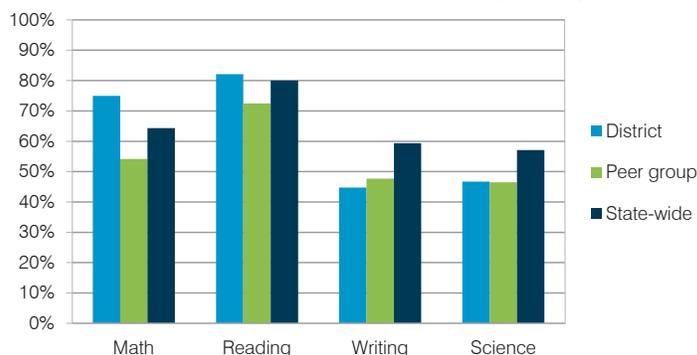
ADE-reported district and school letter grades

District grade: **A**

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

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	95%
Graduation rate (2013)	82%	78%	75%
Poverty rate (2013)	31%	32%	24%
Students per teacher	14.5	16.5	18.6
Average teacher salary	\$42,015	\$43,049	\$46,026
Amount from Proposition 301	\$3,675	\$5,173	\$4,810
Average years of teacher experience	6.4	12.0	10.9
Percentage of teachers in first 3 years	38%	19%	20%

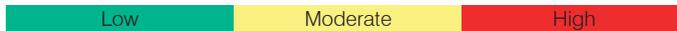
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

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

Stress level

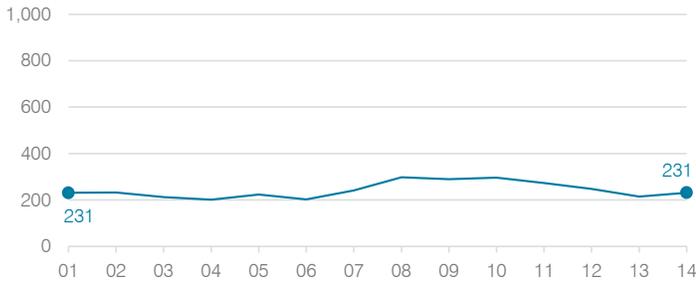


Ash Fork Joint Unified School District

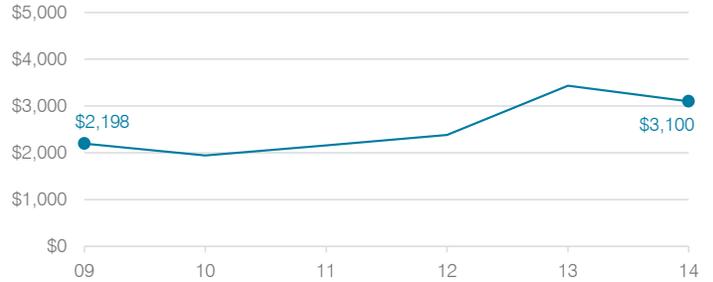
Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014
 53.1 55.4 60.8 55.6 58.9 47.0 53.2 52.8 54.8 53.1 47.1 47.4 42.1 43.3

OPERATIONAL TRENDS Fiscal years as indicated

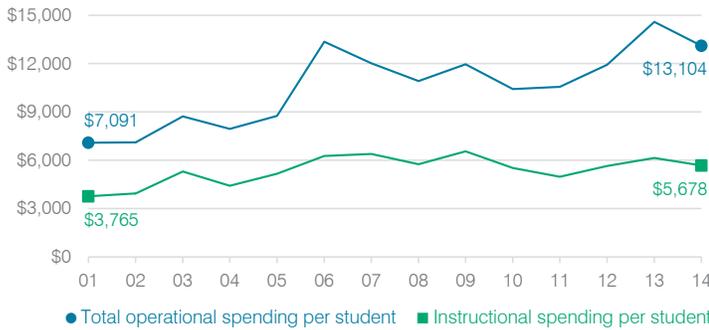
Students attending



Administrative cost per student



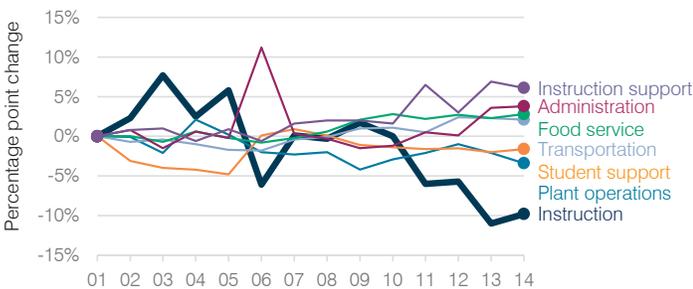
Total operational and instructional spending per student



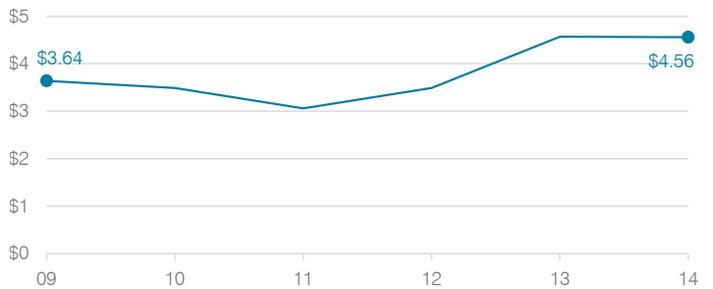
Plant cost per square foot and square footage per student



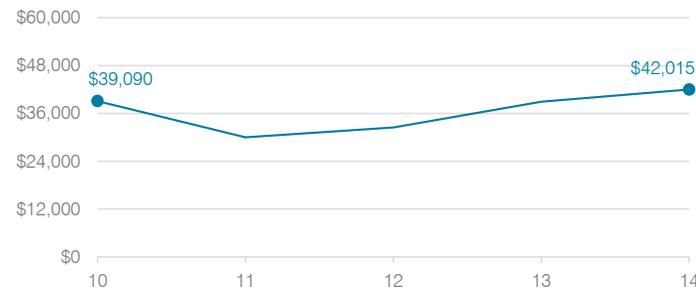
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



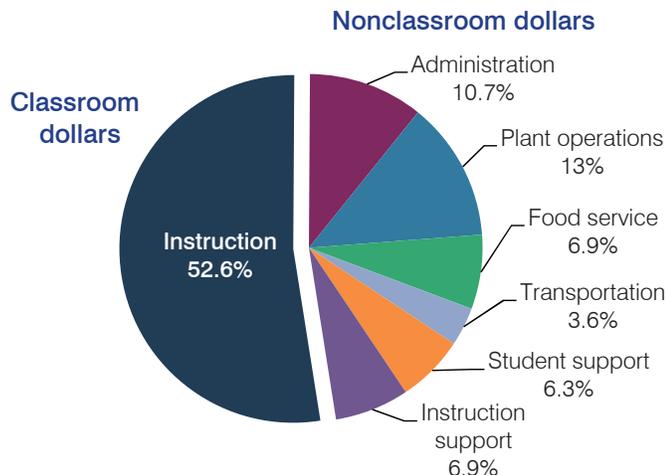
Avondale Elementary School District

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

District size, location: Medium-large, Suburb
 Students attending: 5,368
 Number of schools: 8

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 9 percent. Spending in the classroom decreased overall from 58.6 to 52.6 percent. Spending on administration and plant operations increased substantially and spending on transportation increased. Spending on student support decreased, while spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$711	\$895	\$757
	Students per administrator	69	69	68
Plant operations	Cost per square foot	\$6.22	\$6.19	\$6.04
	Square footage per student	139	143	153
Food service	Cost per meal equivalent	\$2.47	\$2.48	\$2.69
Transportation	Cost per mile	\$5.30	\$4.98	\$3.62
	Cost per rider	\$1,040	\$909	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$6,644	\$6,644	\$7,656	\$7,578	\$10,667
Classroom dollars	3,370	3,493	3,929	4,073	6,495
Nonclassroom dollars:	3,274	3,151	3,727	3,505	4,172
Administration	716	711	895	757	1,160
Plant operations	883	867	879	923	1,008
Food service	511	459	558	405	429
Transportation	223	236	291	373	464
Student support	423	421	580	600	594
Instruction support	518	457	524	447	517

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

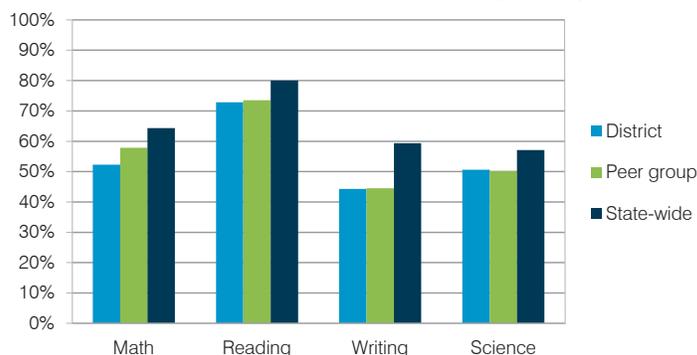
ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools ¹	Percentage of schools
A	0	0%
B	4	44%
C	4	44%
D	0	0%
F	1	12%
Not rated	0	0%

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	26%	26%	24%
Students per teacher	18.8	19.7	18.6
Average teacher salary	\$40,839	\$40,842	\$46,026
Amount from Proposition 301	\$2,262	\$3,876	\$4,810
Average years of teacher experience	5.6	7.6	10.9
Percentage of teachers in first 3 years	49%	34%	20%

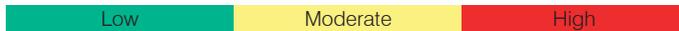
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

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

Stress level



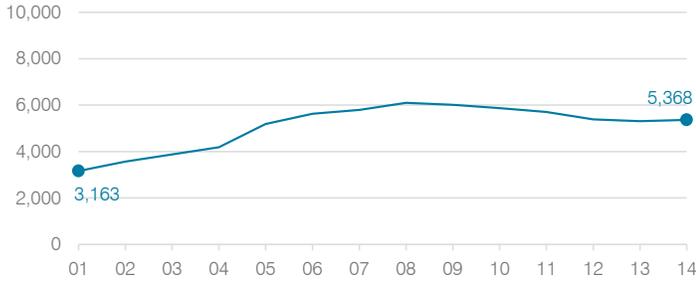
Avondale Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	60.1	62.4	64.8	64.1	63.9	61.1	60.3	59.7	58.6	56.3	55.2	52.2	50.7	52.6

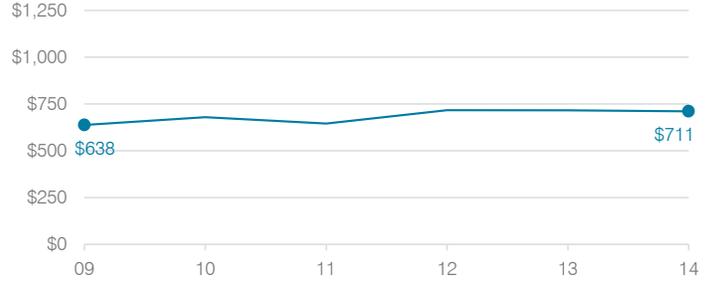
OPERATIONAL TRENDS

Fiscal years as indicated

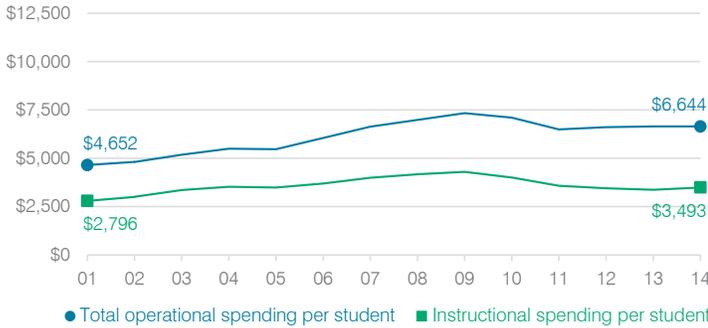
Students attending



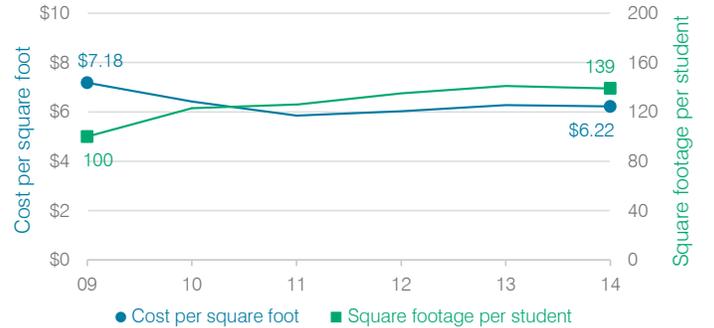
Administrative cost per student



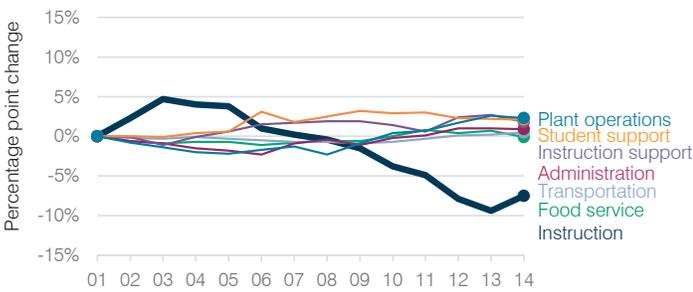
Total operational and instructional spending per student



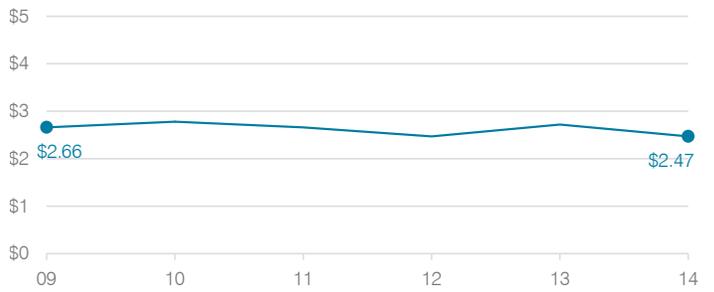
Plant cost per square foot and square footage per student



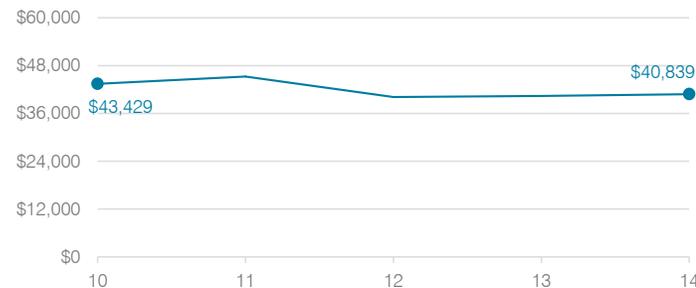
Changes in operational spending percentages



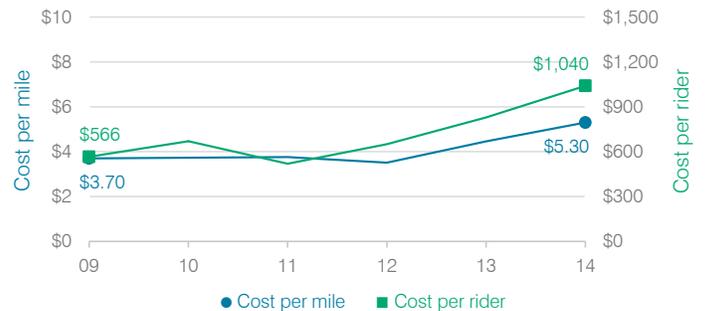
Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



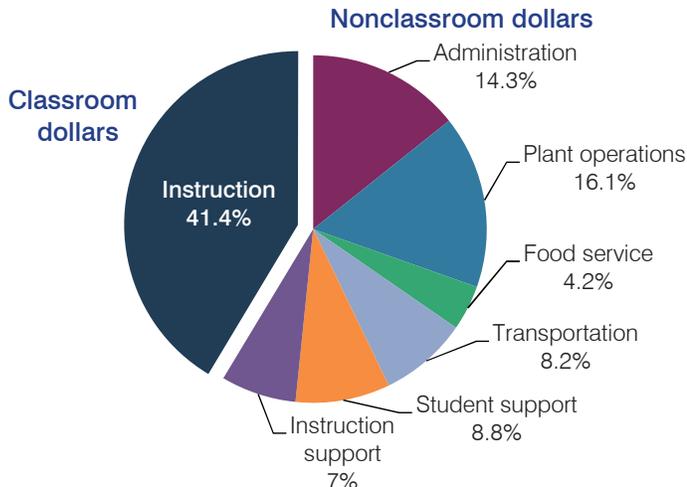
Baboquivari Unified School District

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

District size, location: Medium, Rural
 Students attending: 954
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 21 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 47.8 to 41.4 percent. Overall, spending on administration increased substantially, spending on plant operations and instruction support increased, and spending on food service increased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,310	\$1,016	\$757
	Students per administrator	33	54	68
Plant operations	Cost per square foot	\$7.90	\$4.71	\$6.04
	Square footage per student	331	261	153
Food service	Cost per meal equivalent	\$3.04	\$3.28	\$2.69
Transportation	Cost per mile	\$2.46	\$2.12	\$3.62
	Cost per rider	\$1,685	\$1,121	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$14,400	\$16,202	\$8,082	\$7,578	\$10,667
Classroom dollars	5,576	6,703	4,193	4,073	6,495
Nonclassroom dollars:	8,824	9,499	3,889	3,505	4,172
Administration	2,115	2,310	1,016	757	1,160
Plant operations	2,238	2,611	1,145	923	1,008
Food service	582	682	389	405	429
Transportation	1,509	1,334	477	373	464
Student support	1,026	1,433	563	600	594
Instruction support	1,354	1,129	299	447	517

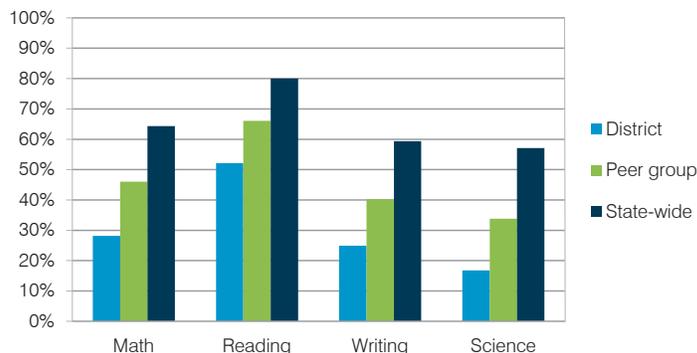
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	93%	95%
Graduation rate (2013)	69%	73%	75%
Poverty rate (2013)	39%	45%	24%
Students per teacher	14.0	15.2	18.6
Average teacher salary	\$49,434	\$43,616	\$46,026
Amount from Proposition 301	\$2,643	\$4,111	\$4,810
Average years of teacher experience	9.4	12.2	10.9
Percentage of teachers in first 3 years	14%	18%	20%

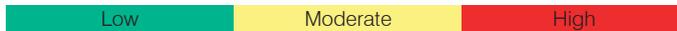
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	Operating and capital
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	Impact Aid Fund reserve
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Noncompliant

Stress level

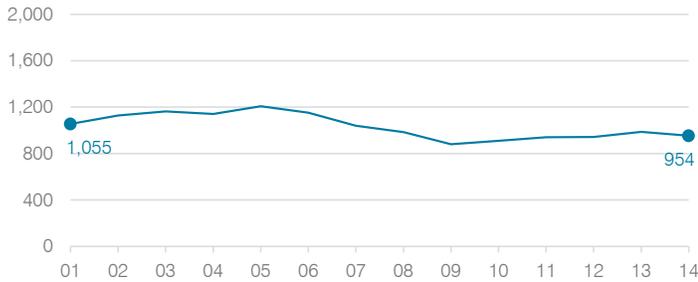


Baboquivari Unified School District

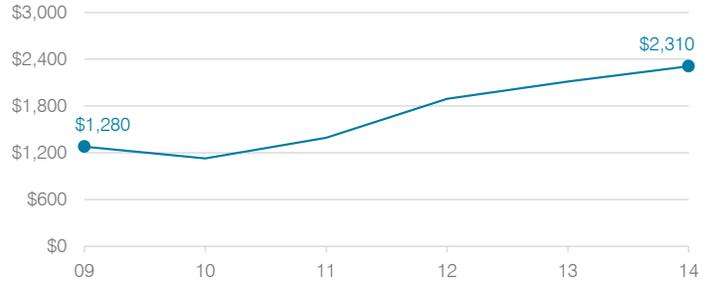
Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014
 49.7 48.3 49.4 52.2 49.6 49.3 45.2 51.1 47.7 45.0 46.0 40.1 38.7 41.4

OPERATIONAL TRENDS Fiscal years as indicated

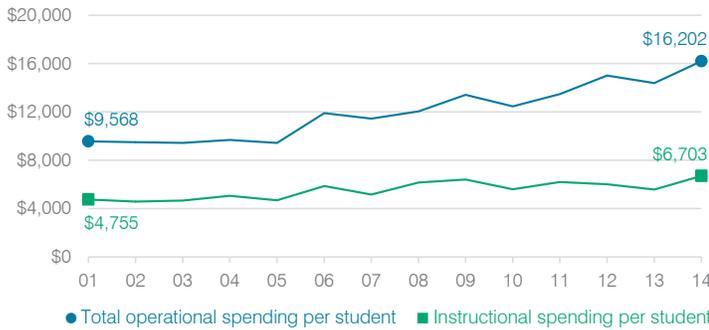
Students attending



Administrative cost per student



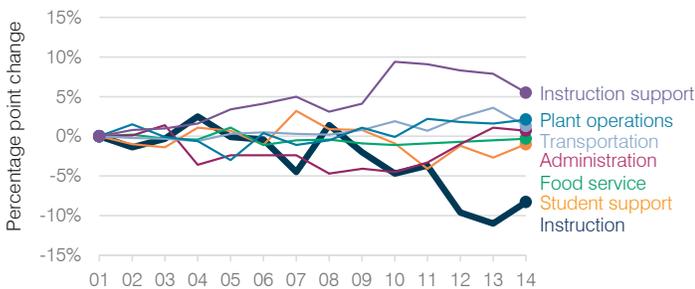
Total operational and instructional spending per student



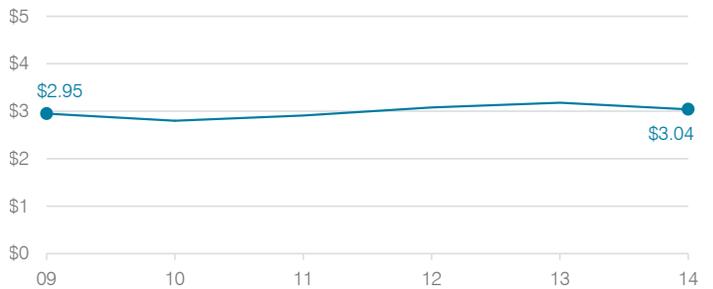
Plant cost per square foot and square footage per student



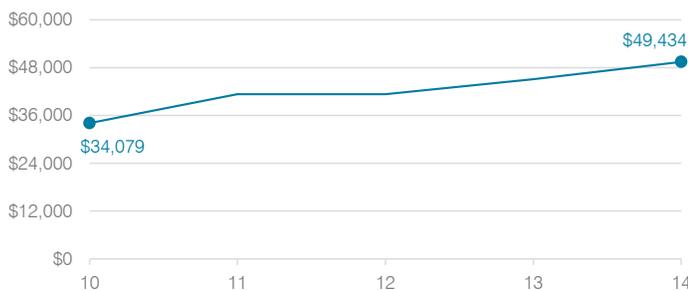
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Bagdad Unified School District

Yavapai County

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

Legislative district(s): 1

District size, location:

Small, Rural

Students attending:

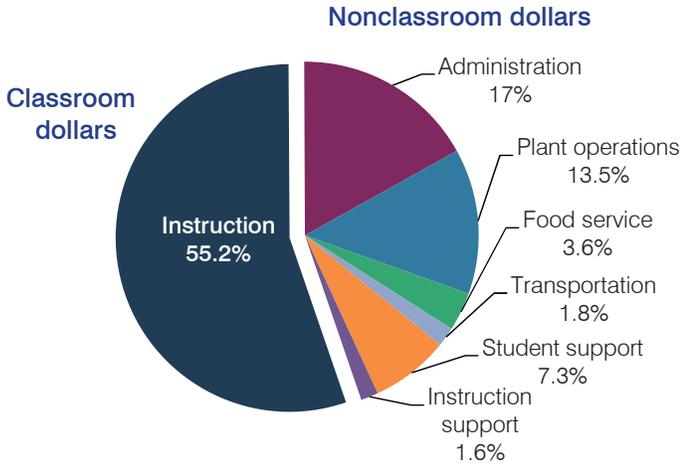
423

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 9 percent. Spending in the classroom varied year to year, increasing overall from 54.2 to 55.2 percent. Overall, spending on plant operations decreased substantially and spending on instruction support decreased slightly, while spending on student support increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,932	\$1,534	\$757
	Students per administrator	38	45	68
Plant operations	Cost per square foot	\$6.56	\$4.68	\$6.04
	Square footage per student	233	307	153
Food service	Cost per meal equivalent	\$4.92	\$3.36	\$2.69
Transportation	Cost per mile	\$2.73	\$2.61	\$3.62
	Cost per rider	\$636	\$774	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$9,478	\$11,358	\$10,014	\$7,578	\$10,667
Classroom dollars	5,163	6,268	5,015	4,073	6,495
Nonclassroom dollars:	4,315	5,090	4,999	3,505	4,172
Administration	1,795	1,932	1,534	757	1,160
Plant operations	1,228	1,528	1,518	923	1,008
Food service	386	414	448	405	429
Transportation	188	200	501	373	464
Student support	603	835	626	600	594
Instruction support	115	181	372	447	517

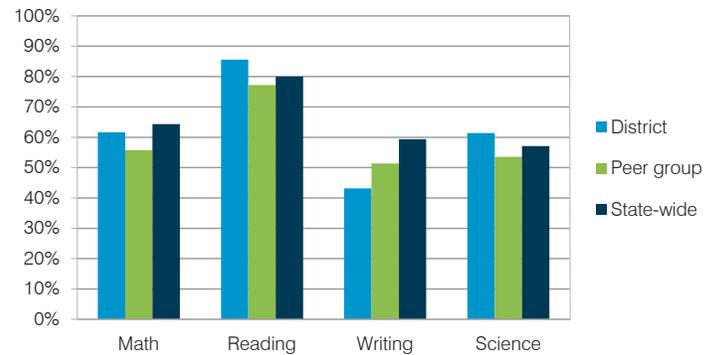
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2013)	90%	86%	75%
Poverty rate (2013)	11%	15%	24%
Students per teacher	13.6	16.1	18.6
Average teacher salary	\$48,494	\$41,932	\$46,026
Amount from Proposition 301	\$5,935	\$4,526	\$4,810
Average years of teacher experience	9.7	10.2	10.9
Percentage of teachers in first 3 years	3%	21%	20%

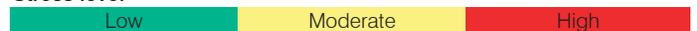
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.1%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



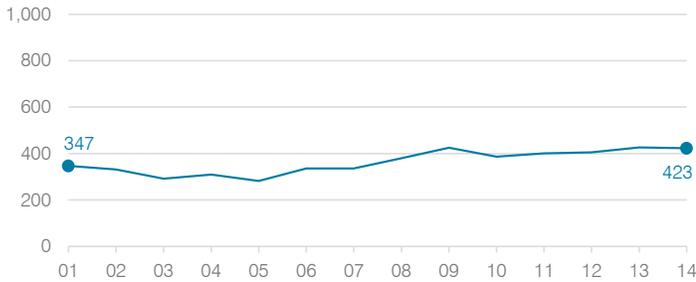
Bagdad Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	57.5	58.4	52.4	55.9	49.5	48.4	48.8	55.7	54.2	56.0	52.6	52.9	54.5	55.2

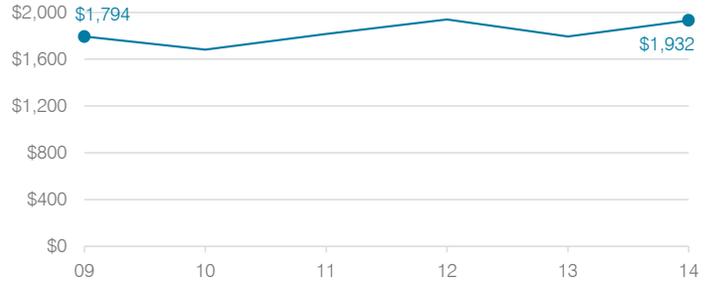
OPERATIONAL TRENDS

Fiscal years as indicated

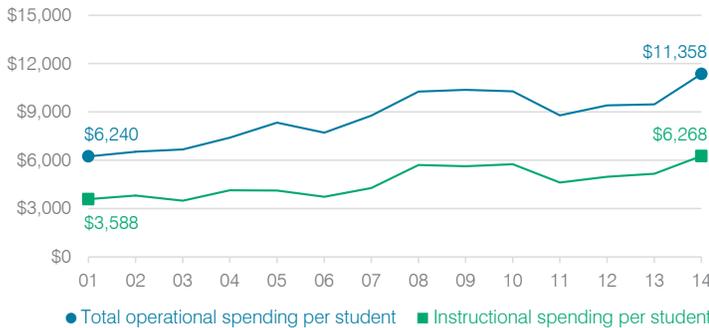
Students attending



Administrative cost per student



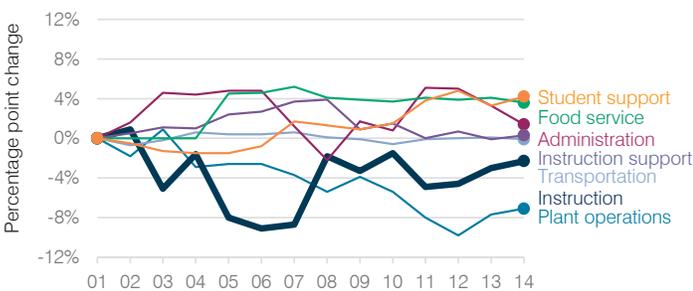
Total operational and instructional spending per student



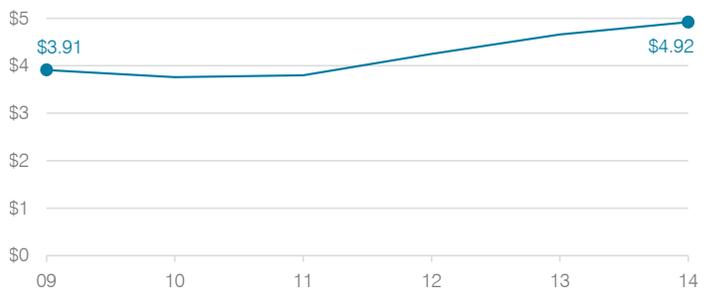
Plant cost per square foot and square footage per student



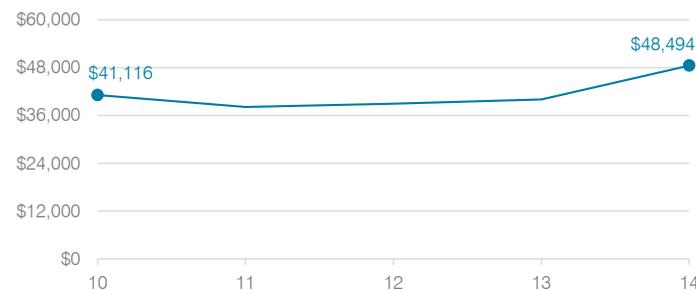
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



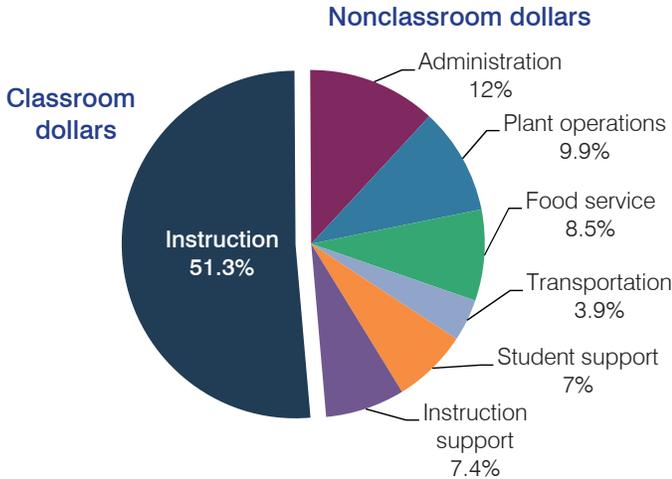
Balsz Elementary School District

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

District size, location: Medium-large, City
 Students attending: 2,496
 Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 7 percent. Spending in the classroom varied year to year, decreasing overall from 56.5 to 51.3 percent. Overall, spending on administration, food service, and instruction support increased substantially and spending on transportation increased slightly. Spending on plant operations decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,001	\$895	\$757
	Students per administrator	60	69	68
Plant operations	Cost per square foot	\$4.65	\$6.19	\$6.04
	Square footage per student	179	143	153
Food service	Cost per meal equivalent	\$2.40	\$2.48	\$2.69
Transportation	Cost per mile	\$2.68	\$4.98	\$3.62
	Cost per rider	\$488	\$909	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$7,957	\$8,359	\$7,656	\$7,578	\$10,667
Classroom dollars	4,116	4,289	3,929	4,073	6,495
Nonclassroom dollars:	3,841	4,070	3,727	3,505	4,172
Administration	951	1,001	895	757	1,160
Plant operations	773	832	879	923	1,008
Food service	709	709	558	405	429
Transportation	268	322	291	373	464
Student support	567	588	580	600	594
Instruction support	573	618	524	447	517

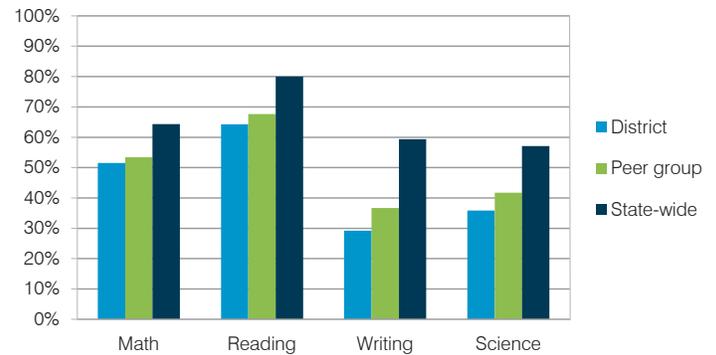
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	60%	52%	24%
Students per teacher	16.8	18.2	18.6
Average teacher salary	\$44,923	\$47,973	\$46,026
Amount from Proposition 301	\$4,746	\$4,193	\$4,810
Average years of teacher experience	7.8	8.8	10.9
Percentage of teachers in first 3 years	40%	33%	20%

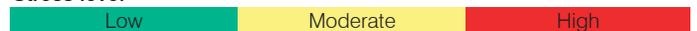
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.2%, Increasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant

Stress level



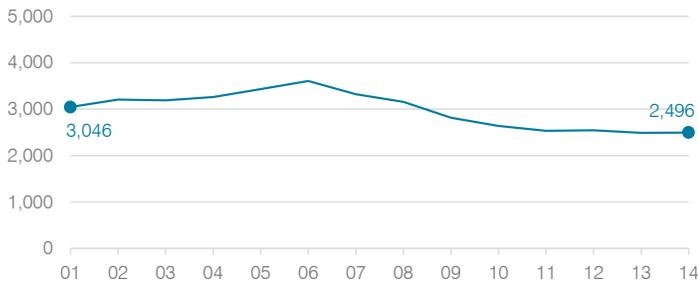
Balsz Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	55.7	57.4	59.4	56.9	57.2	58.9	57.2	58.7	56.1	51.3	49.3	49.2	51.7	51.3

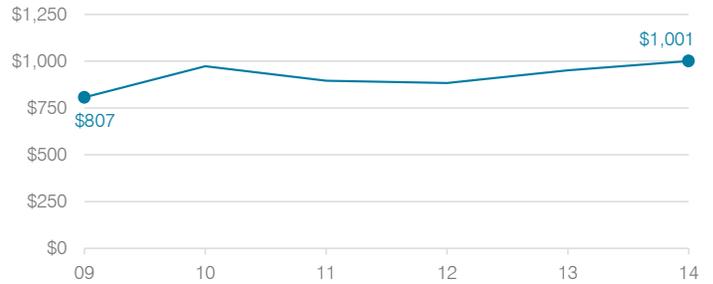
OPERATIONAL TRENDS

Fiscal years as indicated

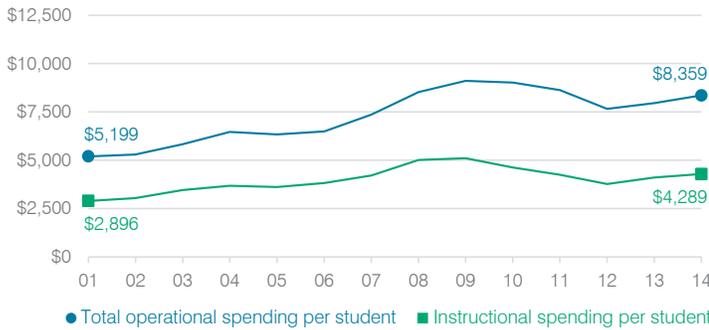
Students attending



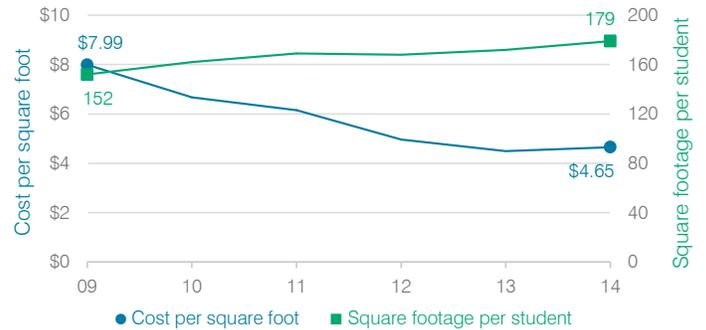
Administrative cost per student



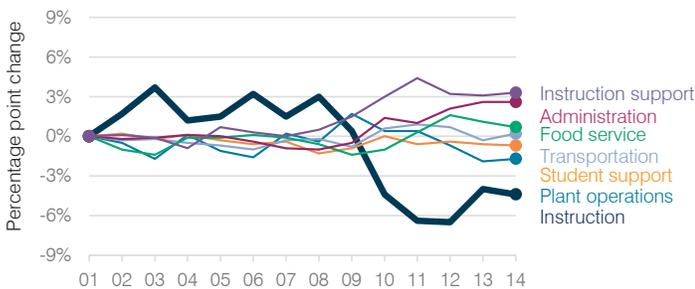
Total operational and instructional spending per student



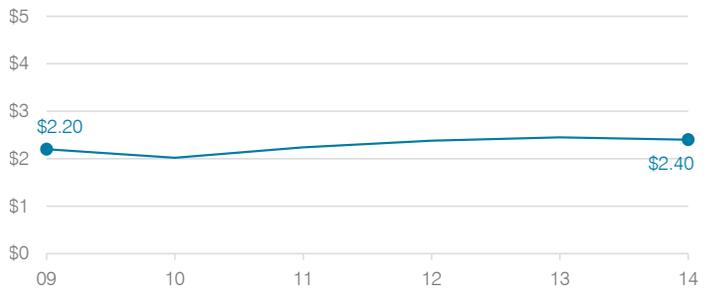
Plant cost per square foot and square footage per student



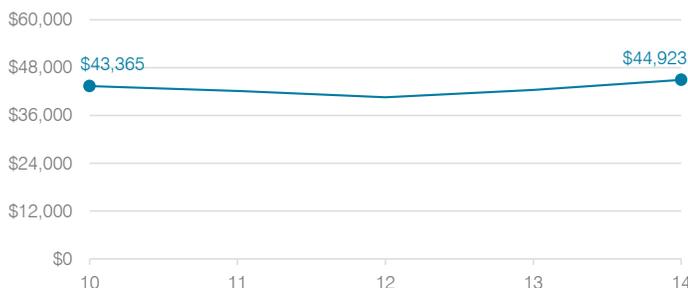
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Beaver Creek Elementary School District

Yavapai County

Efficiency peer groups 10 and T-7, Achievement peer group 17

Legislative district(s): 1 and 6

District size, location:

Small, Rural

Students attending:

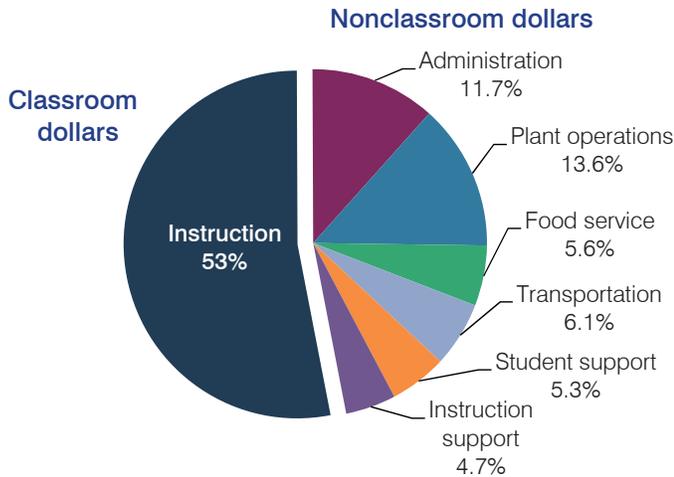
319

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil returned to 2009 levels, but spending in the classroom decreased from 59.7 to 53 percent. Overall, spending on plant operations and instruction support increased substantially and spending on transportation increased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$931	\$1,165	\$757
	Students per administrator	50	57	68
Plant operations	Cost per square foot	\$4.59	\$6.15	\$6.04
	Square footage per student	235	179	153
Food service	Cost per meal equivalent	\$2.59	\$2.98	\$2.69
Transportation	Cost per mile	\$2.75	\$3.45	\$3.62
	Cost per rider	\$604	\$832	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$7,312	\$7,943	\$8,683	\$7,578	\$10,667
Classroom dollars	3,856	4,212	4,668	4,073	6,495
Nonclassroom dollars:	3,456	3,731	4,015	3,505	4,172
Administration	889	931	1,165	757	1,160
Plant operations	905	1,078	1,037	923	1,008
Food service	440	440	550	405	429
Transportation	431	486	546	373	464
Student support	457	421	467	600	594
Instruction support	334	375	250	447	517

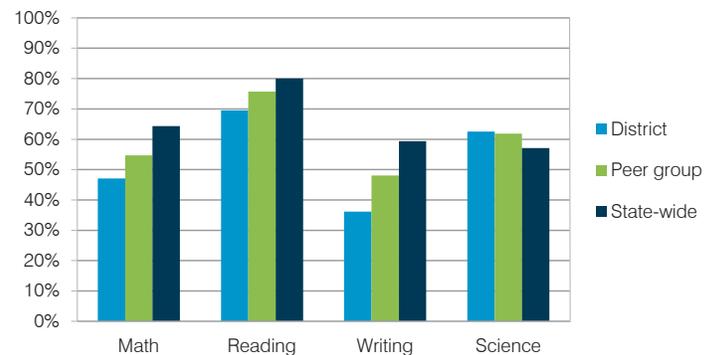
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	20%	20%	24%
Students per teacher	14.1	12.3	18.6
Average teacher salary	\$37,331	\$43,736	\$46,026
Amount from Proposition 301	\$5,383	\$3,455	\$4,810
Average years of teacher experience	11.5	11.8	10.9
Percentage of teachers in first 3 years	26%	15%	20%

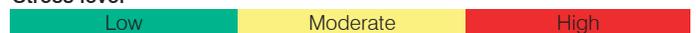
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

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

Stress level

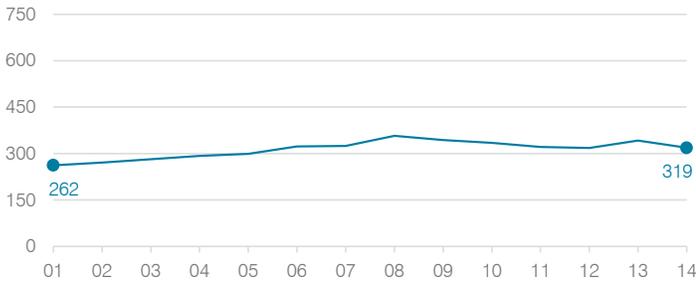


Beaver Creek Elementary School District

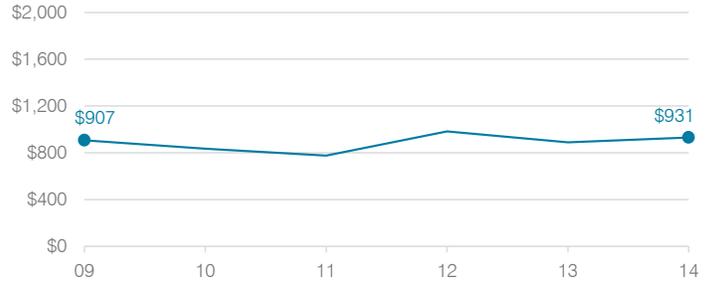
Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014
 59.4 65.0 63.1 63.6 63.9 60.7 65.6 62.0 59.4 57.8 56.6 51.3 52.7 53.0

OPERATIONAL TRENDS Fiscal years as indicated

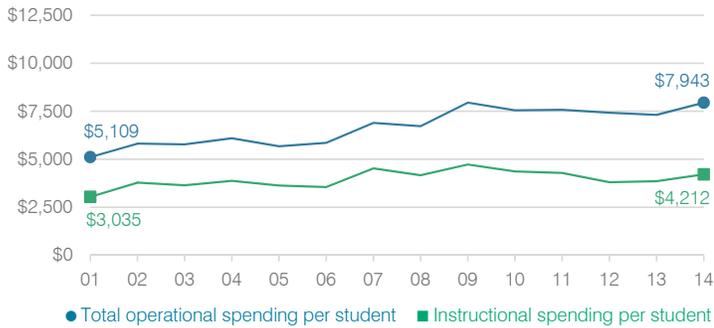
Students attending



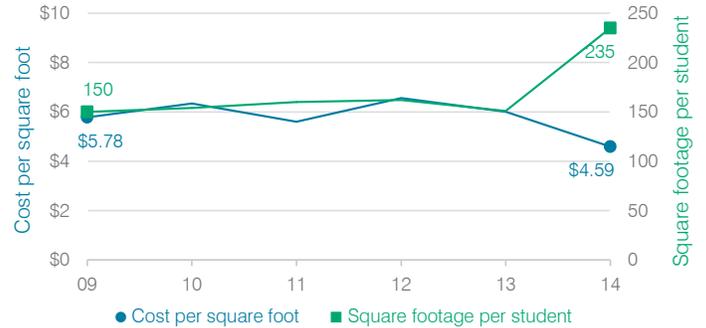
Administrative cost per student



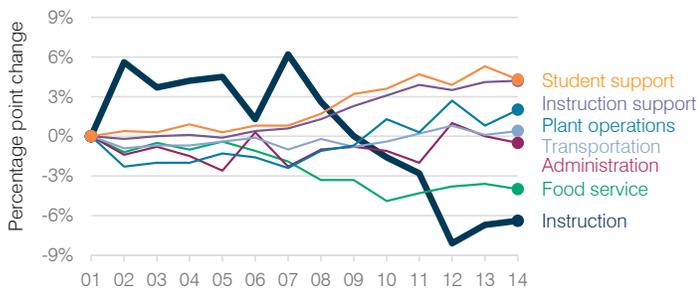
Total operational and instructional spending per student



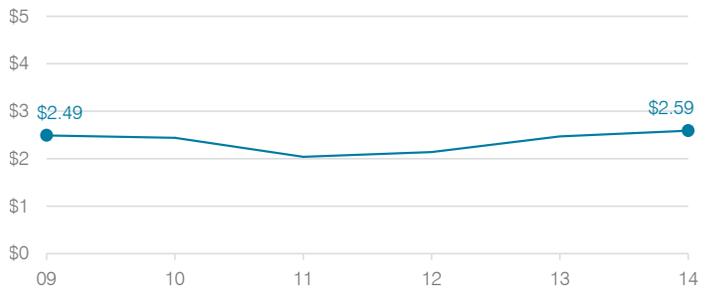
Plant cost per square foot and square footage per student



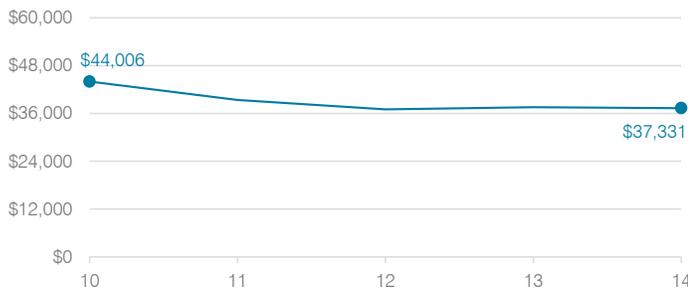
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



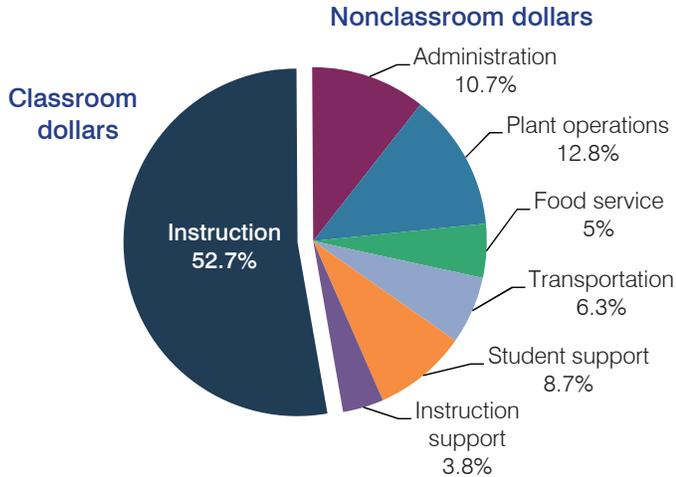
Benson Unified School District

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

District size, location: Medium, Town
 Students attending: 1,119
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 3 percent. Spending in the classroom varied year to year, decreasing from 55.8 to 52.7 percent. Overall, spending on student support increased substantially, spending on food service and instruction support increased, and spending on transportation increased slightly. Spending on administration and plant operations decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$843	\$1,016	\$757
	Students per administrator	53	54	68
Plant operations	Cost per square foot	\$5.81	\$4.71	\$6.04
	Square footage per student	173	261	153
Food service	Cost per meal equivalent	\$2.93	\$3.28	\$2.69
Transportation	Cost per mile	\$2.83	\$2.61	\$3.62
	Cost per rider	\$890	\$774	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$8,380	\$7,867	\$8,082	\$7,578	\$10,667
Classroom dollars	4,450	4,149	4,193	4,073	6,495
Nonclassroom dollars:	3,930	3,718	3,889	3,505	4,172
Administration	906	843	1,016	757	1,160
Plant operations	1,100	1,008	1,145	923	1,008
Food service	410	389	389	405	429
Transportation	502	495	477	373	464
Student support	660	682	563	600	594
Instruction support	352	301	299	447	517

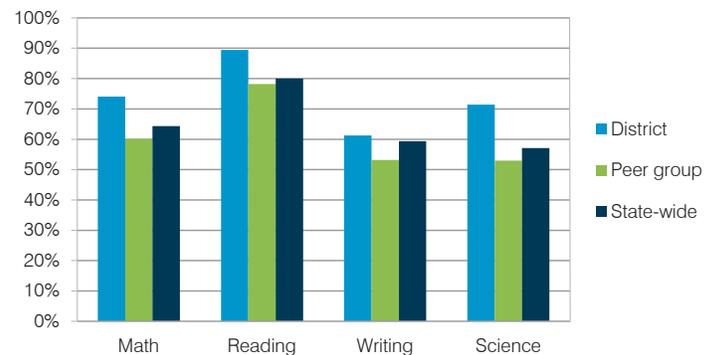
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2013)	81%	80%	75%
Poverty rate (2013)	23%	24%	24%
Students per teacher	18.3	17.3	18.6
Average teacher salary	\$42,514	\$42,872	\$46,026
Amount from Proposition 301	\$5,442	\$5,022	\$4,810
Average years of teacher experience	14.0	12.1	10.9
Percentage of teachers in first 3 years	3%	19%	20%

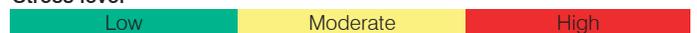
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	1.3%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



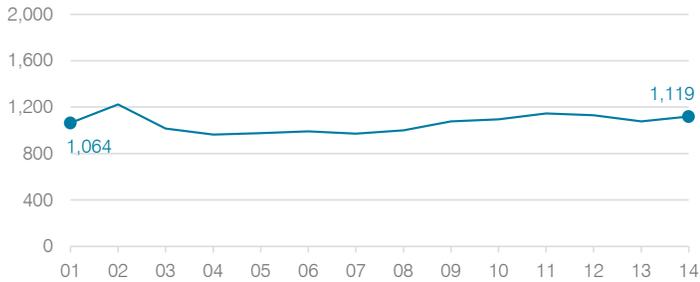
Benson Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	49.5	54.0	53.7	57.4	57.8	58.6	56.9	56.9	55.8	54.4	52.4	54.1	53.1	52.7

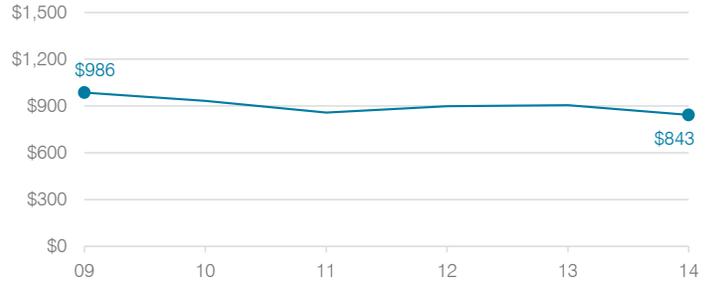
OPERATIONAL TRENDS

Fiscal years as indicated

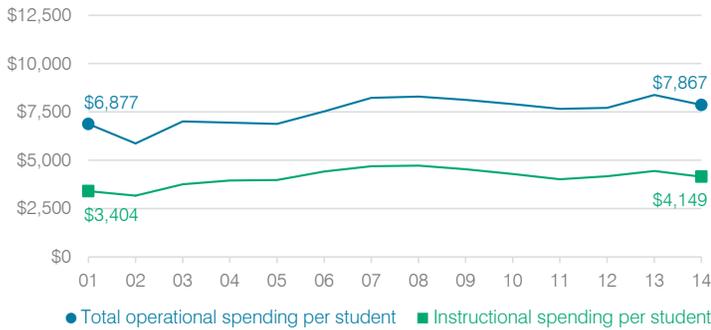
Students attending



Administrative cost per student



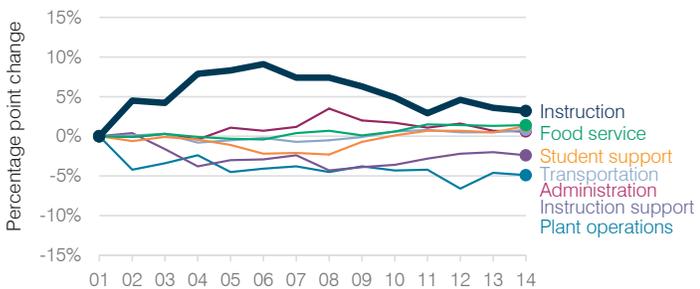
Total operational and instructional spending per student



Plant cost per square foot and square footage per student



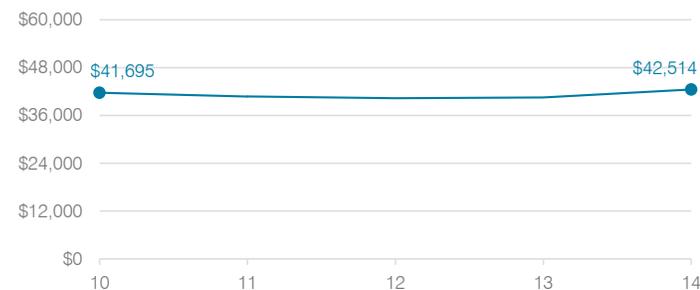
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Bicentennial Union High School District

La Paz County

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

Legislative district(s): 5

District size, location:

Very small, Rural

Students attending:

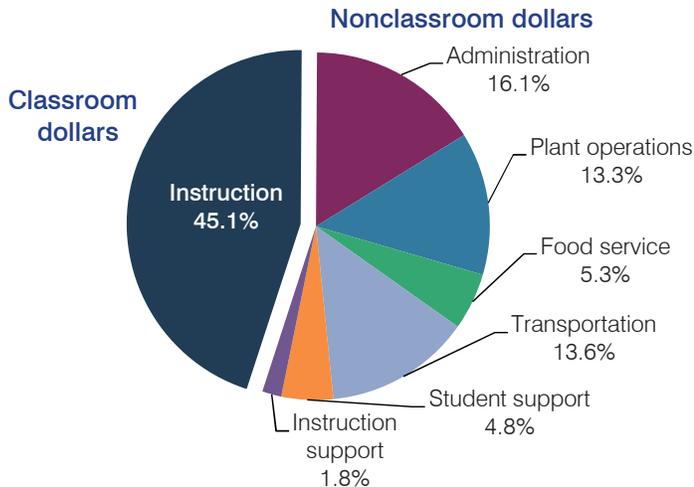
107

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Student enrollment decreased by 23 percent, which contributed to the 16 percent increase in total spending per pupil. Spending in the classroom varied year to year, increasing overall from 42 to 45.1 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on food service decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,671	\$2,835	\$757
	Students per administrator	27	28	68
Plant operations	Cost per square foot	\$4.26	\$6.51	\$6.04
	Square footage per student	518	351	153
Food service	Cost per meal equivalent	\$4.10	\$5.02	\$2.69
Transportation	Cost per mile	\$1.88	\$1.61	\$3.62
	Cost per rider	\$2,390	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$13,411	\$16,556	\$16,101	\$7,578	\$10,667
Classroom dollars	6,282	7,462	8,231	4,073	6,495
Nonclassroom dollars:	7,129	9,094	7,870	3,505	4,172
Administration	2,010	2,671	2,835	757	1,160
Plant operations	2,427	2,205	2,137	923	1,008
Food service	795	885	901	405	429
Transportation	1,483	2,249	1,072	373	464
Student support	171	790	536	600	594
Instruction support	243	294	389	447	517

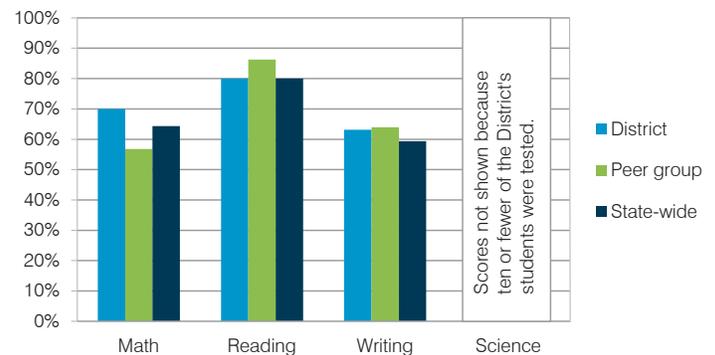
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	95%
Graduation rate (2013)	81%	82%	75%
Poverty rate (2013)	38%	36%	24%
Students per teacher	8.3	14.8	18.6
Average teacher salary	\$39,539	\$43,265	\$46,026
Amount from Proposition 301	\$3,376	\$5,878	\$4,810
Average years of teacher experience	6.5	8.8	10.9
Percentage of teachers in first 3 years	46%	26%	20%

Financial stress assessment

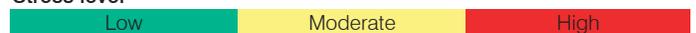
Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Assessment

Change in number of district students	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	1.8%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



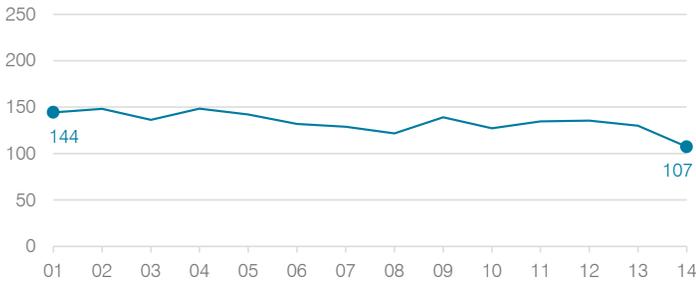
Bicentennial Union High School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	41.6	58.2	50.6	50.1	47.4	46.0	45.4	36.4	42.0	36.5	41.5	42.4	46.8	45.1

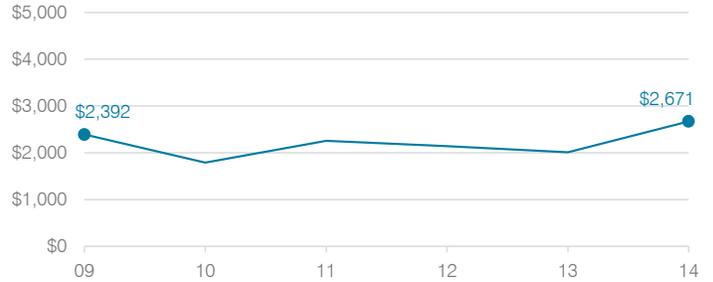
OPERATIONAL TRENDS

Fiscal years as indicated

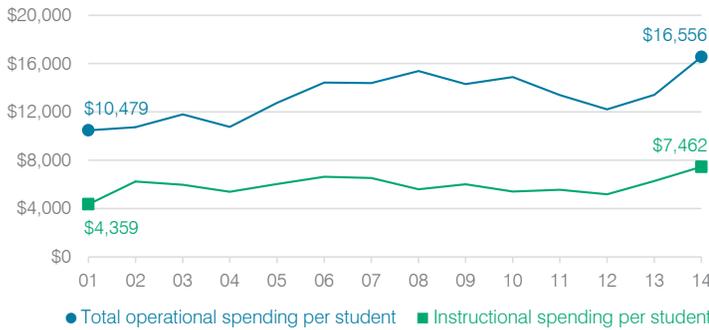
Students attending



Administrative cost per student



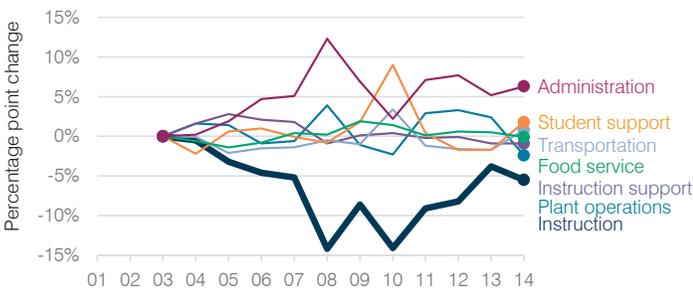
Total operational and instructional spending per student



Plant cost per square foot and square footage per student



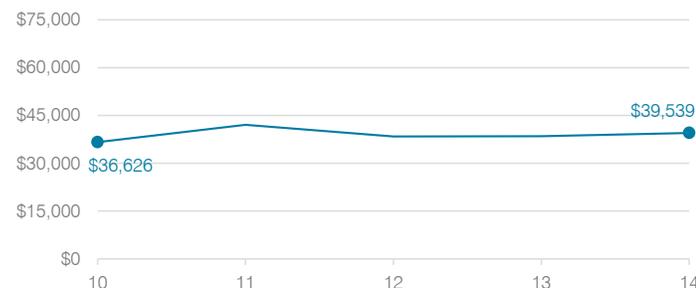
Changes in operational spending percentages



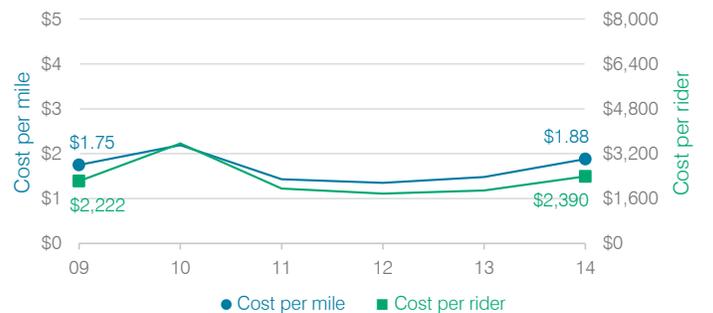
Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



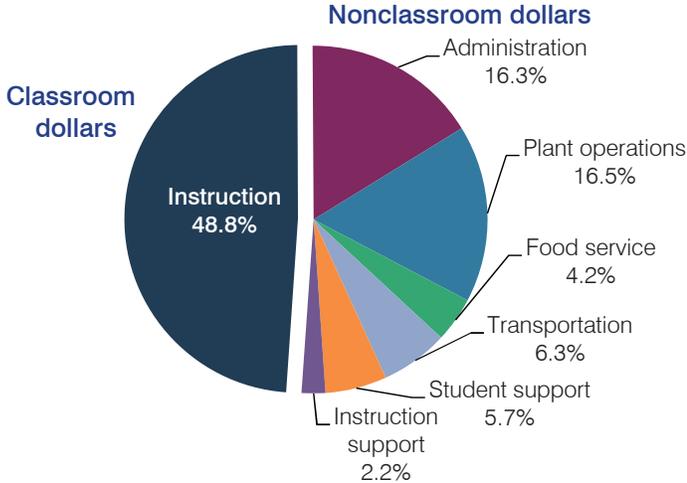
Bisbee Unified School District

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

District size, location: Medium, Town
 Students attending: 835
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 5 percent. Spending in the classroom varied year to year, increasing overall from 47.7 to 48.8 percent. Overall, spending on instruction support decreased and spending on food service decreased slightly, while spending on administration increased. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,427	\$1,016	\$757
	Students per administrator	48	54	68
Plant operations	Cost per square foot	\$5.78	\$4.71	\$6.04
	Square footage per student	251	261	153
Food service	Cost per meal equivalent	\$3.94	\$3.28	\$2.69
Transportation	Cost per mile	\$4.20	\$2.32	\$3.62
	Cost per rider	\$1,452	\$981	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$8,390	\$8,780	\$8,082	\$7,578	\$10,667
Classroom dollars	4,104	4,281	4,193	4,073	6,495
Nonclassroom dollars:	4,286	4,499	3,889	3,505	4,172
Administration	1,277	1,427	1,016	757	1,160
Plant operations	1,445	1,448	1,145	923	1,008
Food service	365	370	389	405	429
Transportation	510	557	477	373	464
Student support	482	504	563	600	594
Instruction support	207	193	299	447	517

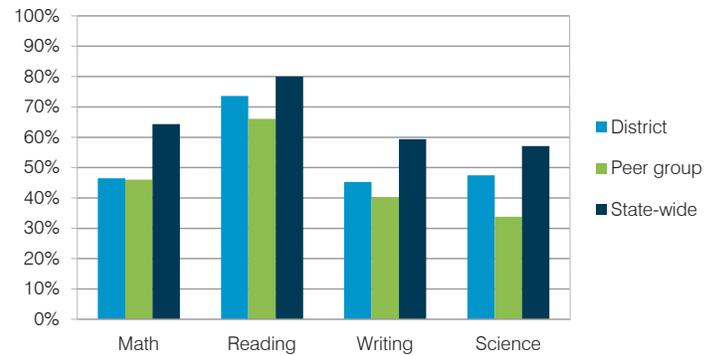
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	95%
Graduation rate (2013)	70%	73%	75%
Poverty rate (2013)	38%	45%	24%
Students per teacher	15.6	15.2	18.6
Average teacher salary	\$39,871	\$43,616	\$46,026
Amount from Proposition 301	\$5,334	\$4,111	\$4,810
Average years of teacher experience	13.0	12.2	10.9
Percentage of teachers in first 3 years	18%	18%	20%

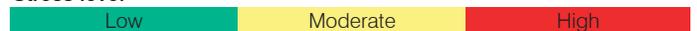
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.8%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



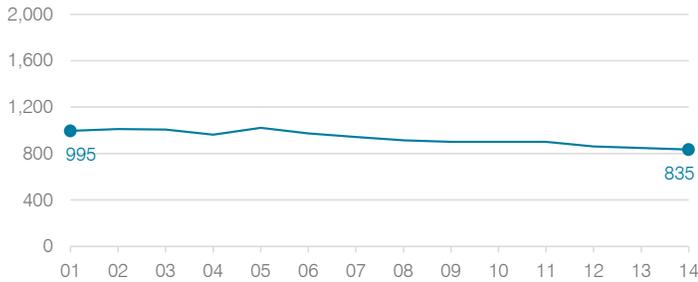
Bisbee Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	52.7	55.9	55.0	54.1	51.4	52.1	49.7	49.3	47.7	51.8	47.9	48.5	48.9	48.8

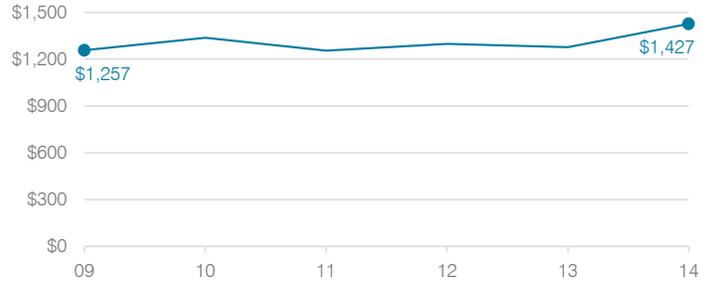
OPERATIONAL TRENDS

Fiscal years as indicated

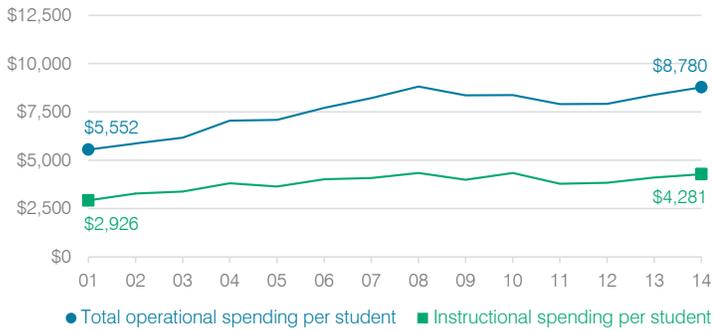
Students attending



Administrative cost per student



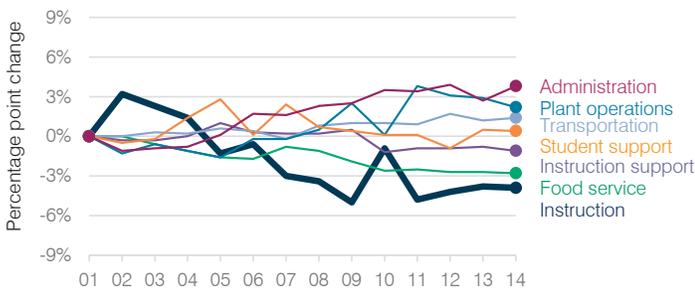
Total operational and instructional spending per student



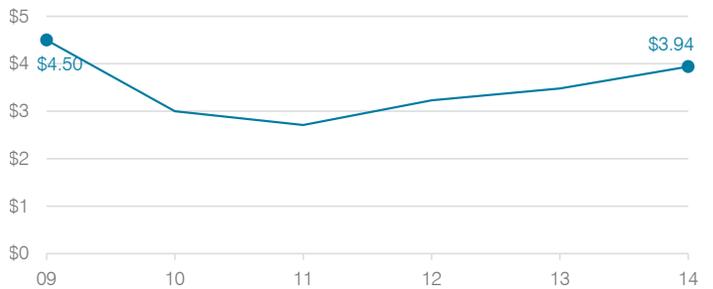
Plant cost per square foot and square footage per student



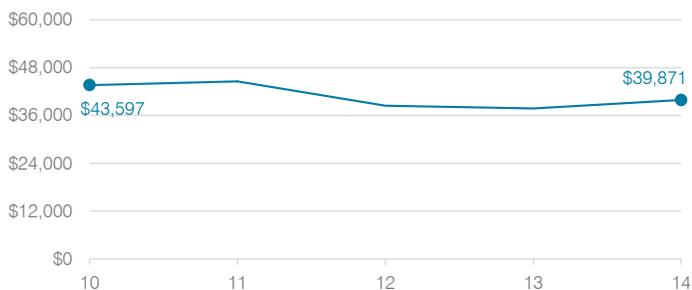
Changes in operational spending percentages



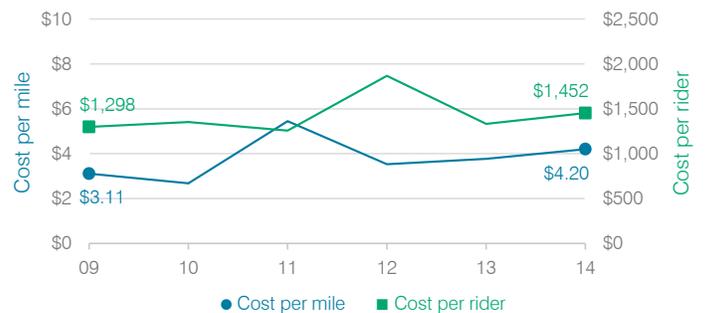
Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



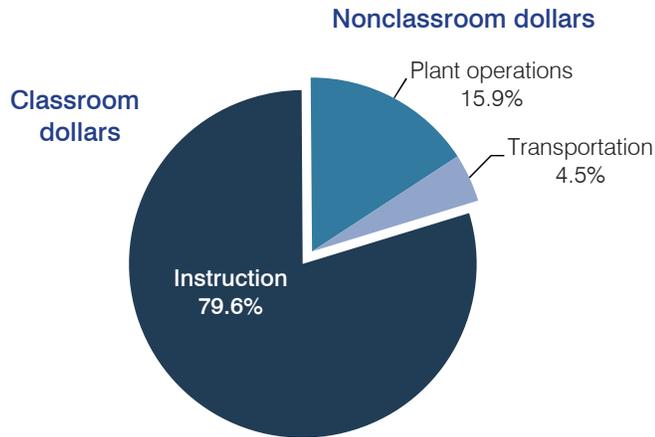
Blue Elementary School District

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

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

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Student enrollment decreased by 12 percent, which contributed to the 27 percent increase in total spending per pupil. Spending in the classroom varied year to year, increasing overall from 78.1 to 79.6 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$0	\$2,835	\$757
	Students per administrator	N/A	28	68
Plant operations	Cost per square foot	\$10.24	\$6.51	\$6.04
	Square footage per student	213	351	153
Food service	Cost per meal equivalent	N/A	\$5.02	\$2.69
Transportation	Cost per mile	N/A	N/A	\$3.62
	Cost per rider	N/A	N/A	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$13,066	\$13,699	\$16,101	\$7,578	\$10,667
Classroom dollars	10,289	10,901	8,231	4,073	6,495
Nonclassroom dollars:	2,777	2,798	7,870	3,505	4,172
Administration	0	0	2,835	757	1,160
Plant operations	1,898	2,181	2,137	923	1,008
Food service	0	0	901	405	429
Transportation	879	617	1,072	373	464
Student support	0	0	536	600	594
Instruction support	0	0	389	447	517

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **N/A**

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

Students who met state standards (AIMS)

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

Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	100%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	0%	9%	24%
Students per teacher	7.5	11.5	18.6
Average teacher salary	N/A	\$46,876	\$46,026
Amount from Proposition 301	N/A	\$3,288	\$4,810
Average years of teacher experience	N/A	12.6	10.9
Percentage of teachers in first 3 years	N/A	11%	20%

Financial stress assessment

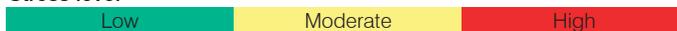
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

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

Stress level



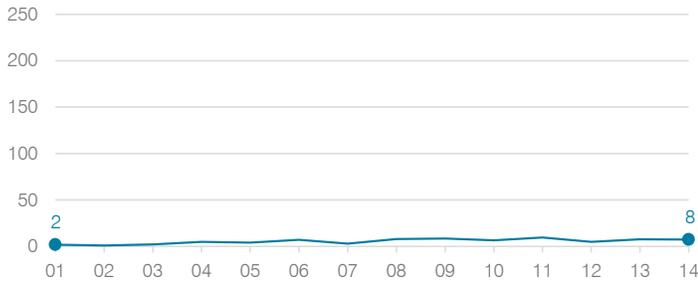
Blue Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	88.7	88.9	83.8	83.2	86.4	84.5	78.8	73.7	78.1	75.6	76.5	79.1	78.7	79.6

OPERATIONAL TRENDS

Fiscal years as indicated

Students attending



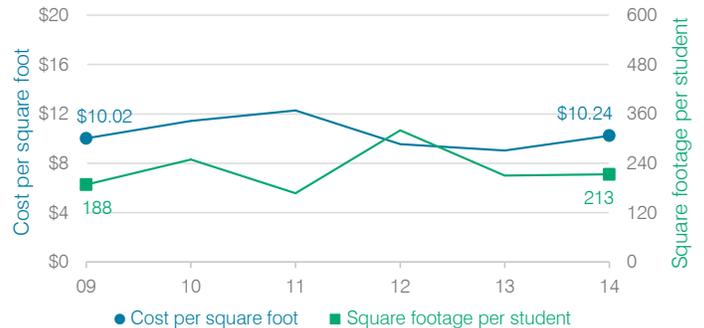
Administrative cost per student

Administrative cost per student trend is not shown because the District did not report administrative costs during all or a substantial portion of fiscal years 2009 through 2014.

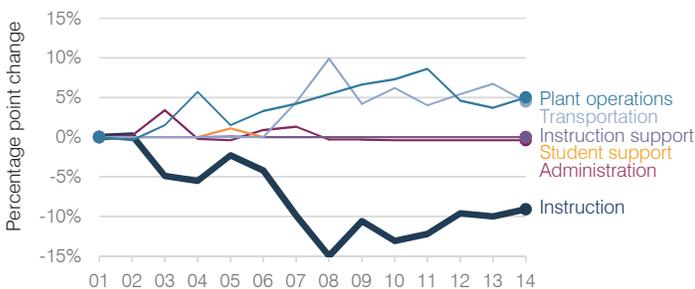
Total operational and instructional spending per student



Plant cost per square foot and square footage per student



Changes in operational spending percentages



Food service cost per meal

Food service cost per meal trend is not shown because the District did not operate a food service program during all or a substantial portion of fiscal years 2009 through 2014.

Average teacher salary

Average teacher salary trend is not shown because the District had two or fewer teachers during all or a substantial portion of fiscal years 2010 through 2014.

Transportation costs per mile and per rider

Transportation costs per mile and per rider trends are not shown because the District did not operate a transportation program during all or a substantial portion of fiscal years 2009 through 2014.

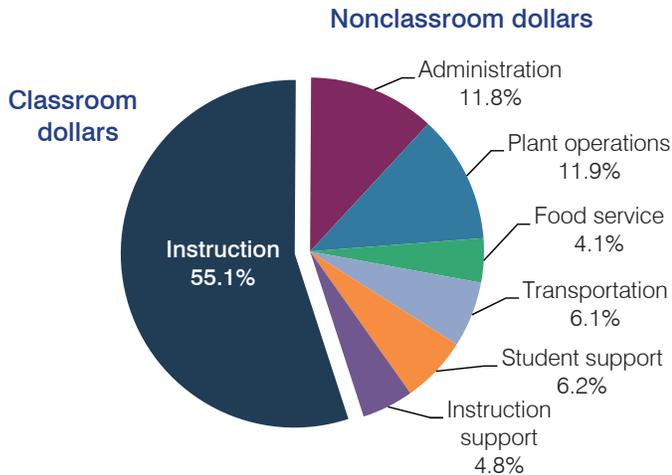
Blue Ridge Unified School District

Navajo County
 Efficiency peer groups 4 and T-8, Achievement peer group 6
 Legislative district(s): 7

District size, location: Medium-large, Town
 Students attending: 2,142
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 14 percent. Spending in the classroom varied year to year, decreasing overall from 64.1 to 55.1 percent. Overall, spending on instruction support increased substantially, spending on administration, plant operations, transportation, and student support increased, and spending on food service increased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$830	\$789	\$757
	Students per administrator	113	67	68
Plant operations	Cost per square foot	\$3.36	\$5.46	\$6.04
	Square footage per student	248	188	153
Food service	Cost per meal equivalent	\$3.06	\$2.76	\$2.69
Transportation	Cost per mile	\$3.01	\$2.61	\$3.62
	Cost per rider	\$1,014	\$774	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$6,950	\$7,017	\$7,573	\$7,578	\$10,667
Classroom dollars	3,951	3,867	3,914	4,073	6,495
Nonclassroom dollars:	2,999	3,150	3,659	3,505	4,172
Administration	768	830	789	757	1,160
Plant operations	792	835	1,009	923	1,008
Food service	291	288	386	405	429
Transportation	384	423	406	373	464
Student support	427	436	607	600	594
Instruction support	337	338	462	447	517

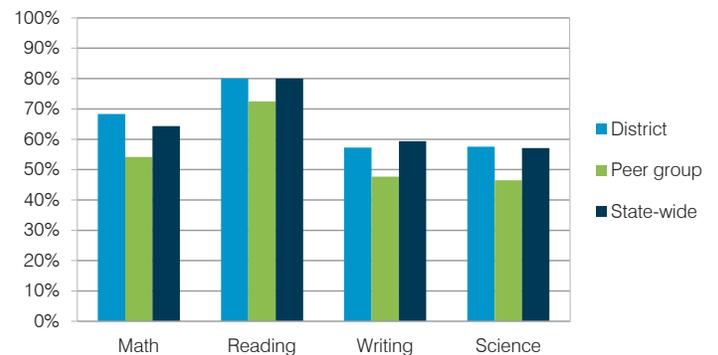
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	95%
Graduation rate (2013)	81%	78%	75%
Poverty rate (2013)	36%	32%	24%
Students per teacher	17.2	16.5	18.6
Average teacher salary	\$40,140	\$43,049	\$46,026
Amount from Proposition 301	\$4,220	\$5,173	\$4,810
Average years of teacher experience	16.1	12.0	10.9
Percentage of teachers in first 3 years	7%	19%	20%

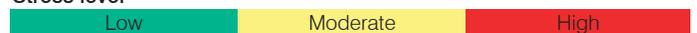
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	0.4%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



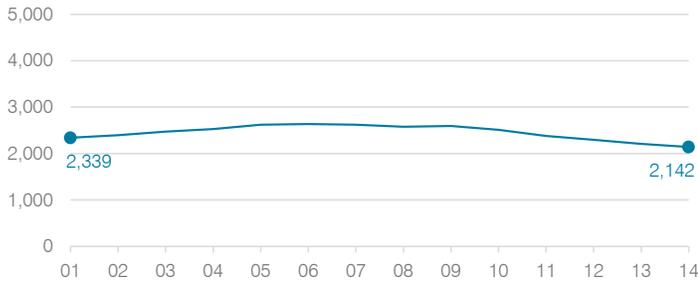
Blue Ridge Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	60.7	63.0	61.4	63.1	62.1	61.8	59.8	59.3	64.1	61.6	56.0	55.0	56.8	55.1

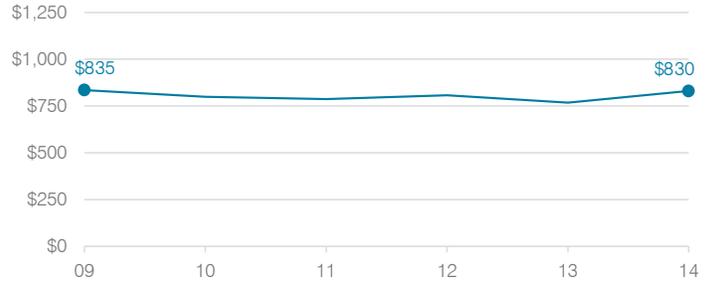
OPERATIONAL TRENDS

Fiscal years as indicated

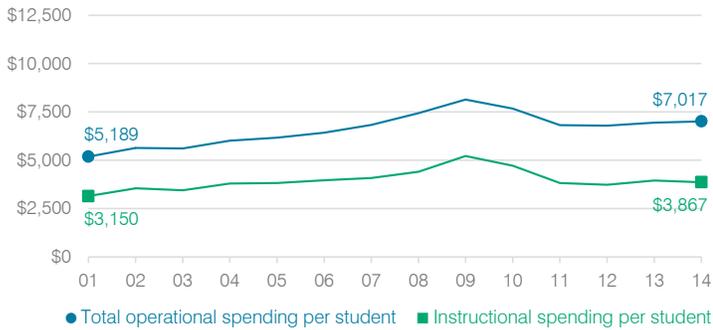
Students attending



Administrative cost per student



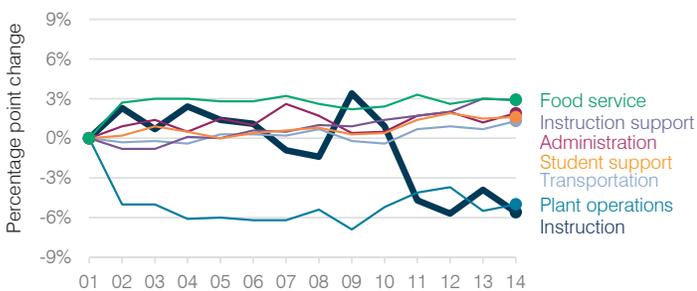
Total operational and instructional spending per student



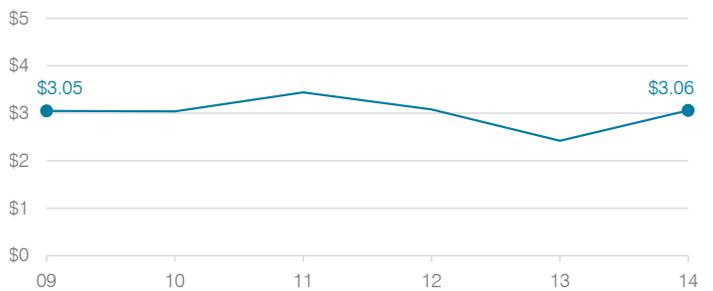
Plant cost per square foot and square footage per student



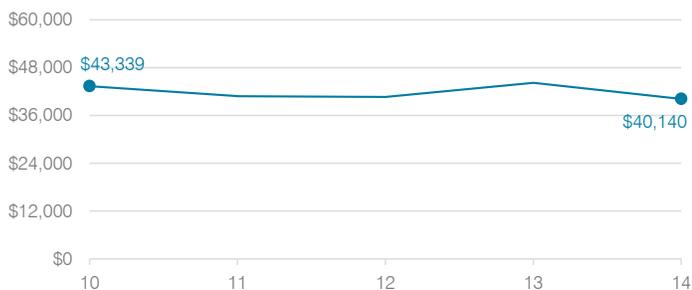
Changes in operational spending percentages



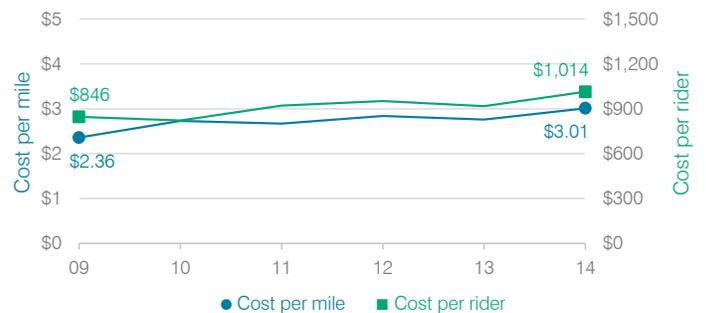
Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Bonita Elementary School District

Graham County

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

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

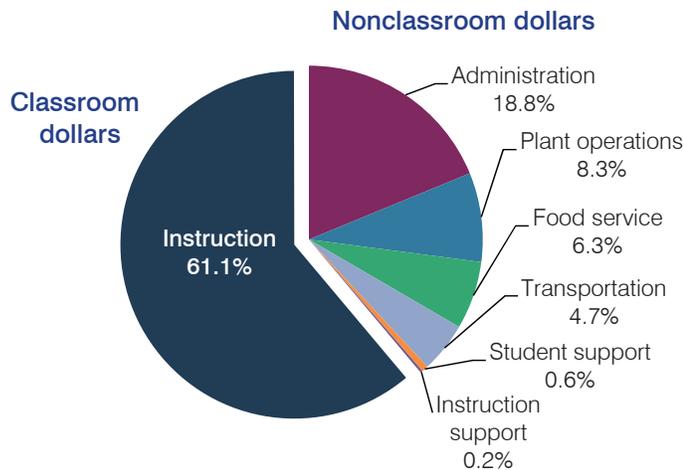
95

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 18 percent. Spending in the classroom varied year to year, increasing overall from 60.8 to 61.1 percent. Spending on most nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on plant operations decreased, while spending on food service increased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,280	\$2,835	\$757
	Students per administrator	32	28	68
Plant operations	Cost per square foot	\$5.10	\$6.51	\$6.04
	Square footage per student	286	351	153
Food service	Cost per meal equivalent	\$12.04	\$5.02	\$2.69
Transportation	Cost per mile	\$1.98	\$1.61	\$3.62
	Cost per rider	\$812	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$16,590	\$17,468	\$16,101	\$7,578	\$10,667
Classroom dollars	9,827	10,673	8,231	4,073	6,495
Nonclassroom dollars:	6,763	6,795	7,870	3,505	4,172
Administration	3,199	3,280	2,835	757	1,160
Plant operations	1,477	1,457	2,137	923	1,008
Food service	1,126	1,096	901	405	429
Transportation	838	826	1,072	373	464
Student support	86	96	536	600	594
Instruction support	37	40	389	447	517

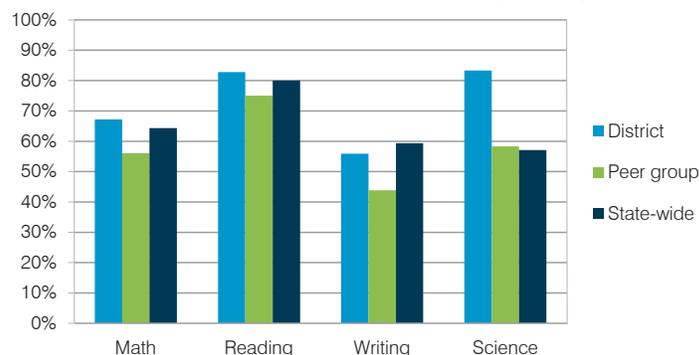
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	30%	30%	24%
Students per teacher	7.9	13.0	18.6
Average teacher salary	\$47,815	\$44,780	\$46,026
Amount from Proposition 301	\$3,629	\$3,720	\$4,810
Average years of teacher experience	23.3	14.2	10.9
Percentage of teachers in first 3 years	9%	15%	20%

Financial stress assessment

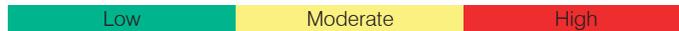
Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Assessment

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

Stress level

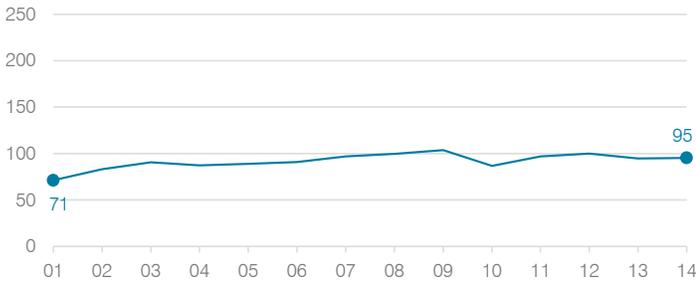


Bonita Elementary School District

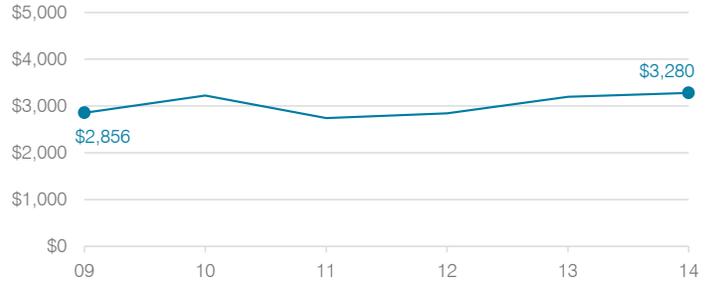
Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014
 58.6 66.8 68.2 63.4 68.1 62.1 60.5 60.0 60.8 60.0 56.4 58.1 59.2 61.1

OPERATIONAL TRENDS Fiscal years as indicated

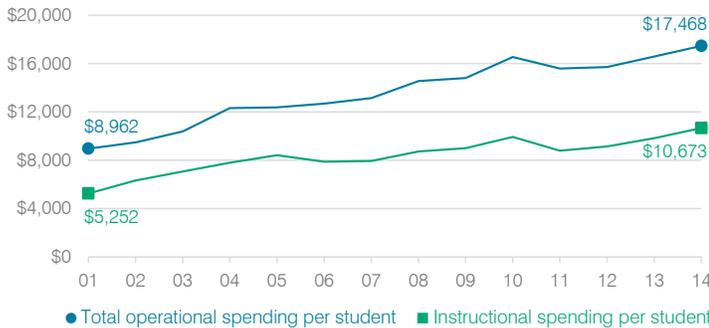
Students attending



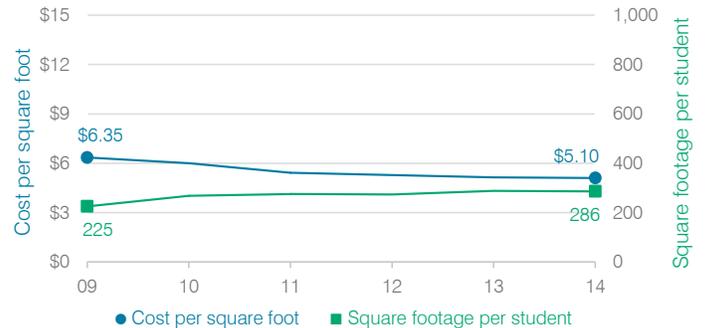
Administrative cost per student



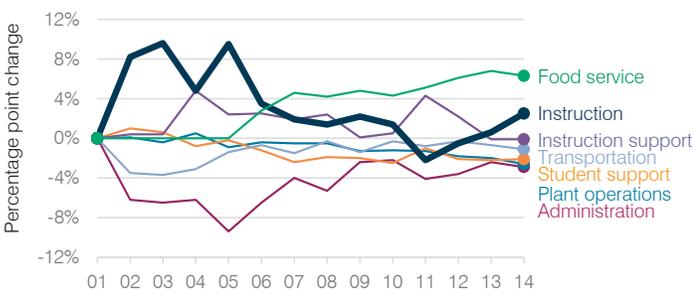
Total operational and instructional spending per student



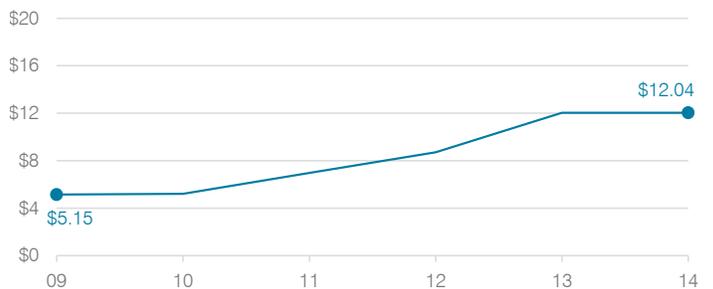
Plant cost per square foot and square footage per student



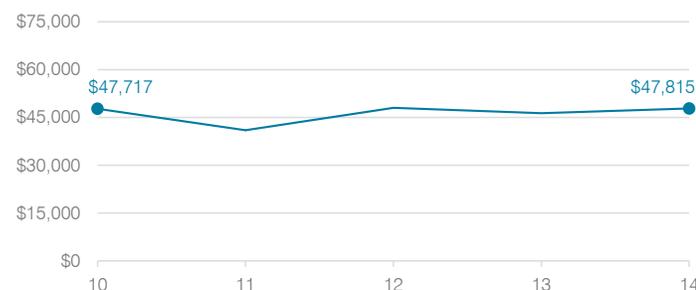
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Bouse Elementary School District

La Paz County

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

Legislative district(s): 5

District size, location:

Very small, Rural

Students attending:

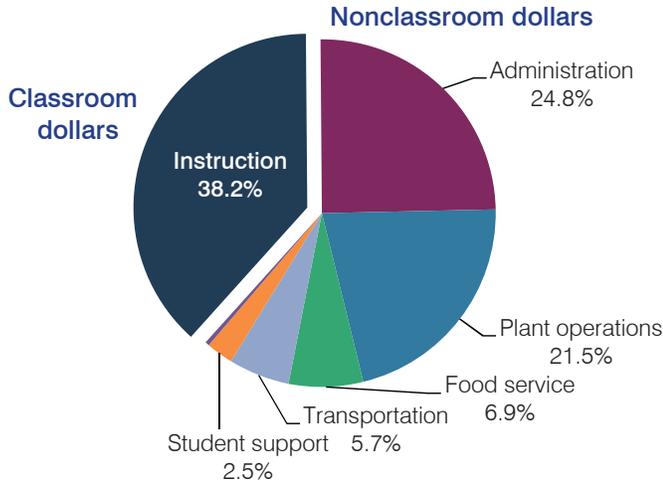
32

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased 8 percent. Spending in the classroom decreased overall from 51 to 38.2 percent. Spending on all nonclassroom areas varied year to year, as is common for very small districts. Spending on administration, plant operations, and transportation increased substantially and spending on food service increased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$5,215	\$2,835	\$757
	Students per administrator	13	28	68
Plant operations	Cost per square foot	\$10.72	\$6.51	\$6.04
	Square footage per student	422	351	153
Food service	Cost per meal equivalent	\$6.20	\$5.02	\$2.69
Transportation	Cost per mile	\$1.55	\$1.61	\$3.62
	Cost per rider	\$1,228	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$17,628	\$21,070	\$16,101	\$7,578	\$10,667
Classroom dollars	7,438	8,053	8,231	4,073	6,495
Nonclassroom dollars:	10,190	13,017	7,870	3,505	4,172
Administration	4,333	5,215	2,835	757	1,160
Plant operations	3,021	4,526	2,137	923	1,008
Food service	1,317	1,459	901	405	429
Transportation	816	1,206	1,072	373	464
Student support	317	532	536	600	594
Instruction support	386	79	389	447	517

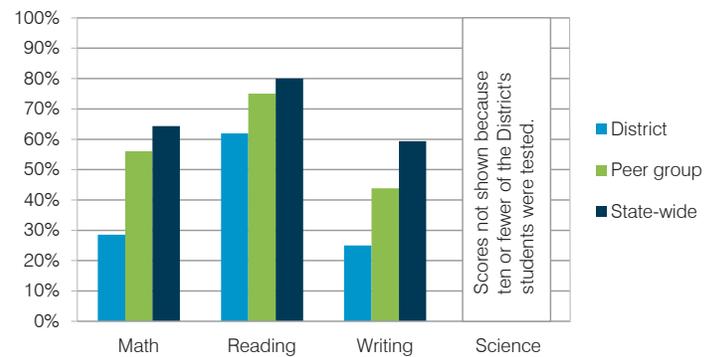
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	29%	30%	24%
Students per teacher	7.9	13.0	18.6
Average teacher salary	\$27,431	\$44,780	\$46,026
Amount from Proposition 301	\$1,682	\$3,720	\$4,810
Average years of teacher experience	11.0	14.2	10.9
Percentage of teachers in first 3 years	0%	15%	20%

Financial stress assessment

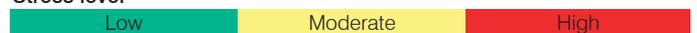
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

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

Stress level



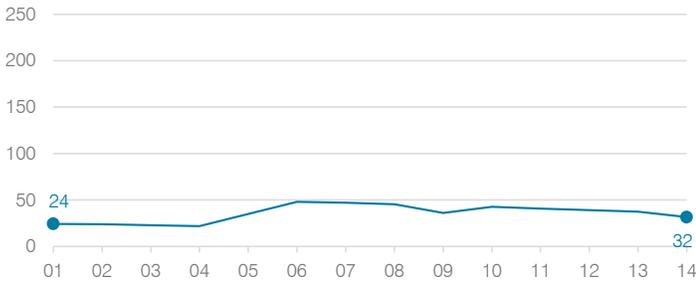
Bouse Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	59.8	58.9	48.2	49.1	49.6	50.5	54.4	54.7	51.0	48.1	42.2	46.9	42.2	38.2

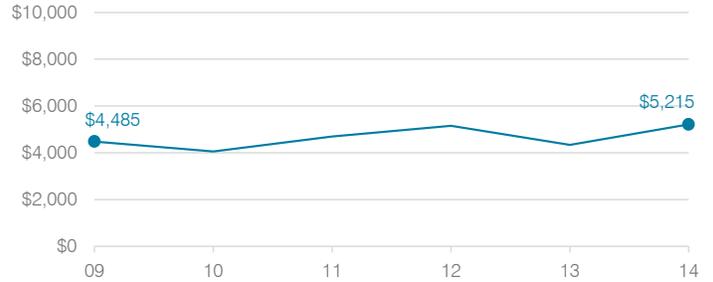
OPERATIONAL TRENDS

Fiscal years as indicated

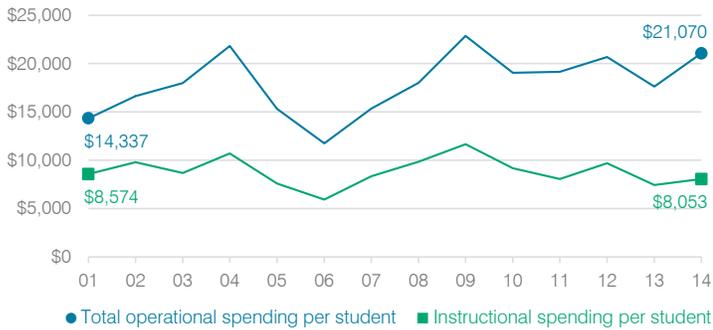
Students attending



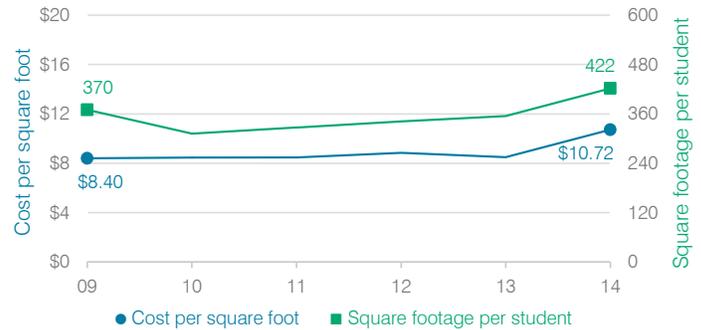
Administrative cost per student



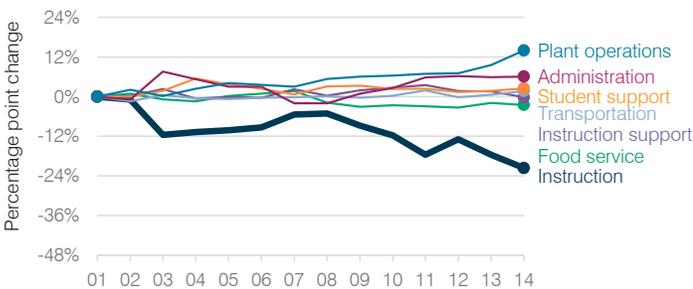
Total operational and instructional spending per student



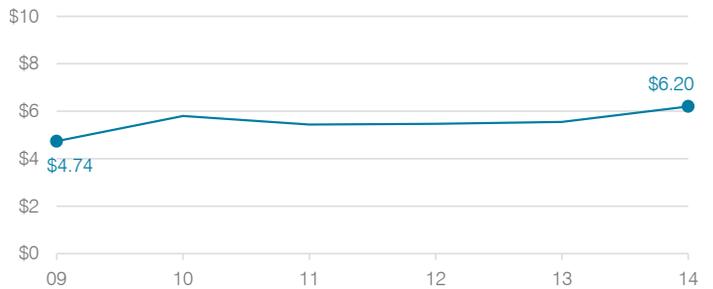
Plant cost per square foot and square footage per student



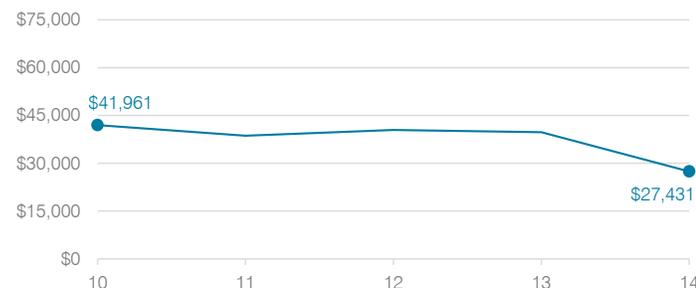
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



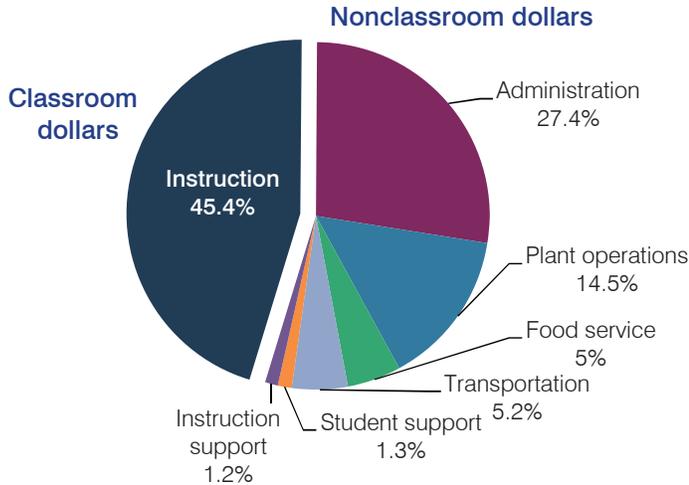
Bowie Unified School District

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

District size, location: Very small, Rural
 Students attending: 49
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Student enrollment decreased by 37 percent, which contributed to the 22 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 51.1 to 45.4 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Spending on administration increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$6,617	\$2,835	\$757
	Students per administrator	13	28	68
Plant operations	Cost per square foot	\$3.77	\$6.51	\$6.04
	Square footage per student	928	351	153
Food service	Cost per meal equivalent	\$6.91	\$5.02	\$2.69
Transportation	Cost per mile	\$1.56	\$1.61	\$3.62
	Cost per rider	\$2,153	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$25,631	\$24,131	\$16,101	\$7,578	\$10,667
Classroom dollars	13,047	10,960	8,231	4,073	6,495
Nonclassroom dollars:	12,584	13,171	7,870	3,505	4,172
Administration	5,124	6,617	2,835	757	1,160
Plant operations	3,597	3,502	2,137	923	1,008
Food service	1,186	1,200	901	405	429
Transportation	1,211	1,268	1,072	373	464
Student support	297	303	536	600	594
Instruction support	1,169	281	389	447	517

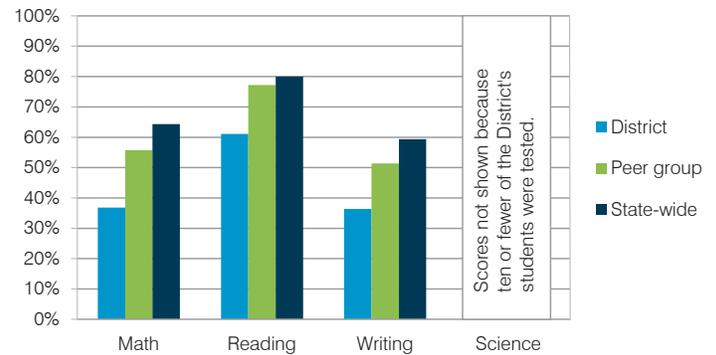
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	98%	94%	95%
Graduation rate (2013)	N/A	86%	75%
Poverty rate (2013)	19%	15%	24%
Students per teacher	9.8	16.1	18.6
Average teacher salary	\$42,827	\$41,932	\$46,026
Amount from Proposition 301	\$4,525	\$4,526	\$4,810
Average years of teacher experience	9.4	10.2	10.9
Percentage of teachers in first 3 years	20%	21%	20%

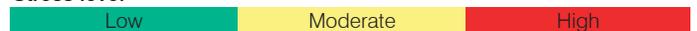
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

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

Stress level



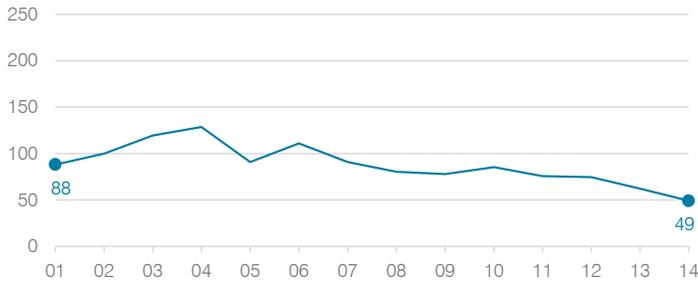
Bowie Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	52.8	56.9	60.3	57.1	57.5	60.7	56.4	53.7	51.1	53.8	52.1	54.9	50.9	45.4

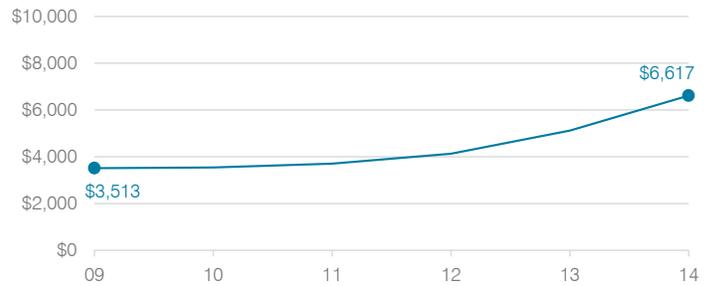
OPERATIONAL TRENDS

Fiscal years as indicated

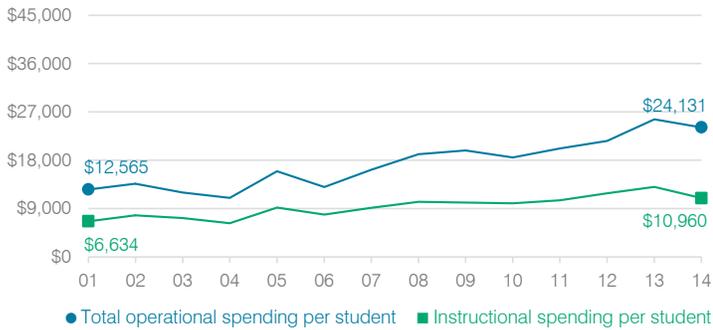
Students attending



Administrative cost per student



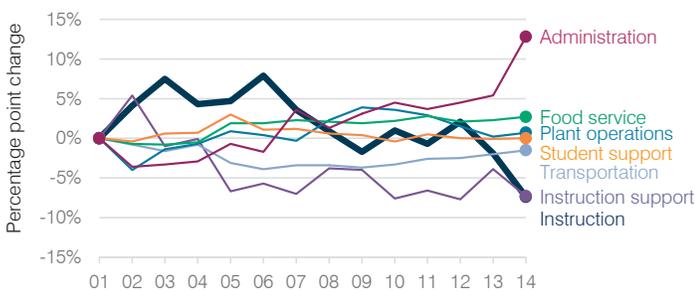
Total operational and instructional spending per student



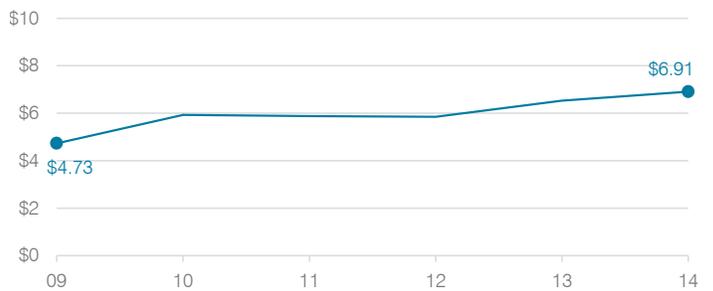
Plant cost per square foot and square footage per student



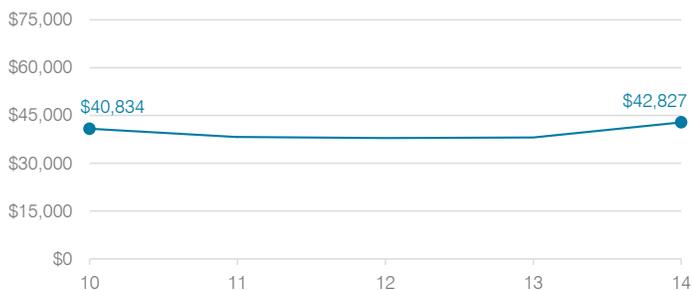
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



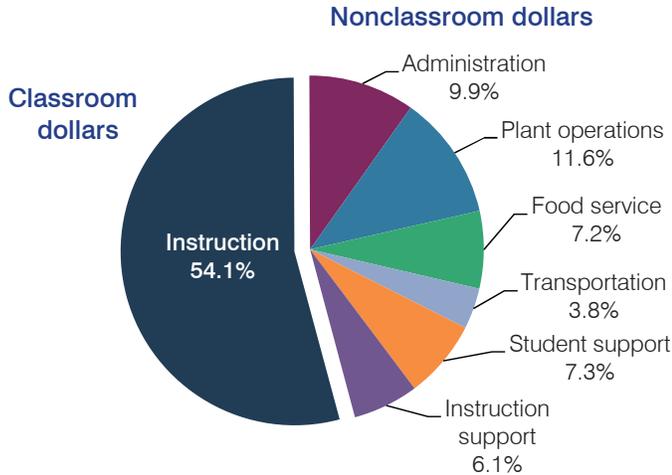
Buckeye Elementary School District

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

District size, location: Medium-large, Suburb
 Students attending: 4,551
 Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 1 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 54.9 to 54.1 percent. Overall, spending on plant operations and transportation increased and spending on student support increased slightly, while spending on administration decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$628	\$895	\$757
	Students per administrator	106	69	68
Plant operations	Cost per square foot	\$6.37	\$6.19	\$6.04
	Square footage per student	115	143	153
Food service	Cost per meal equivalent	\$2.71	\$2.48	\$2.69
Transportation	Cost per mile	\$3.49	\$4.98	\$3.62
	Cost per rider	\$730	\$909	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$6,176	\$6,326	\$7,656	\$7,578	\$10,667
Classroom dollars	3,293	3,424	3,929	4,073	6,495
Nonclassroom dollars:	2,883	2,902	3,727	3,505	4,172
Administration	607	628	895	757	1,160
Plant operations	757	736	879	923	1,008
Food service	472	455	558	405	429
Transportation	223	236	291	373	464
Student support	481	461	580	600	594
Instruction support	343	386	524	447	517

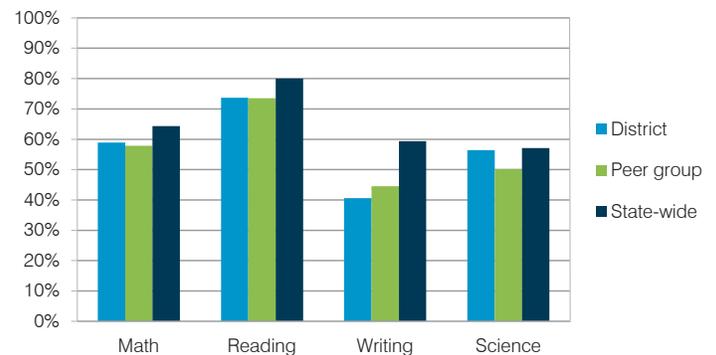
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	24%	26%	24%
Students per teacher	18.4	19.7	18.6
Average teacher salary	\$36,348	\$40,842	\$46,026
Amount from Proposition 301	\$5,259	\$3,876	\$4,810
Average years of teacher experience	6.7	7.6	10.9
Percentage of teachers in first 3 years	35%	34%	20%

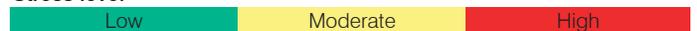
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



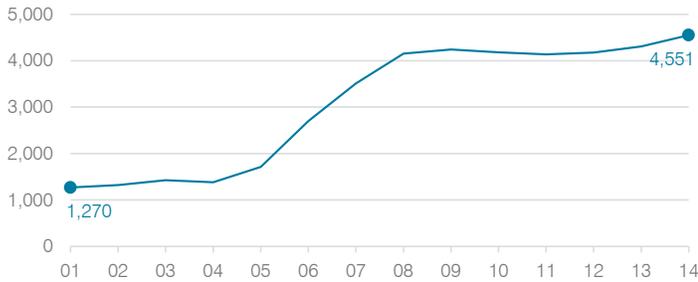
Buckeye Elementary School District

Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014
 53.9 58.6 60.1 57.9 61.4 60.3 63.0 60.8 54.9 55.4 56.6 52.0 53.3 54.1

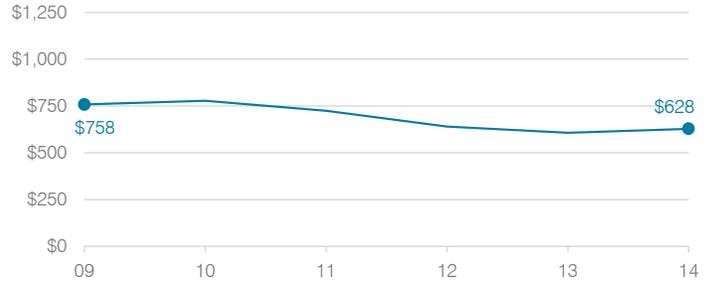
OPERATIONAL TRENDS

Fiscal years as indicated

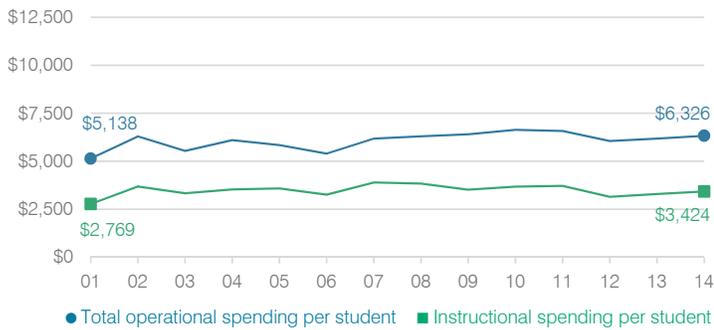
Students attending



Administrative cost per student



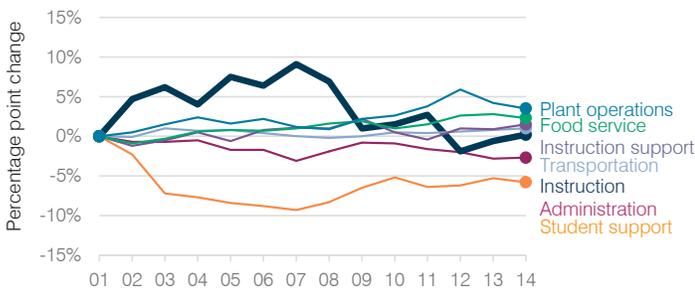
Total operational and instructional spending per student



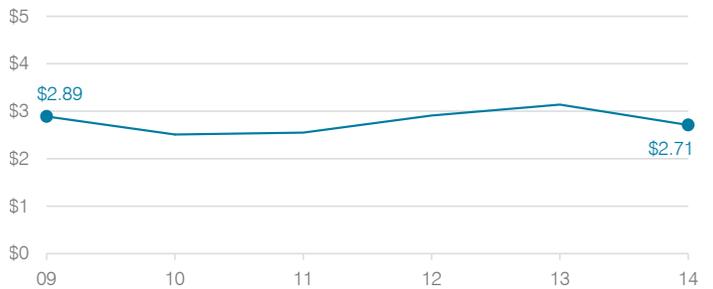
Plant cost per square foot and square footage per student



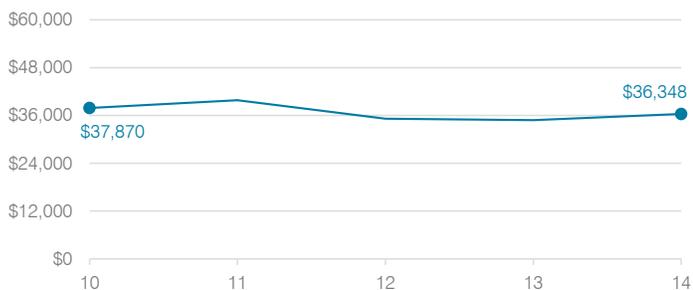
Changes in operational spending percentages



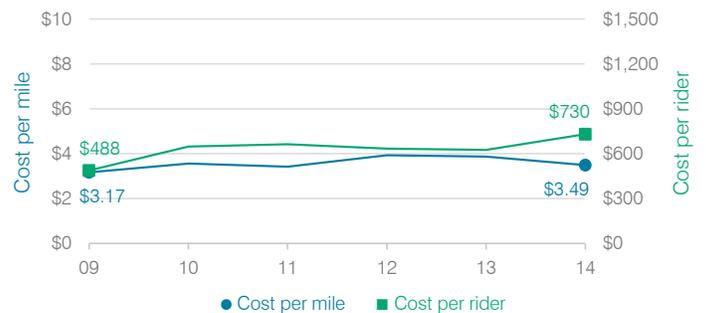
Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



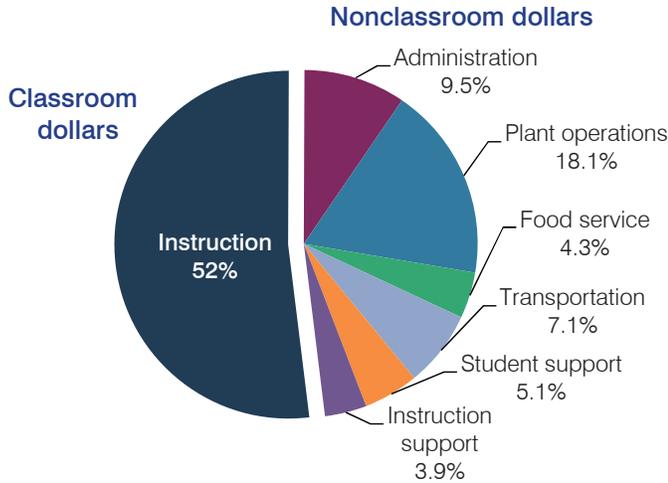
Buckeye Union High School District

Maricopa County
 Efficiency peer groups 3 and T-5, Achievement peer group 8
 Legislative district(s): 4 and 13

District size, location: Medium-large, Suburb
 Students attending: 3,860
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil returned to 2009 levels, but spending in the classroom decreased from 56.8 to 52 percent. Overall, spending on plant operations increased substantially and spending on administration and food service increased slightly. Spending on instruction support decreased, while spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$716	\$771	\$757
	Students per administrator	71	69	68
Plant operations	Cost per square foot	\$7.11	\$5.92	\$6.04
	Square footage per student	192	163	153
Food service	Cost per meal equivalent	\$2.77	\$2.82	\$2.69
Transportation	Cost per mile	\$2.57	\$3.47	\$3.62
	Cost per rider	\$1,170	\$1,326	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$7,356	\$7,555	\$7,182	\$7,578	\$10,667
Classroom dollars	3,819	3,927	3,829	4,073	6,495
Nonclassroom dollars:	3,537	3,628	3,353	3,505	4,172
Administration	653	716	771	757	1,160
Plant operations	1,289	1,366	955	923	1,008
Food service	353	323	324	405	429
Transportation	535	537	426	373	464
Student support	407	386	561	600	594
Instruction support	300	300	316	447	517

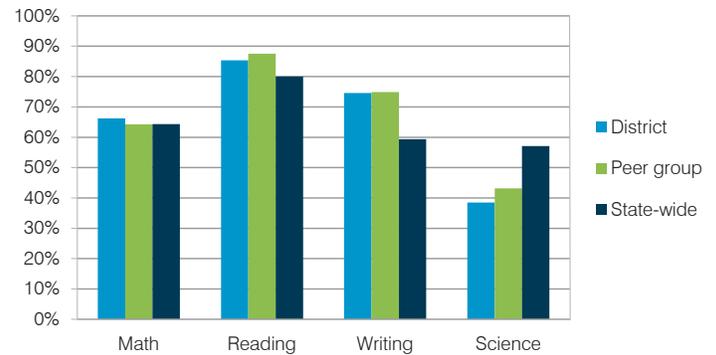
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	95%
Graduation rate (2013)	83%	80%	75%
Poverty rate (2013)	17%	19%	24%
Students per teacher	23.5	22.8	18.6
Average teacher salary	\$48,371	\$48,393	\$46,026
Amount from Proposition 301	\$7,320	\$6,719	\$4,810
Average years of teacher experience	10.2	9.6	10.9
Percentage of teachers in first 3 years	18%	24%	20%

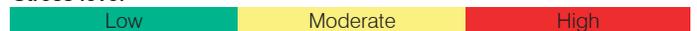
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	1.6%, Varying
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant

Stress level



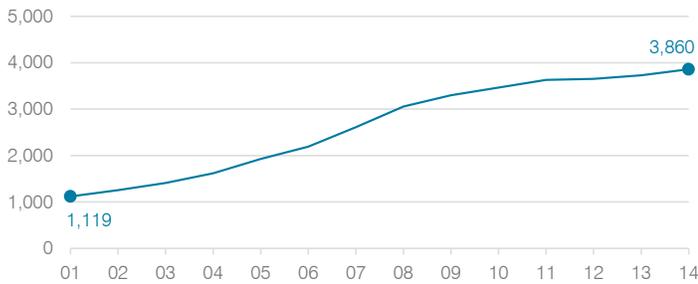
Buckeye Union High School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	48.3	51.2	52.1	54.2	52.1	51.7	55.6	55.5	56.8	53.8	53.5	53.3	51.9	52.0

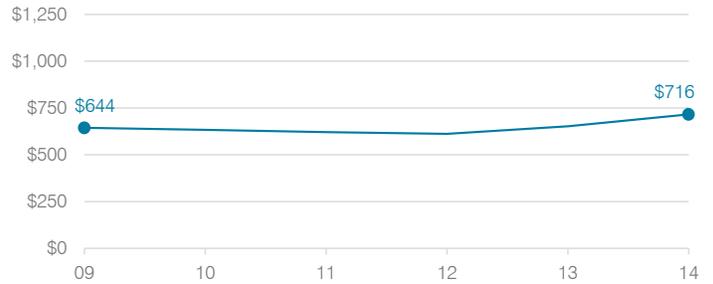
OPERATIONAL TRENDS

Fiscal years as indicated

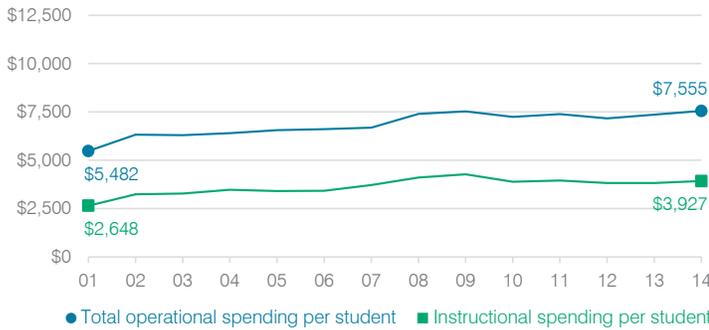
Students attending



Administrative cost per student



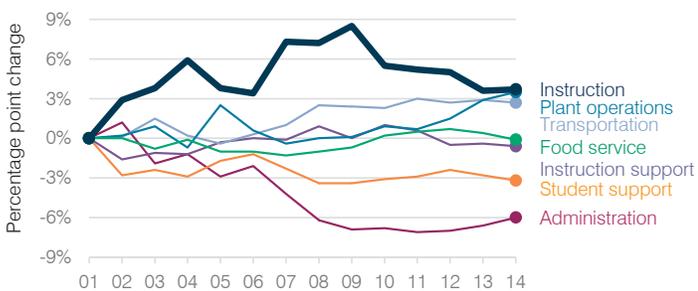
Total operational and instructional spending per student



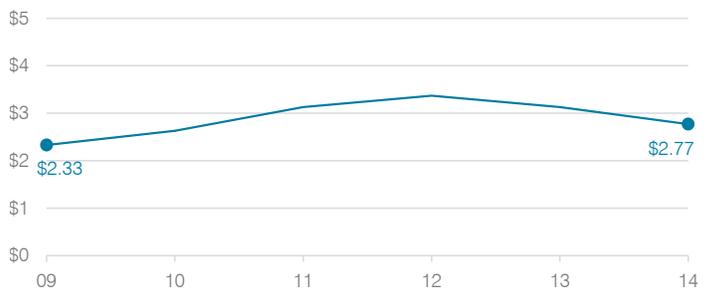
Plant cost per square foot and square footage per student



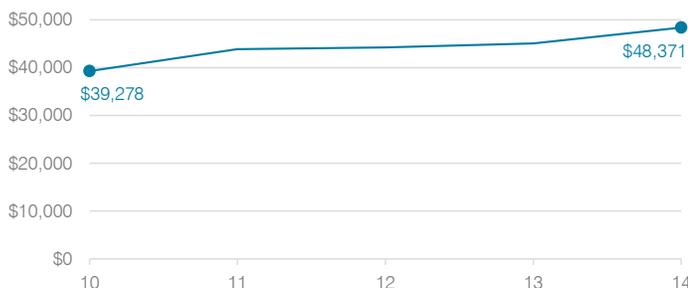
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



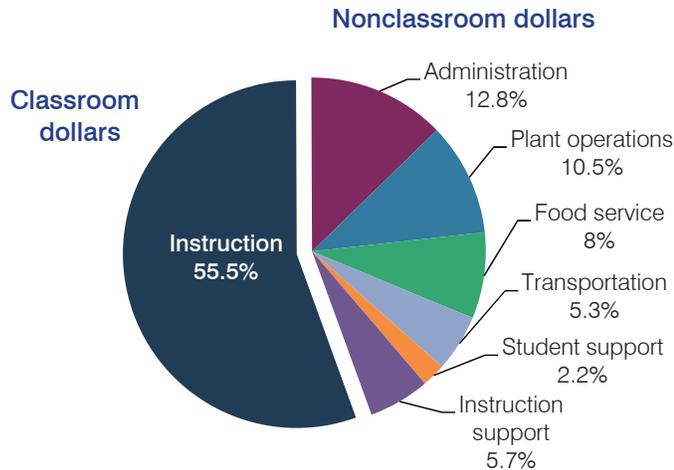
Bullhead City Elementary School District

Mohave County
 Efficiency peer groups 9 and T-6, Achievement peer group 20
 Legislative district(s): 5

District size, location: Medium-large, Town
 Students attending: 2,875
 Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 12 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 59.4 to 55.5 percent. Overall, spending on plant operations and food service increased substantially and spending on transportation increased slightly. Spending on student support and instruction support decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$904	\$974	\$757
	Students per administrator	78	65	68
Plant operations	Cost per square foot	\$5.66	\$6.55	\$6.04
	Square footage per student	131	140	153
Food service	Cost per meal equivalent	\$2.33	\$2.82	\$2.69
Transportation	Cost per mile	\$3.91	\$3.73	\$3.62
	Cost per rider	\$340	\$512	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$6,892	\$7,084	\$7,678	\$7,578	\$10,667
Classroom dollars	3,941	3,933	3,796	4,073	6,495
Nonclassroom dollars:	2,951	3,151	3,882	3,505	4,172
Administration	802	904	974	757	1,160
Plant operations	550	743	902	923	1,008
Food service	675	564	549	405	429
Transportation	387	375	496	373	464
Student support	154	159	463	600	594
Instruction support	383	406	498	447	517

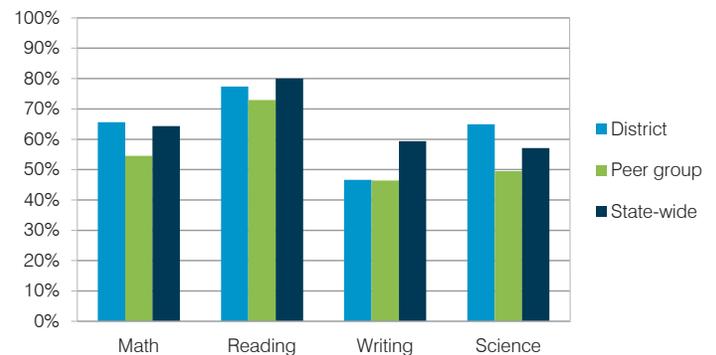
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	2	33%
B	3	50%
C	1	17%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	44%	39%	24%
Students per teacher	18.2	15.0	18.6
Average teacher salary	\$45,189	\$47,060	\$46,026
Amount from Proposition 301	\$5,343	\$3,492	\$4,810
Average years of teacher experience	7.6	11.8	10.9
Percentage of teachers in first 3 years	35%	15%	20%

Financial stress assessment

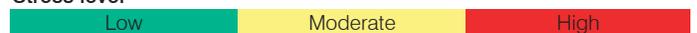
Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Assessment

Change in number of district students	Concentrated decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.6%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

Stress level

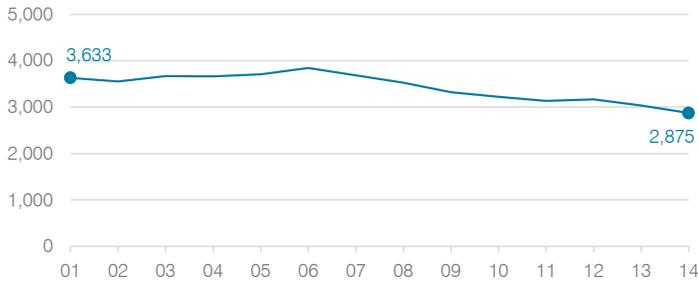


Bullhead City Elementary School District

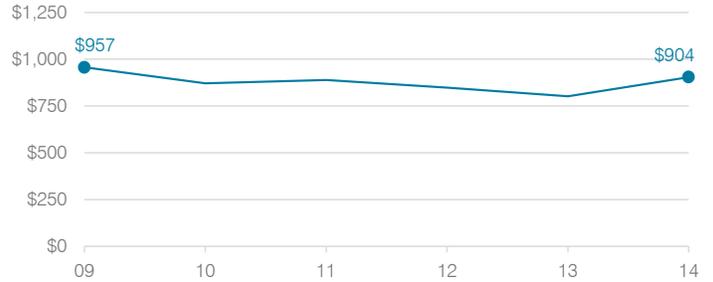
Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014
 64.1 62.3 62.9 61.3 60.9 63.4 60.0 61.9 59.5 57.0 56.6 59.6 57.2 55.5

OPERATIONAL TRENDS Fiscal years as indicated

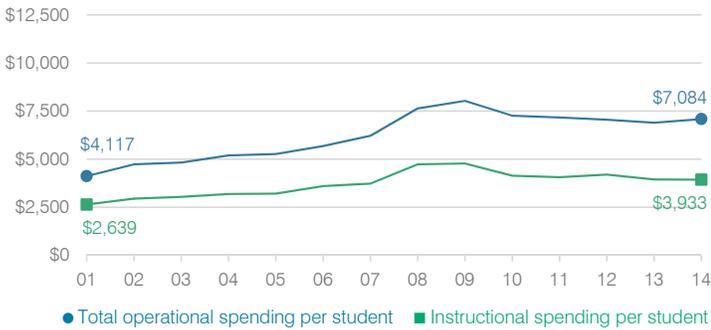
Students attending



Administrative cost per student



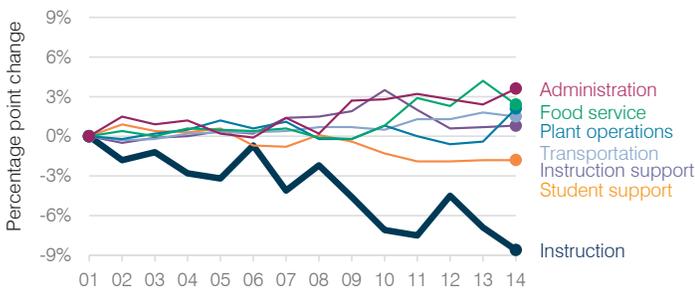
Total operational and instructional spending per student



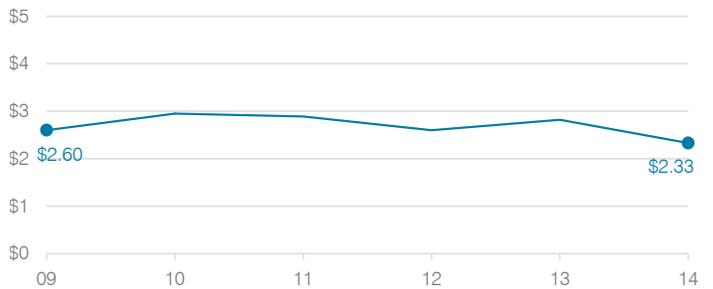
Plant cost per square foot and square footage per student



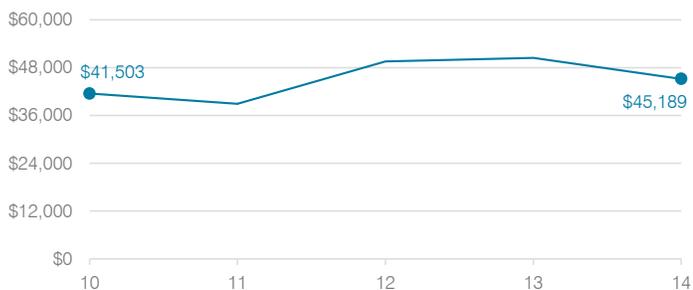
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



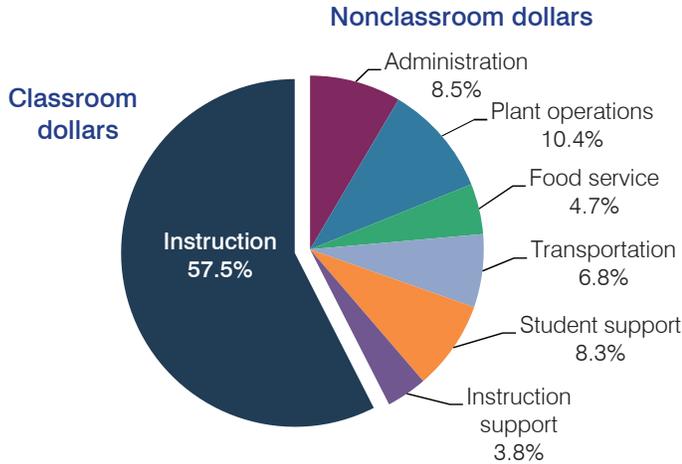
Camp Verde Unified School District

Yavapai County
 Efficiency peer groups 5 and T-9, Achievement peer group 6
 Legislative district(s): 1 and 6

District size, location: Medium, Rural
 Students attending: 1,436
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 1 percent. Spending in the classroom increased overall from 55.7 to 57.5 percent. Spending on most nonclassroom areas was very inconsistent year to year. Overall, spending on administration and plant operations decreased, while spending on transportation increased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$616	\$1,016	\$757
	Students per administrator	58	54	68
Plant operations	Cost per square foot	\$4.76	\$4.71	\$6.04
	Square footage per student	158	261	153
Food service	Cost per meal equivalent	\$2.30	\$3.28	\$2.69
Transportation	Cost per mile	\$2.46	\$2.32	\$3.62
	Cost per rider	\$895	\$981	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$6,812	\$7,221	\$8,082	\$7,578	\$10,667
Classroom dollars	3,809	4,150	4,193	4,073	6,495
Nonclassroom dollars:	3,003	3,071	3,889	3,505	4,172
Administration	555	616	1,016	757	1,160
Plant operations	752	753	1,145	923	1,008
Food service	341	336	389	405	429
Transportation	506	492	477	373	464
Student support	599	598	563	600	594
Instruction support	250	276	299	447	517

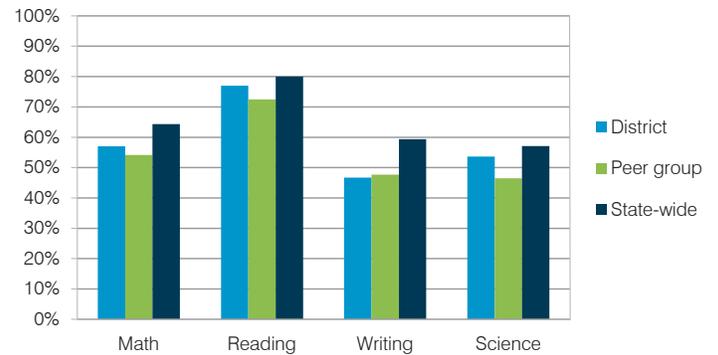
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	95%
Graduation rate (2013)	99%	78%	75%
Poverty rate (2013)	30%	32%	24%
Students per teacher	17.3	16.5	18.6
Average teacher salary	\$44,010	\$43,049	\$46,026
Amount from Proposition 301	\$6,026	\$5,173	\$4,810
Average years of teacher experience	9.5	12.0	10.9
Percentage of teachers in first 3 years	19%	19%	20%

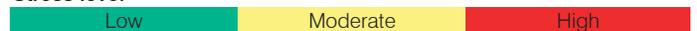
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.6%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



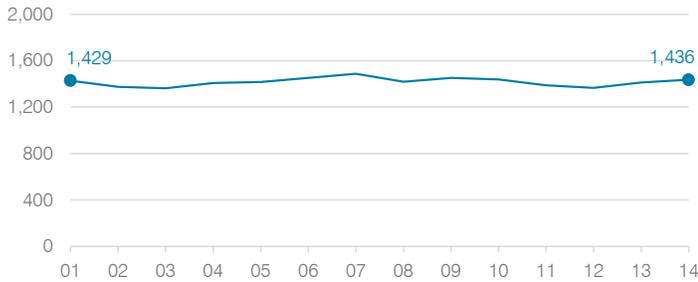
Camp Verde Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	55.2	56.2	53.8	56.3	55.4	54.2	55.4	55.2	55.7	52.6	53.4	53.5	55.9	57.5

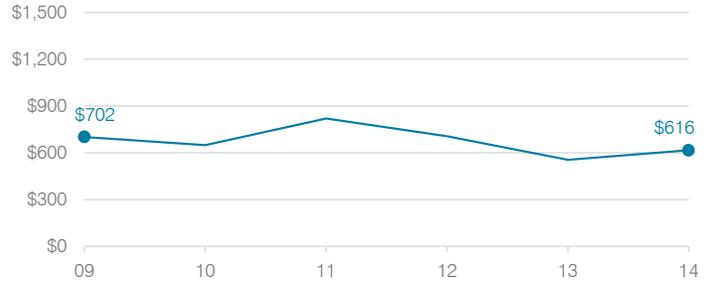
OPERATIONAL TRENDS

Fiscal years as indicated

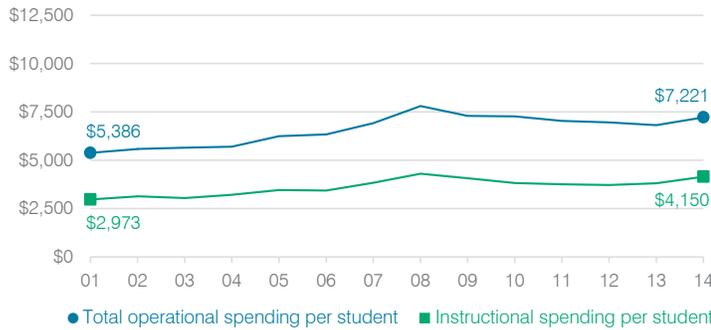
Students attending



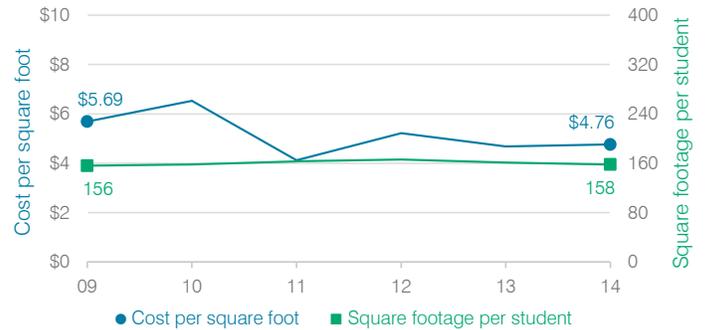
Administrative cost per student



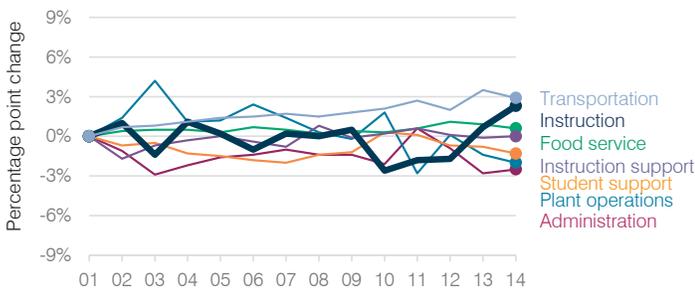
Total operational and instructional spending per student



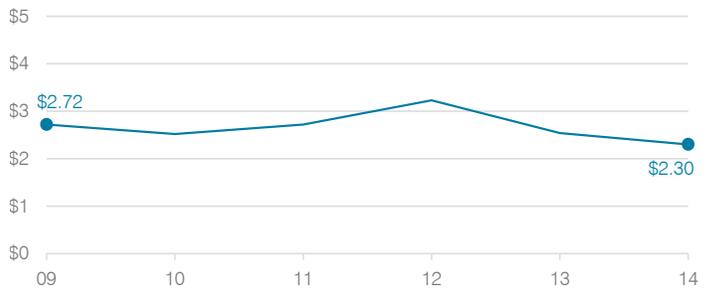
Plant cost per square foot and square footage per student



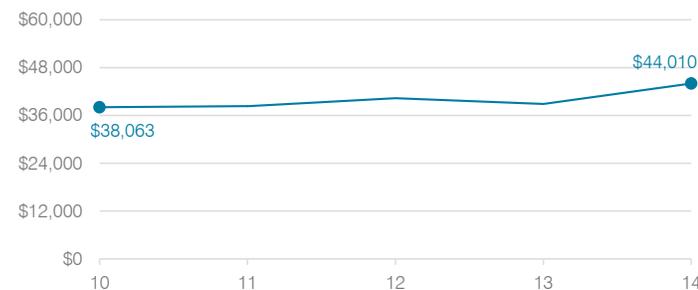
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Canon Elementary School District

Yavapai County

Efficiency peer groups 11 and T-11, Achievement peer group 16

Legislative district(s): 1

District size, location:

Very small, Rural

Students attending:

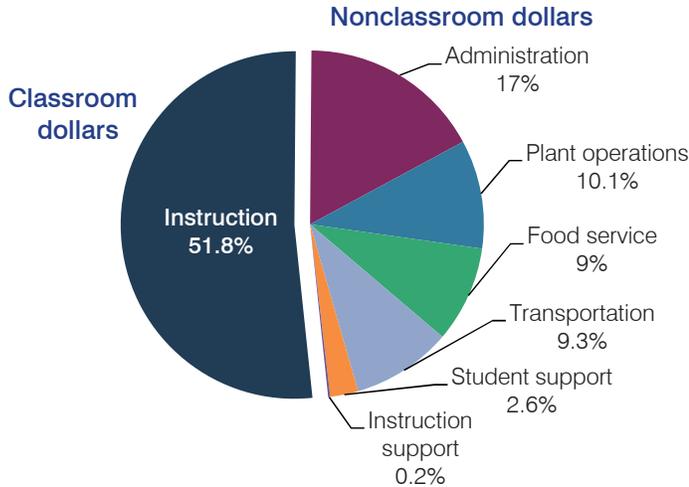
132

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Student enrollment decreased by 24 percent, which contributed to the 17 percent increase in total spending per pupil. Spending in the classroom varied year to year, ranging overall from a high of 53.3 to a low of 47.1 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,977	\$2,835	\$757
	Students per administrator	28	28	68
Plant operations	Cost per square foot	\$4.06	\$6.51	\$6.04
	Square footage per student	289	351	153
Food service	Cost per meal equivalent	\$4.31	\$5.02	\$2.69
Transportation	Cost per mile	\$1.62	\$1.61	\$3.62
	Cost per rider	\$1,315	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$10,830	\$11,616	\$16,101	\$7,578	\$10,667
Classroom dollars	5,634	6,018	8,231	4,073	6,495
Nonclassroom dollars:	5,196	5,598	7,870	3,505	4,172
Administration	1,543	1,977	2,835	757	1,160
Plant operations	1,189	1,175	2,137	923	1,008
Food service	976	1,045	901	405	429
Transportation	986	1,085	1,072	373	464
Student support	457	298	536	600	594
Instruction support	45	18	389	447	517

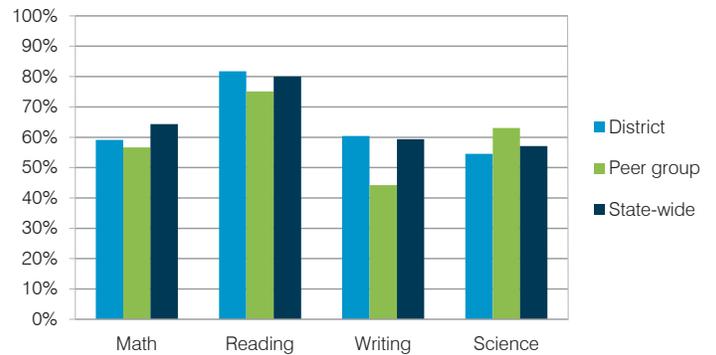
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	16%	9%	24%
Students per teacher	14.7	11.5	18.6
Average teacher salary	\$58,331	\$46,876	\$46,026
Amount from Proposition 301	\$1,431	\$3,288	\$4,810
Average years of teacher experience	6.2	12.6	10.9
Percentage of teachers in first 3 years	47%	11%	20%

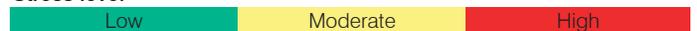
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.6%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

Stress level



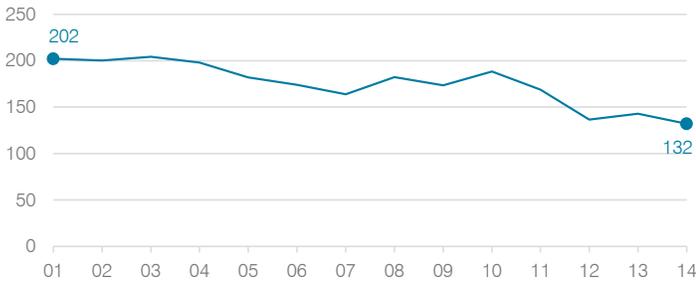
Canon Elementary School District

Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014
 47.9 48.8 48.5 49.5 48.1 50.5 51.3 47.4 51.7 50.1 53.3 47.1 52.0 51.8

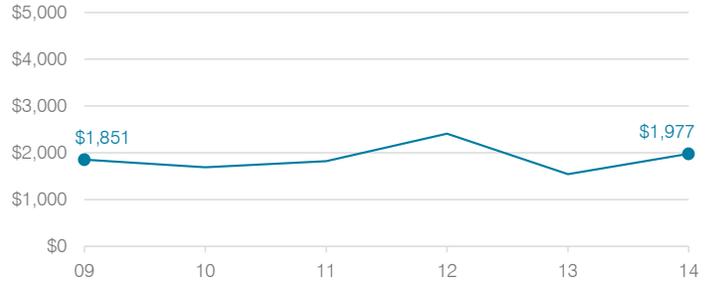
OPERATIONAL TRENDS

Fiscal years as indicated

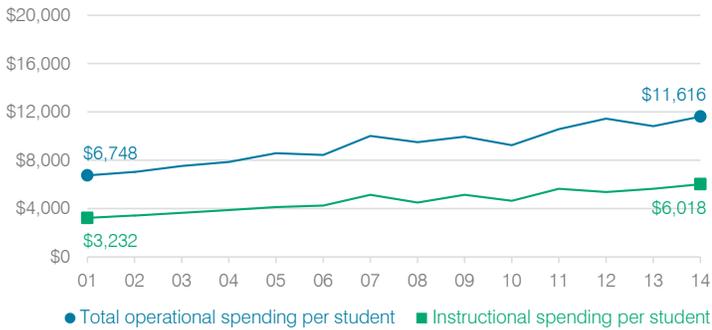
Students attending



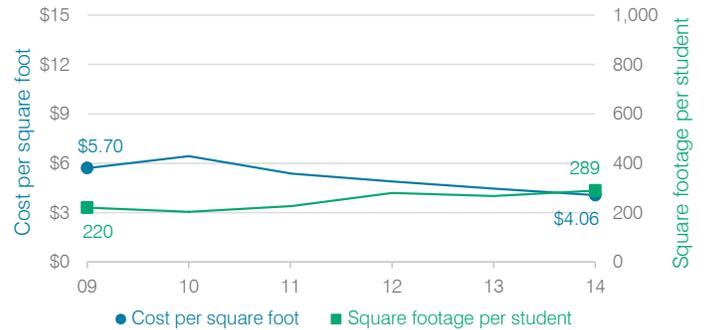
Administrative cost per student



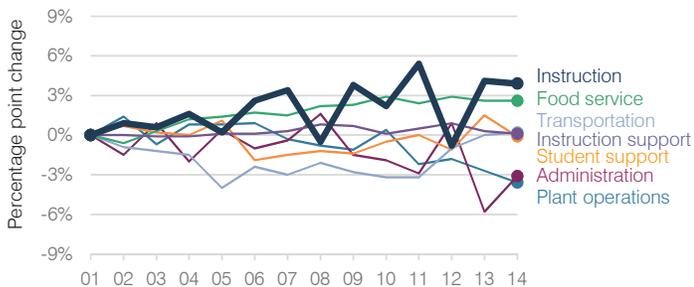
Total operational and instructional spending per student



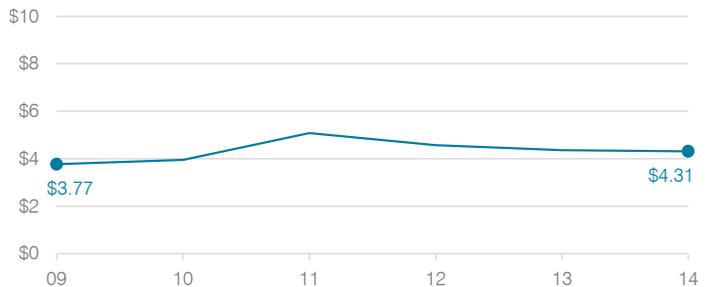
Plant cost per square foot and square footage per student



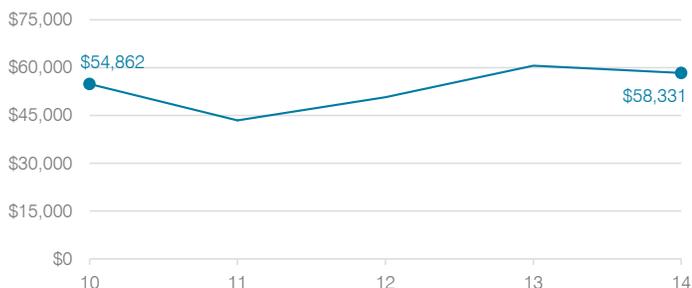
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



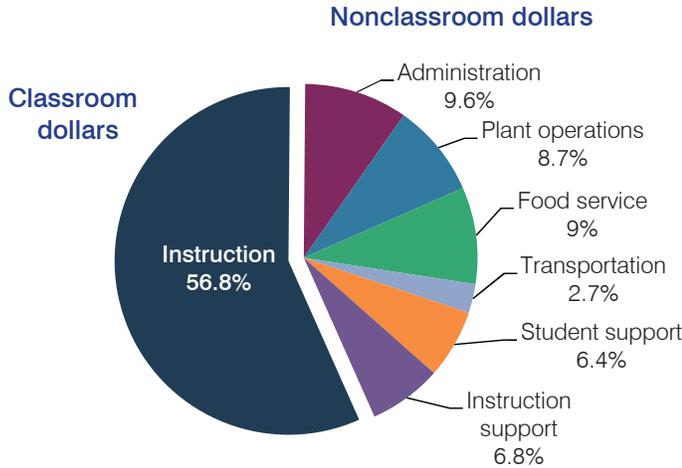
Cartwright Elementary School District

Maricopa County
 Efficiency peer groups 7 and T-2, Achievement peer group 15
 Legislative district(s): 19 and 29

District size, location: Large, City
 Students attending: 17,857
 Number of schools: 20

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 13 percent. Spending in the classroom decreased from 61.1 to 56.8 percent. Spending on food service increased substantially, spending on administration increased, and spending on transportation increased slightly. Spending on instruction support decreased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$677	\$726	\$757
	Students per administrator	87	77	68
Plant operations	Cost per square foot	\$5.27	\$6.09	\$6.04
	Square footage per student	116	131	153
Food service	Cost per meal equivalent	\$2.46	\$2.64	\$2.69
Transportation	Cost per mile	\$6.42	\$4.98	\$3.62
	Cost per rider	\$978	\$909	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$7,124	\$7,060	\$7,414	\$7,578	\$10,667
Classroom dollars	4,028	4,011	3,939	4,073	6,495
Nonclassroom dollars:	3,096	3,049	3,475	3,505	4,172
Administration	624	677	726	757	1,160
Plant operations	624	613	793	923	1,008
Food service	588	633	547	405	429
Transportation	168	188	308	373	464
Student support	494	454	575	600	594
Instruction support	598	484	526	447	517

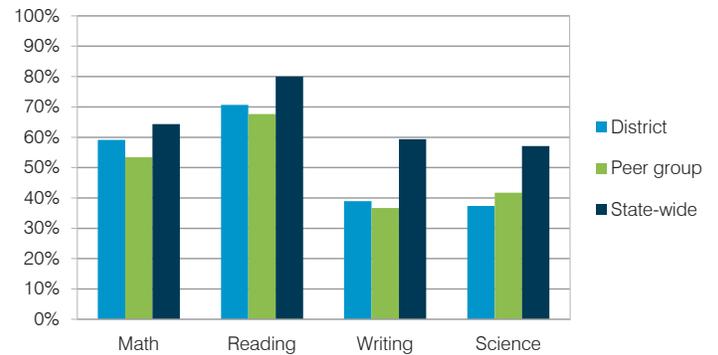
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	2	10%
B	11	55%
C	7	35%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	45%	52%	24%
Students per teacher	22.0	18.2	18.6
Average teacher salary	\$58,454	\$47,973	\$46,026
Amount from Proposition 301	\$6,347	\$4,193	\$4,810
Average years of teacher experience	7.2	8.8	10.9
Percentage of teachers in first 3 years	37%	33%	20%

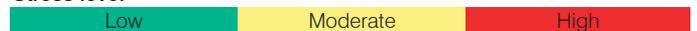
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.8%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



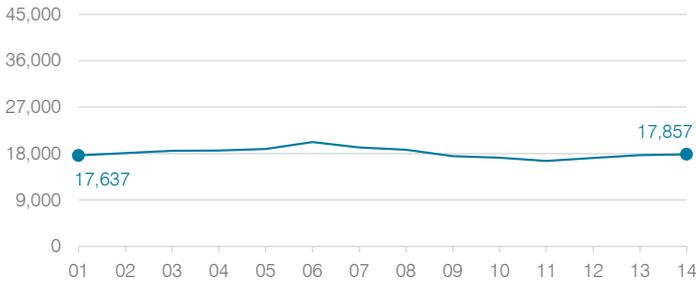
Cartwright Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	66.4	63.3	62.0	60.7	61.6	61.3	62.2	61.6	61.1	60.0	58.9	56.8	56.5	56.8

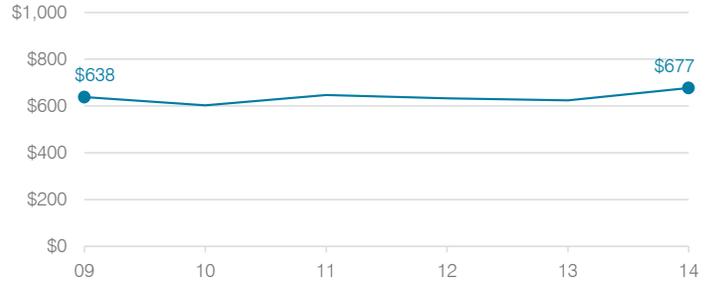
OPERATIONAL TRENDS

Fiscal years as indicated

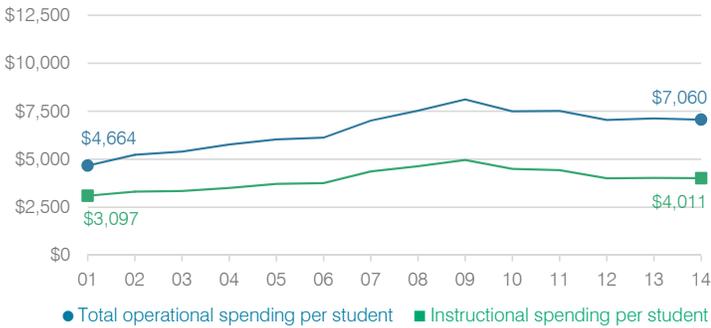
Students attending



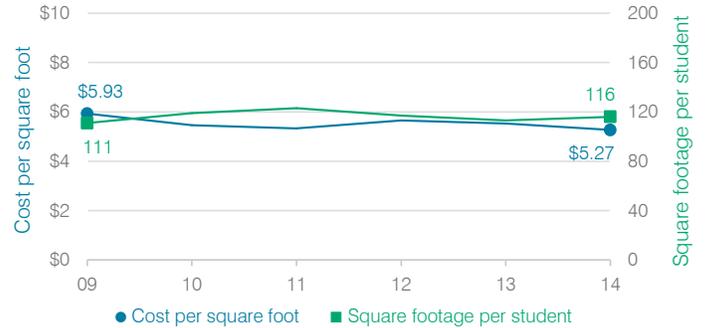
Administrative cost per student



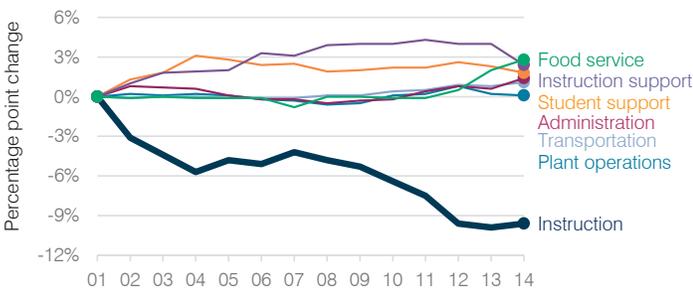
Total operational and instructional spending per student



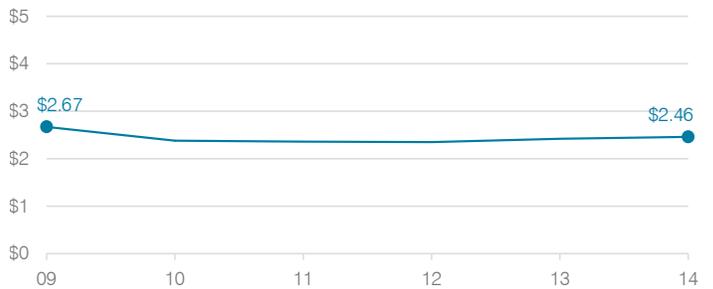
Plant cost per square foot and square footage per student



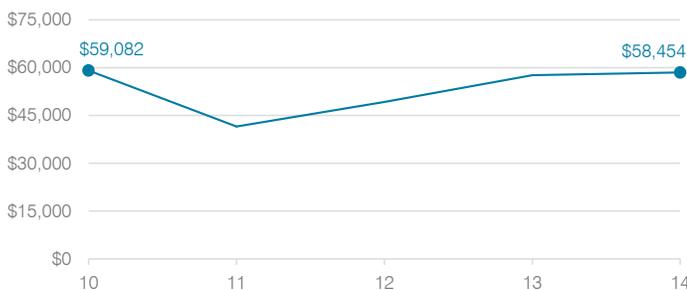
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



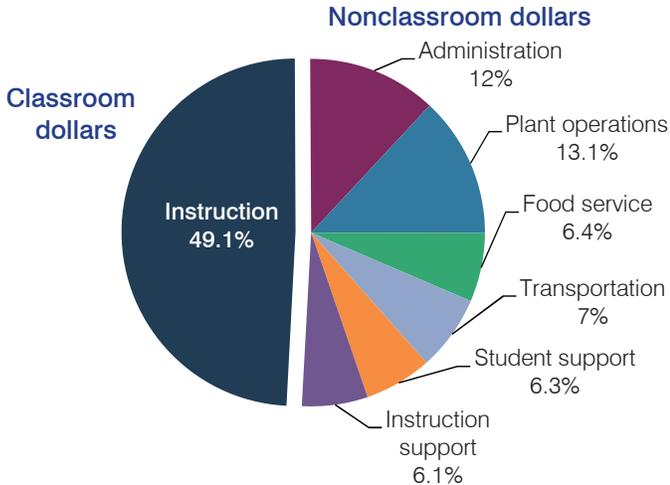
Casa Grande Elementary School District

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

District size, location: Medium-large, City
 Students attending: 6,725
 Number of schools: 12

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 1 percent. Spending in the classroom decreased from 54.4 to 49.1 percent. Spending on administration increased substantially, spending on plant operations and instruction support increased, and spending on food service increased slightly. Spending on student support decreased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$880	\$895	\$757
	Students per administrator	70	69	68
Plant operations	Cost per square foot	\$7.16	\$6.19	\$6.04
	Square footage per student	133	143	153
Food service	Cost per meal equivalent	\$2.71	\$2.48	\$2.69
Transportation	Cost per mile	\$3.63	\$3.54	\$3.62
	Cost per rider	\$996	\$1,065	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$6,987	\$7,307	\$7,656	\$7,578	\$10,667
Classroom dollars	3,449	3,589	3,929	4,073	6,495
Nonclassroom dollars:	3,538	3,718	3,727	3,505	4,172
Administration	785	880	895	757	1,160
Plant operations	897	955	879	923	1,008
Food service	445	468	558	405	429
Transportation	513	509	291	373	464
Student support	444	463	580	600	594
Instruction support	454	443	524	447	517

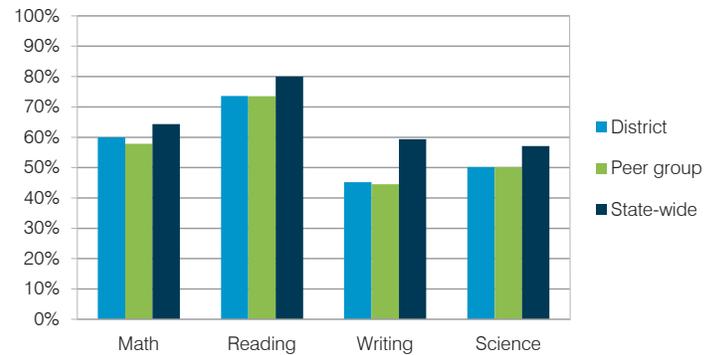
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	6	50%
C	6	50%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	25%	26%	24%
Students per teacher	18.7	19.7	18.6
Average teacher salary	\$40,927	\$40,842	\$46,026
Amount from Proposition 301	\$4,784	\$3,876	\$4,810
Average years of teacher experience	8.8	7.6	10.9
Percentage of teachers in first 3 years	27%	34%	20%

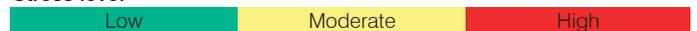
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant

Stress level



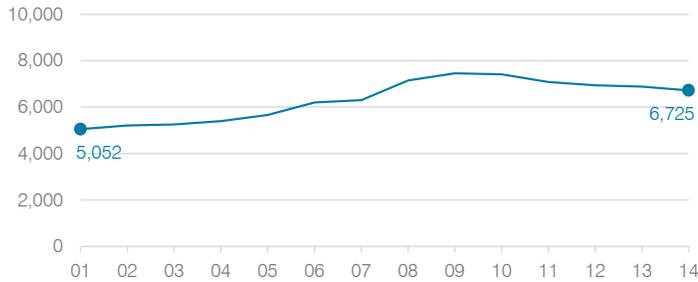
Casa Grande Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	56.9	56.8	56.4	56.0	54.5	55.2	54.0	52.8	54.4	52.4	51.8	49.8	49.4	49.1

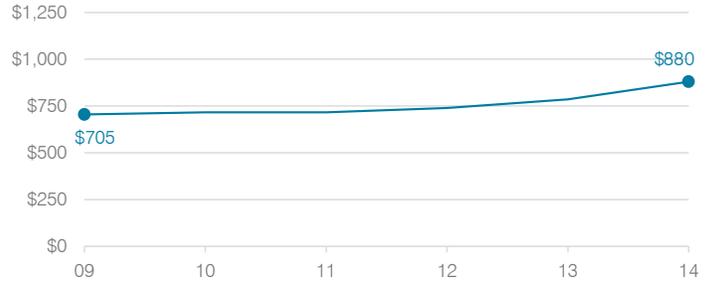
OPERATIONAL TRENDS

Fiscal years as indicated

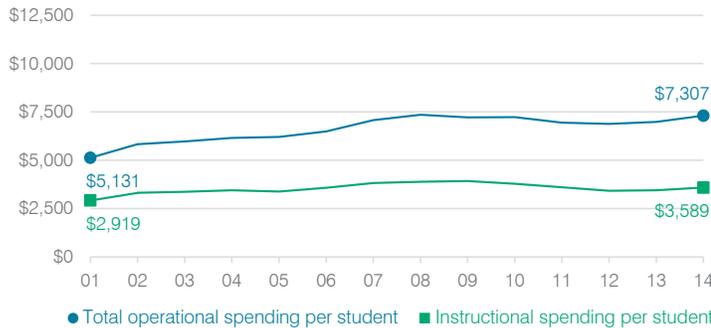
Students attending



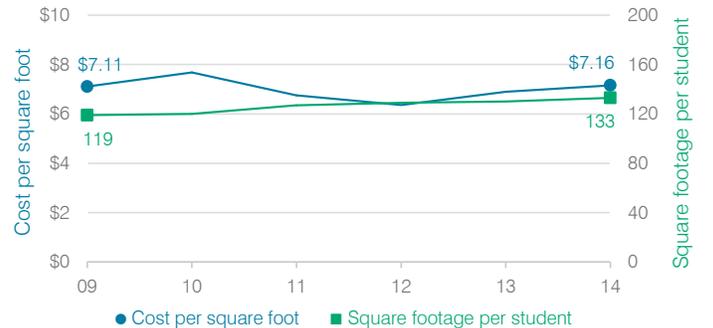
Administrative cost per student



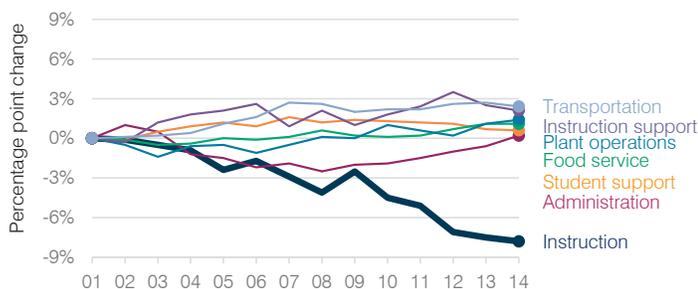
Total operational and instructional spending per student



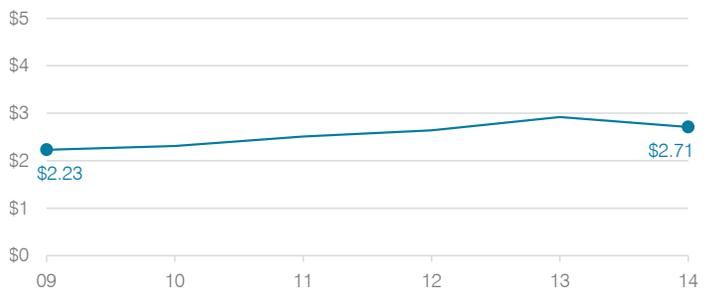
Plant cost per square foot and square footage per student



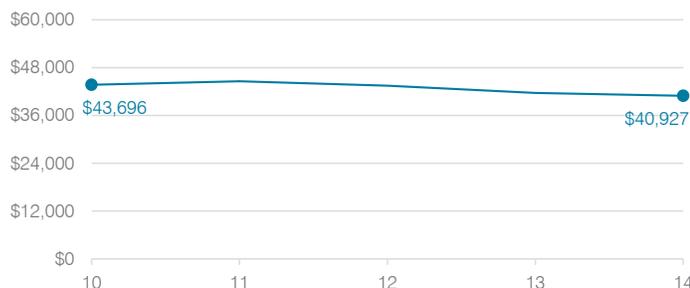
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



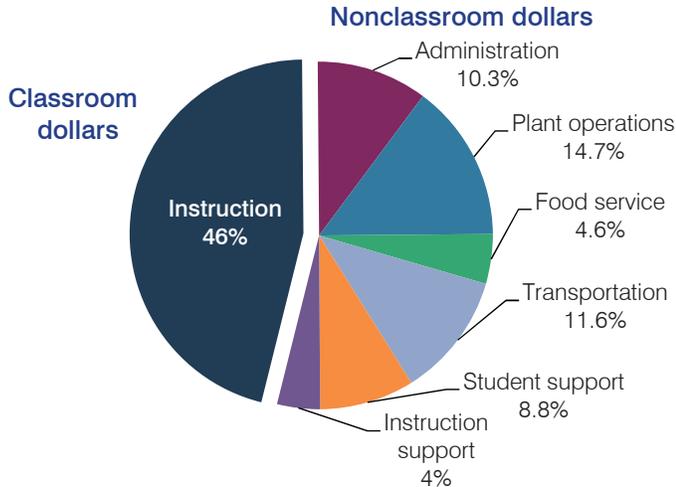
Casa Grande Union High School District

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

District size, location: Medium-large, City
 Students attending: 3,718
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 4 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 53.3 to 46 percent. Spending on plant operations and instruction support increased substantially and spending on transportation increased. Spending on most other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$786	\$771	\$757
	Students per administrator	68	69	68
Plant operations	Cost per square foot	\$6.91	\$5.92	\$6.04
	Square footage per student	162	163	153
Food service	Cost per meal equivalent	\$2.63	\$2.82	\$2.69
Transportation	Cost per mile	\$2.99	\$3.47	\$3.62
	Cost per rider	\$1,044	\$1,326	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$7,904	\$7,661	\$7,182	\$7,578	\$10,667
Classroom dollars	3,861	3,526	3,829	4,073	6,495
Nonclassroom dollars:	4,043	4,135	3,353	3,505	4,172
Administration	784	786	771	757	1,160
Plant operations	1,107	1,122	955	923	1,008
Food service	419	355	324	405	429
Transportation	891	886	426	373	464
Student support	638	676	561	600	594
Instruction support	204	310	316	447	517

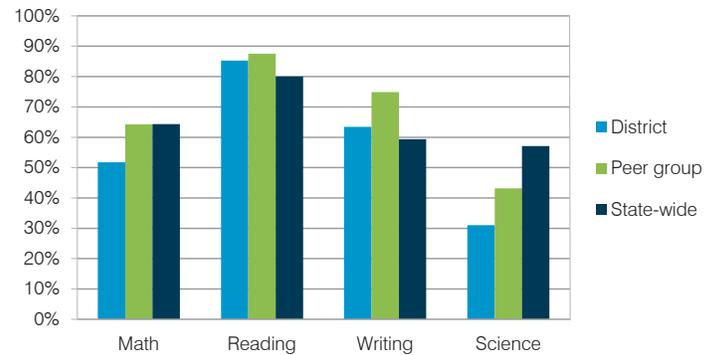
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	73%	80%	75%
Poverty rate (2013)	24%	19%	24%
Students per teacher	24.5	22.8	18.6
Average teacher salary	\$48,253	\$48,393	\$46,026
Amount from Proposition 301	\$8,051	\$6,719	\$4,810
Average years of teacher experience	11.1	9.6	10.9
Percentage of teachers in first 3 years	17%	24%	20%

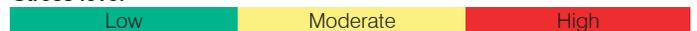
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Marginally compliant

Stress level



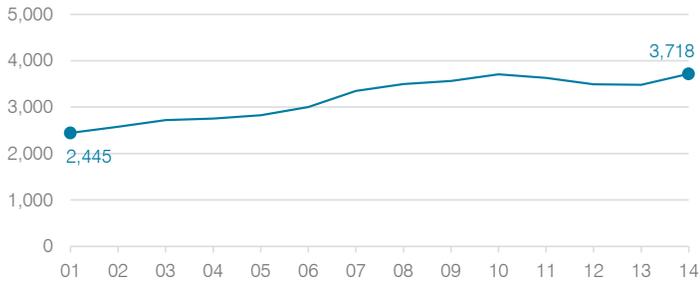
Casa Grande Union High School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	54.4	56.2	55.8	55.1	53.3	54.0	53.5	56.4	53.3	48.1	45.2	47.2	48.9	46.0

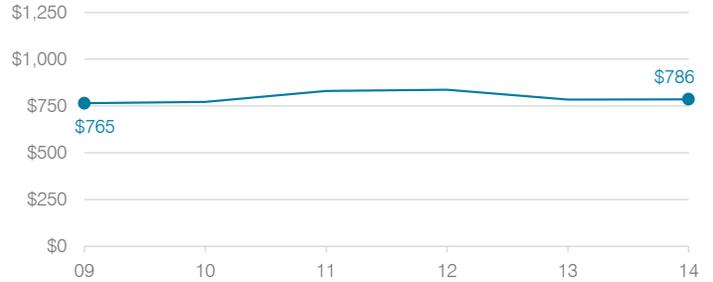
OPERATIONAL TRENDS

Fiscal years as indicated

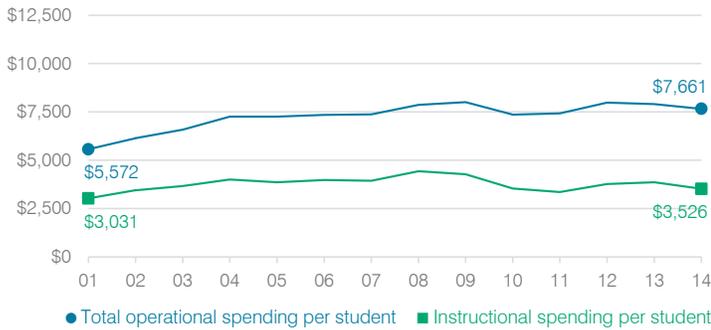
Students attending



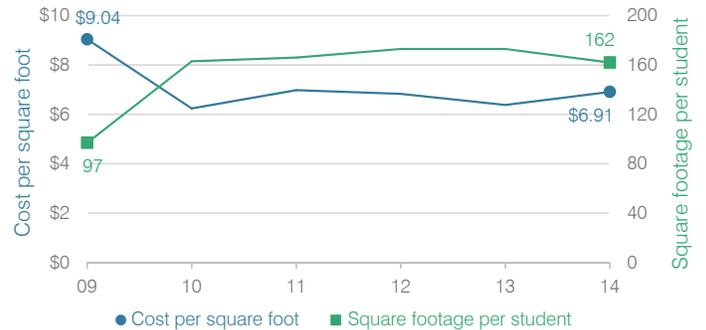
Administrative cost per student



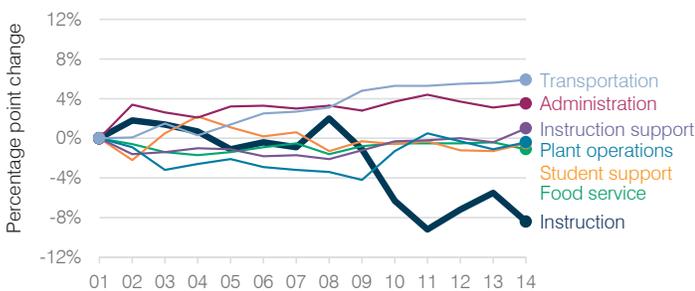
Total operational and instructional spending per student



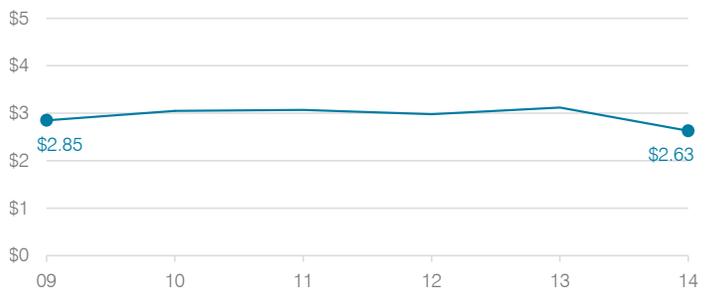
Plant cost per square foot and square footage per student



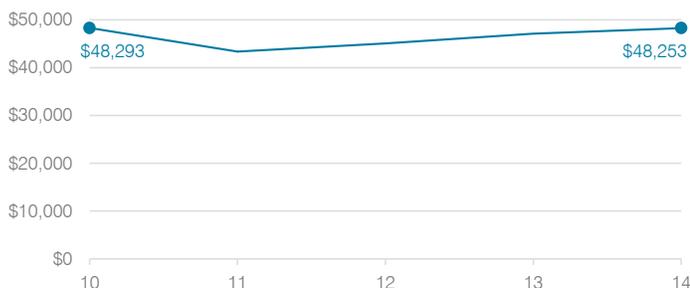
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



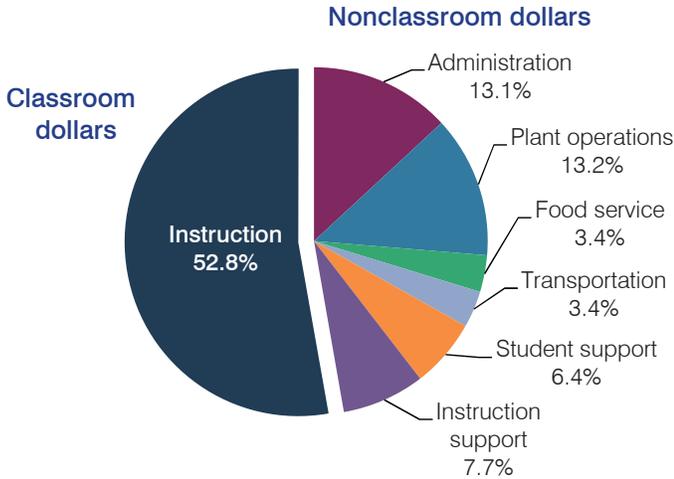
Catalina Foothills Unified School District

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

District size, location: Medium-large, Suburb
 Students attending: 4,843
 Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 8 percent. Spending in the classroom decreased from 54.9 to 52.8 percent. Spending on plant operations increased substantially and spending on administration increased, while spending on transportation decreased and spending on instruction support decreased slightly. Spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$898	\$771	\$757
	Students per administrator	65	69	68
Plant operations	Cost per square foot	\$5.46	\$5.92	\$6.04
	Square footage per student	167	163	153
Food service	Cost per meal equivalent	\$3.17	\$2.82	\$2.69
Transportation	Cost per mile	\$3.25	\$3.79	\$3.62
	Cost per rider	\$769	\$977	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$6,604	\$6,884	\$7,182	\$7,578	\$10,667
Classroom dollars	3,449	3,635	3,829	4,073	6,495
Nonclassroom dollars:	3,155	3,249	3,353	3,505	4,172
Administration	833	898	771	757	1,160
Plant operations	897	911	955	923	1,008
Food service	251	234	324	405	429
Transportation	229	236	426	373	464
Student support	424	438	561	600	594
Instruction support	521	532	316	447	517

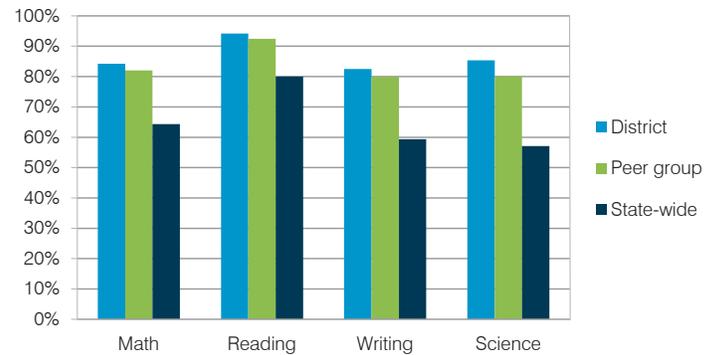
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2013)	92%	89%	75%
Poverty rate (2013)	9%	8%	24%
Students per teacher	18.3	17.6	18.6
Average teacher salary	\$42,720	\$41,745	\$46,026
Amount from Proposition 301	\$4,832	\$4,751	\$4,810
Average years of teacher experience	11.5	11.4	10.9
Percentage of teachers in first 3 years	16%	16%	20%

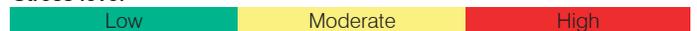
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.7%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



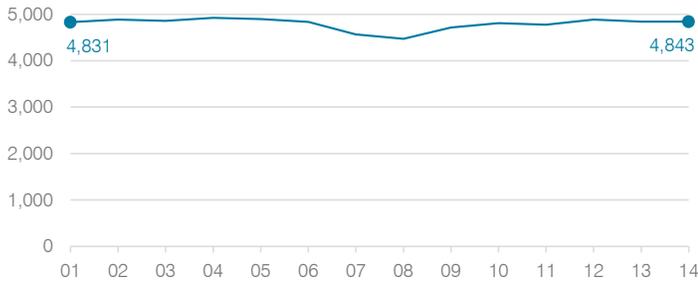
Catalina Foothills Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	58.7	61.2	61.4	60.5	58.4	58.1	57.9	55.0	55.0	54.3	53.1	52.6	52.2	52.8

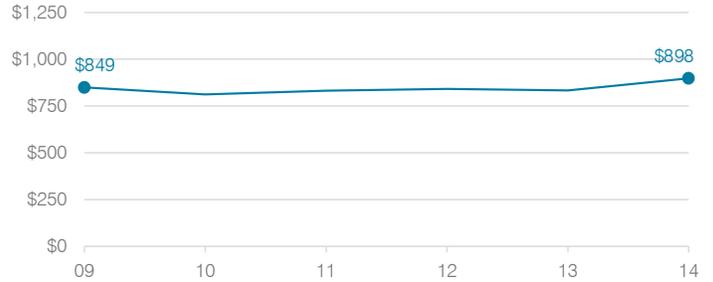
OPERATIONAL TRENDS

Fiscal years as indicated

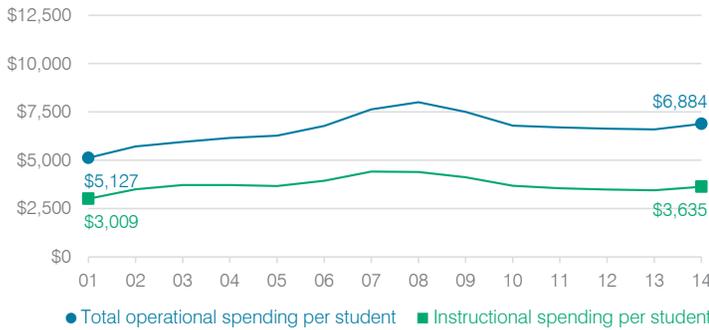
Students attending



Administrative cost per student



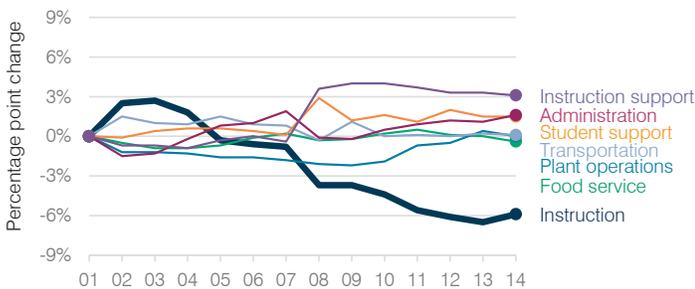
Total operational and instructional spending per student



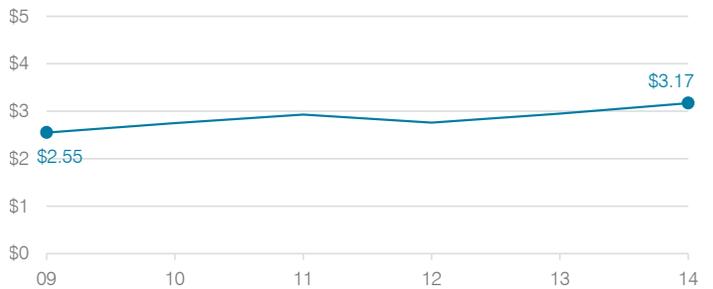
Plant cost per square foot and square footage per student



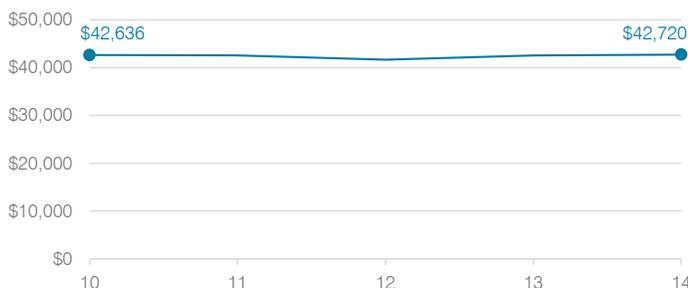
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



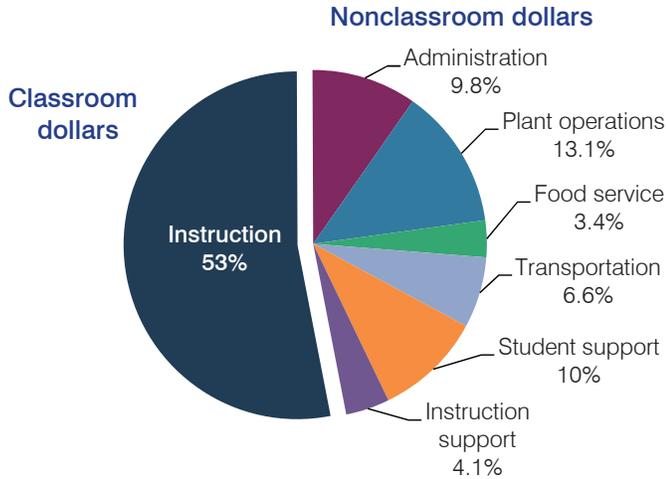
Cave Creek Unified School District

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

District size, location: Medium-large, City
 Students attending: 5,248
 Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 2 percent. Spending in the classroom decreased overall from 55.6 to 53 percent. Overall, spending on administration, transportation, student support, and instruction support increased slightly. Spending on food service decreased slightly, while spending on plant operations remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$710	\$771	\$757
	Students per administrator	62	69	68
Plant operations	Cost per square foot	\$5.83	\$5.92	\$6.04
	Square footage per student	162	163	153
Food service	Cost per meal equivalent	\$2.50	\$2.82	\$2.69
Transportation	Cost per mile	\$3.41	\$3.54	\$3.62
	Cost per rider	\$968	\$1,065	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$6,901	\$7,243	\$7,182	\$7,578	\$10,667
Classroom dollars	3,721	3,836	3,829	4,073	6,495
Nonclassroom dollars:	3,180	3,407	3,353	3,505	4,172
Administration	648	710	771	757	1,160
Plant operations	901	946	955	923	1,008
Food service	231	246	324	405	429
Transportation	449	480	426	373	464
Student support	649	728	561	600	594
Instruction support	302	297	316	447	517

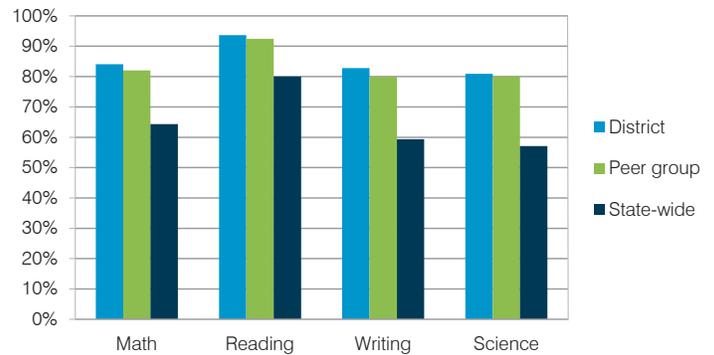
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	88%	89%	75%
Poverty rate (2013)	7%	8%	24%
Students per teacher	20.0	17.6	18.6
Average teacher salary	\$45,563	\$41,745	\$46,026
Amount from Proposition 301	\$6,308	\$4,751	\$4,810
Average years of teacher experience	13.3	11.4	10.9
Percentage of teachers in first 3 years	17%	16%	20%

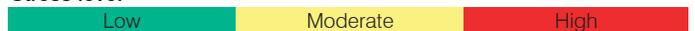
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.8%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



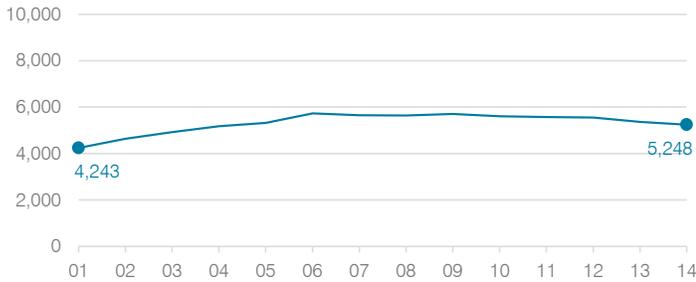
Cave Creek Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	54.8	56.0	58.3	57.2	59.7	59.6	55.5	56.7	55.6	54.4	54.9	53.2	53.9	53.0

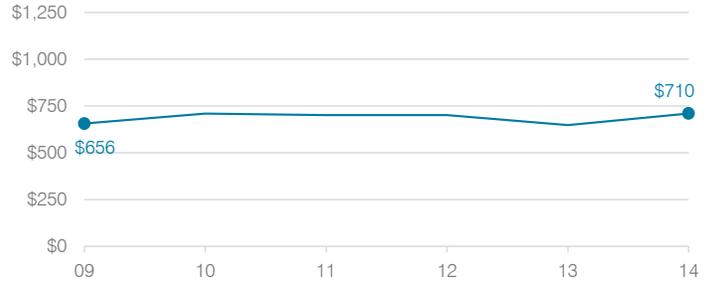
OPERATIONAL TRENDS

Fiscal years as indicated

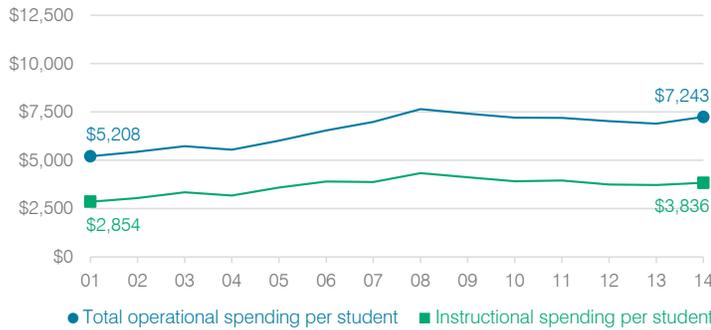
Students attending



Administrative cost per student



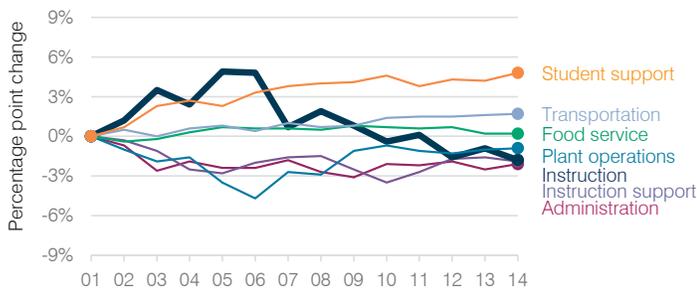
Total operational and instructional spending per student



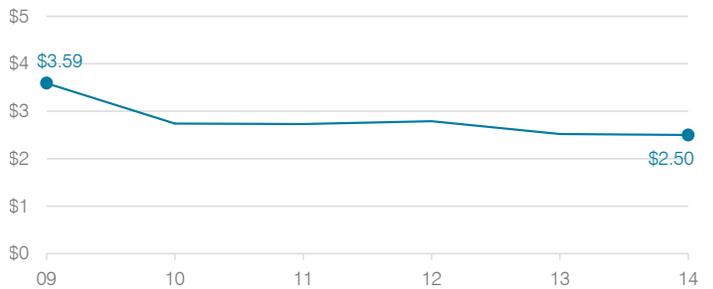
Plant cost per square foot and square footage per student



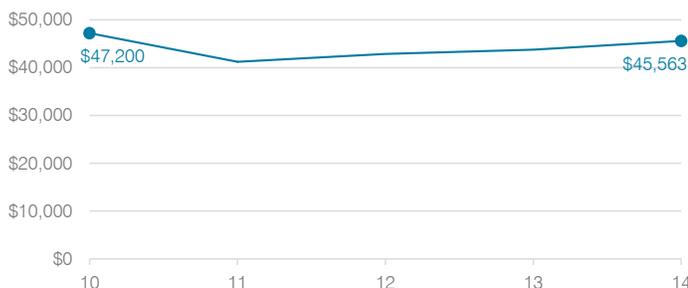
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Cedar Unified School District

Navajo County

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

Legislative district(s): 7

District size, location:

Very small, Rural

Students attending:

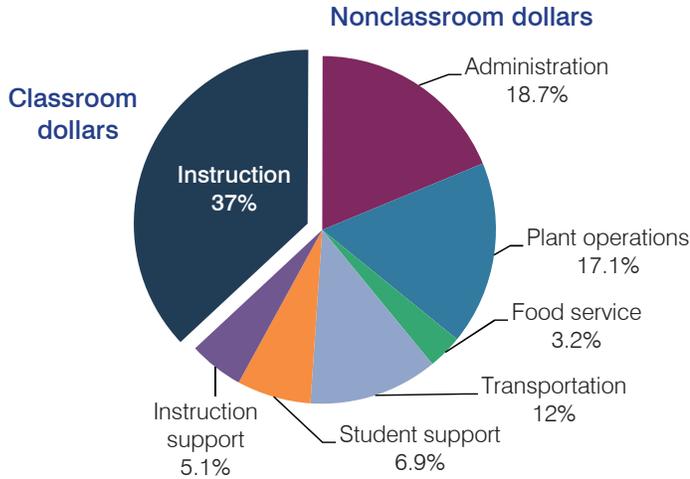
152

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Student enrollment decreased by 52 percent, which contributed to the 39 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 44.5 to 37 percent. Spending in most nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on administration increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$5,127	\$2,835	\$757
	Students per administrator	13	28	68
Plant operations	Cost per square foot	\$4.74	\$6.51	\$6.04
	Square footage per student	989	351	153
Food service	Cost per meal equivalent	\$3.51	\$5.02	\$2.69
Transportation	Cost per mile	\$2.66	\$1.61	\$3.62
	Cost per rider	\$2,156	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$21,364	\$27,381	\$16,101	\$7,578	\$10,667
Classroom dollars	7,392	10,129	8,231	4,073	6,495
Nonclassroom dollars:	13,972	17,252	7,870	3,505	4,172
Administration	3,919	5,127	2,835	757	1,160
Plant operations	3,926	4,689	2,137	923	1,008
Food service	854	882	901	405	429
Transportation	2,234	3,271	1,072	373	464
Student support	1,735	1,891	536	600	594
Instruction support	1,304	1,392	389	447	517

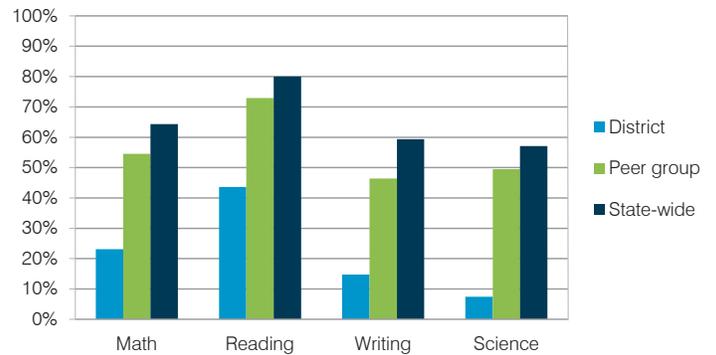
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	44%	39%	24%
Students per teacher	12.6	15.0	18.6
Average teacher salary	\$44,586	\$47,060	\$46,026
Amount from Proposition 301	\$2,412	\$3,492	\$4,810
Average years of teacher experience	15.1	11.8	10.9
Percentage of teachers in first 3 years	8%	15%	20%

Financial stress assessment

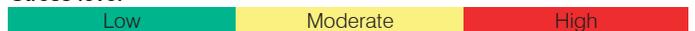
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

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

Stress level



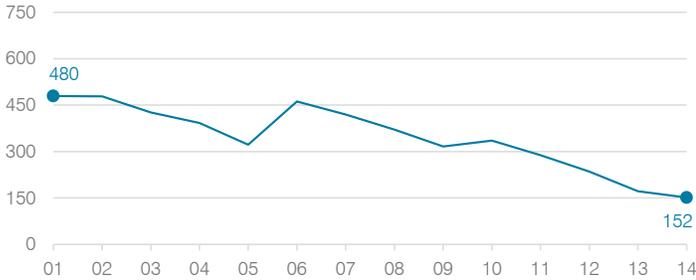
Cedar Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	45.4	43.5	45.3	41.6	43.0	48.1	44.8	44.8	44.5	40.2	39.2	43.1	34.6	37.0

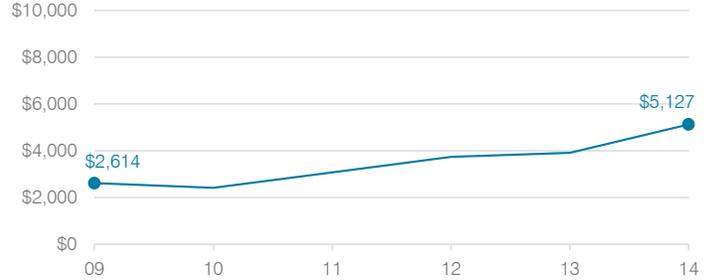
OPERATIONAL TRENDS

Fiscal years as indicated

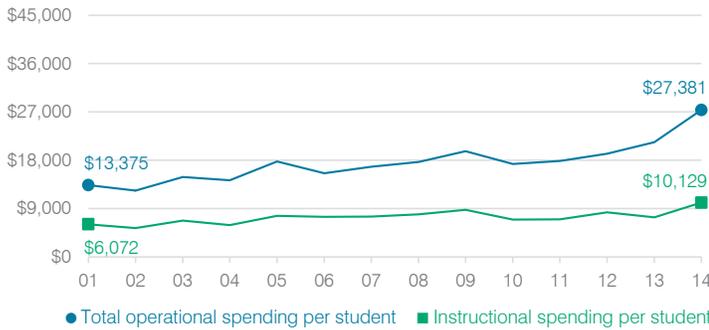
Students attending



Administrative cost per student



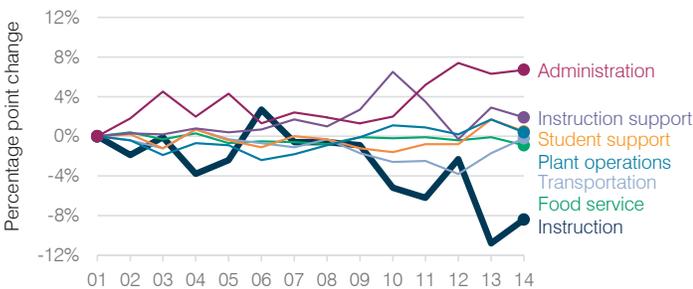
Total operational and instructional spending per student



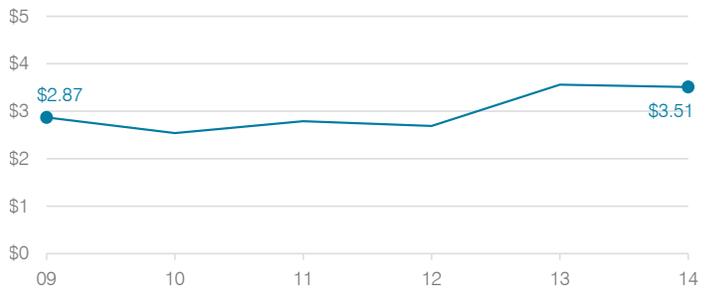
Plant cost per square foot and square footage per student



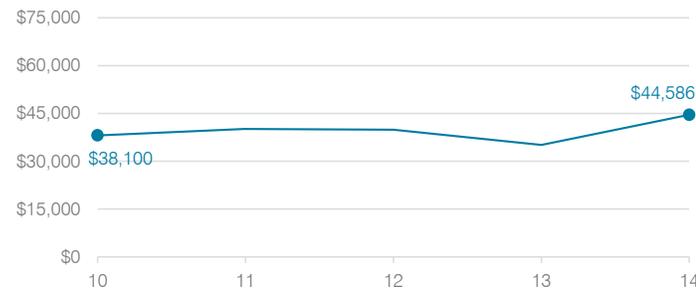
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



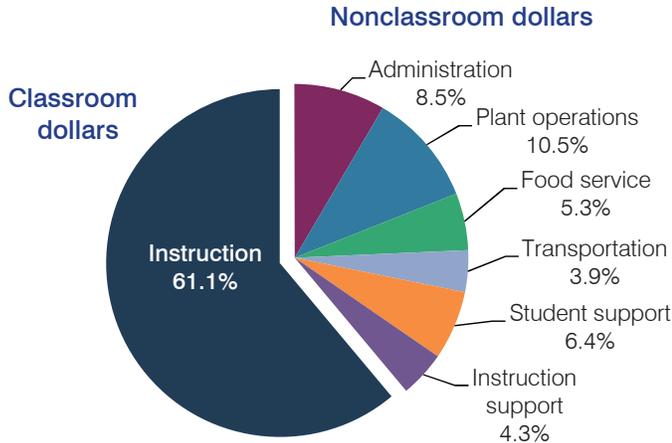
Chandler Unified School District

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

District size, location: Very large, Suburb
 Students attending: 40,038
 Number of schools: 41

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 8 percent. Spending in the classroom decreased from 62.4 to 61.1 percent. Spending on transportation and student support increased slightly, while spending on instruction support decreased slightly. Spending on all other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$563	\$630	\$757
	Students per administrator	107	81	68
Plant operations	Cost per square foot	\$6.29	\$5.83	\$6.04
	Square footage per student	110	143	153
Food service	Cost per meal equivalent	\$3.11	\$2.72	\$2.69
Transportation	Cost per mile	\$4.06	\$3.79	\$3.62
	Cost per rider	\$996	\$977	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$6,644	\$6,615	\$7,208	\$7,578	\$10,667
Classroom dollars	4,023	4,042	4,086	4,073	6,495
Nonclassroom dollars:	2,621	2,573	3,122	3,505	4,172
Administration	551	563	630	757	1,160
Plant operations	744	690	831	923	1,008
Food service	365	350	330	405	429
Transportation	244	258	346	373	464
Student support	412	424	605	600	594
Instruction support	305	288	380	447	517

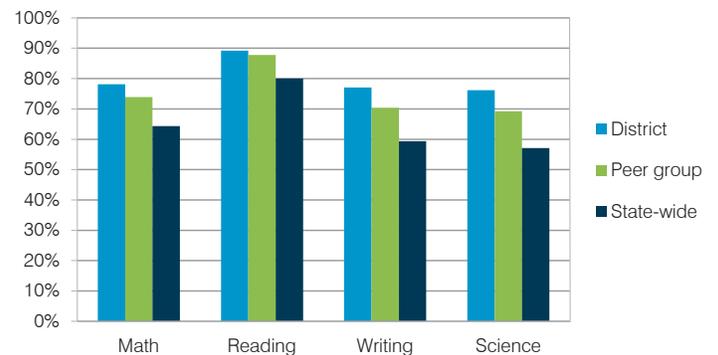
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	26	63%
B	10	24%
C	4	10%
D	0	0%
F	1	3%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2013)	92%	87%	75%
Poverty rate (2013)	12%	14%	24%
Students per teacher	19.2	19.2	18.6
Average teacher salary	\$49,957	\$46,746	\$46,026
Amount from Proposition 301	\$4,356	\$4,740	\$4,810
Average years of teacher experience	10.7	11.0	10.9
Percentage of teachers in first 3 years	12%	15%	20%

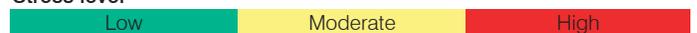
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	0.7%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



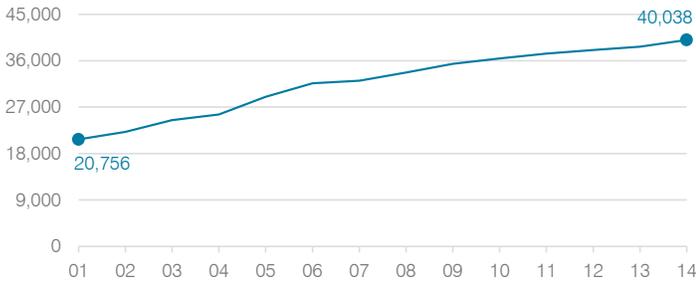
Chandler Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	60.7	62.1	63.2	63.6	63.7	63.7	63.2	62.3	62.4	62.0	60.6	60.9	60.6	61.1

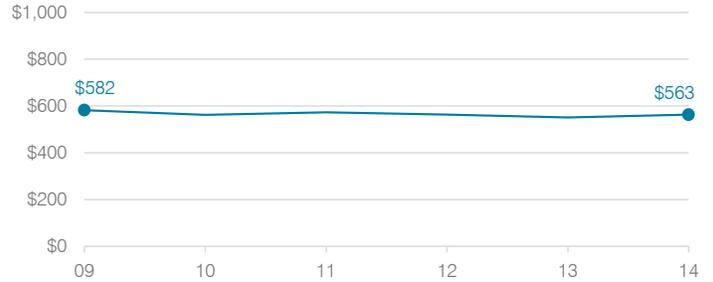
OPERATIONAL TRENDS

Fiscal years as indicated

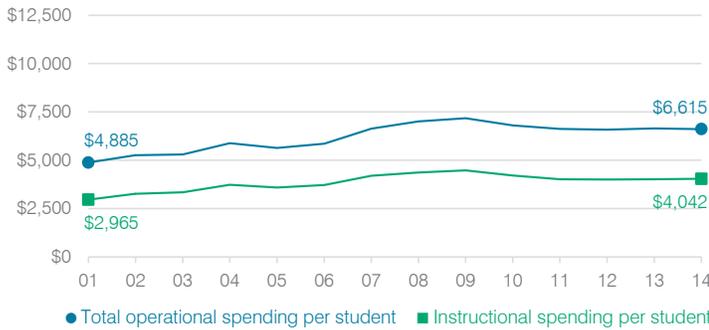
Students attending



Administrative cost per student



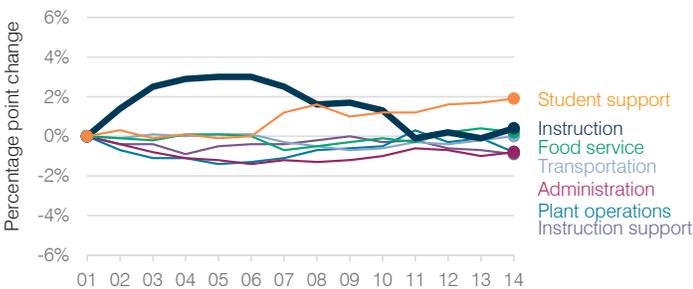
Total operational and instructional spending per student



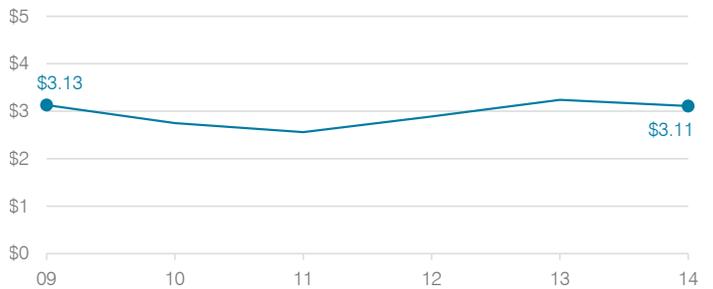
Plant cost per square foot and square footage per student



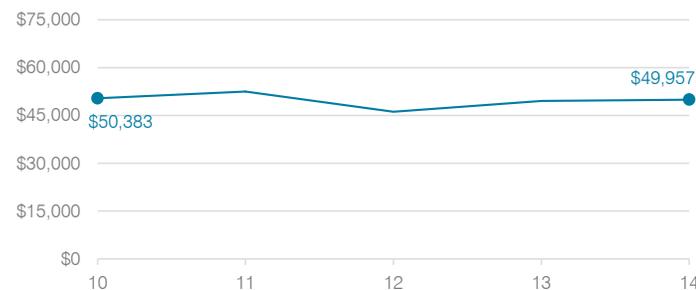
Changes in operational spending percentages



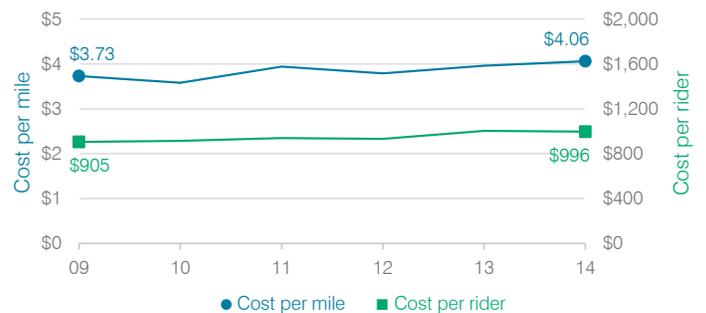
Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



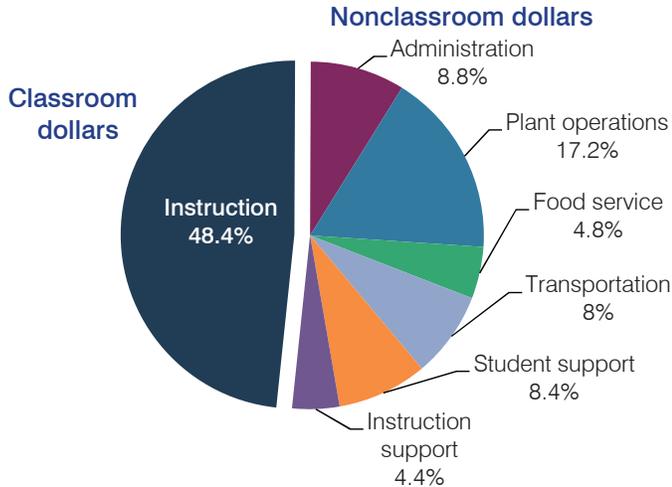
Chinle Unified School District

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

District size, location: Medium-large, Rural
 Students attending: 3,374
 Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 10 percent. Spending in the classroom varied year to year, decreasing overall from 49.4 to 48.4 percent. Spending on plant operations increased substantially and spending on food service and instruction support increased. Spending on student support decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,177	\$789	\$757
	Students per administrator	57	67	68
Plant operations	Cost per square foot	\$7.96	\$5.46	\$6.04
	Square footage per student	289	188	153
Food service	Cost per meal equivalent	\$2.75	\$2.76	\$2.69
Transportation	Cost per mile	\$3.14	\$2.32	\$3.62
	Cost per rider	\$1,558	\$981	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$12,820	\$13,357	\$7,573	\$7,578	\$10,667
Classroom dollars	6,204	6,459	3,914	4,073	6,495
Nonclassroom dollars:	6,616	6,898	3,659	3,505	4,172
Administration	1,235	1,177	789	757	1,160
Plant operations	2,026	2,302	1,009	923	1,008
Food service	609	643	386	405	429
Transportation	1,043	1,064	406	373	464
Student support	1,143	1,127	607	600	594
Instruction support	560	585	462	447	517

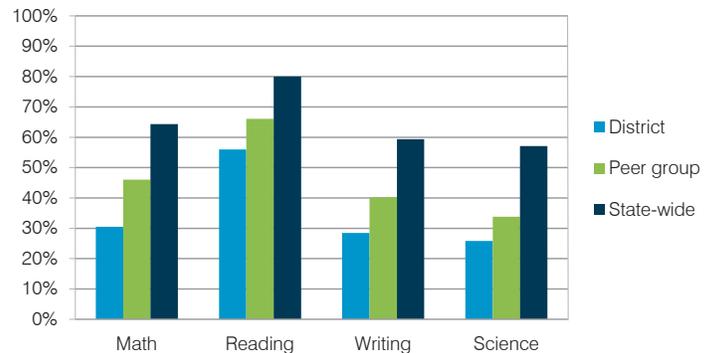
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	2	29%
D	3	42%
F	2	29%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	95%
Graduation rate (2013)	56%	73%	75%
Poverty rate (2013)	49%	45%	24%
Students per teacher	15.1	15.2	18.6
Average teacher salary	\$58,259	\$43,616	\$46,026
Amount from Proposition 301	\$1,259	\$4,111	\$4,810
Average years of teacher experience	13.3	12.2	10.9
Percentage of teachers in first 3 years	5%	18%	20%

Financial stress assessment

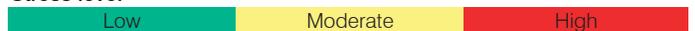
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.9%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Stress level



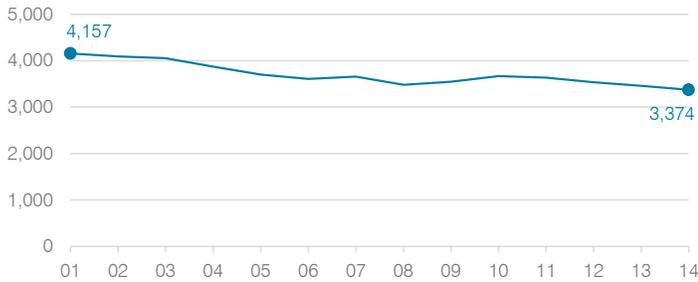
Chinle Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	47.7	48.0	50.2	50.8	51.1	49.6	48.3	48.6	49.4	47.0	47.5	49.0	48.4	48.4

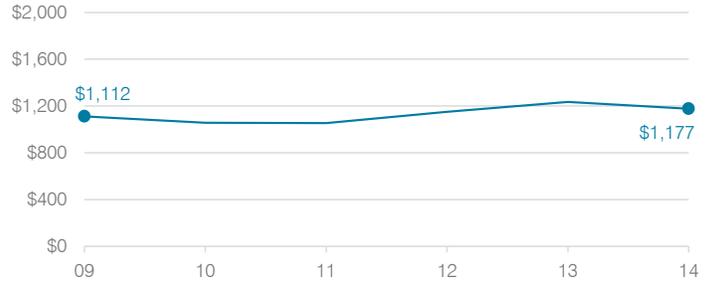
OPERATIONAL TRENDS

Fiscal years as indicated

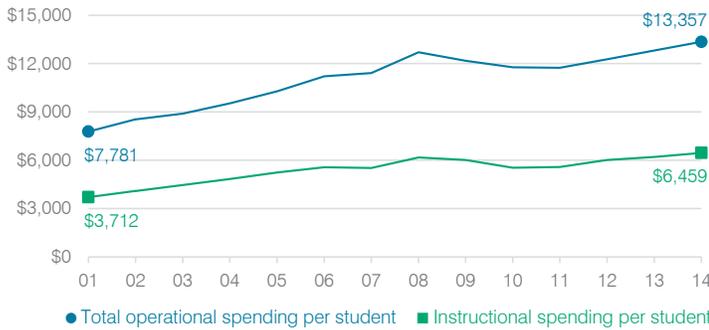
Students attending



Administrative cost per student



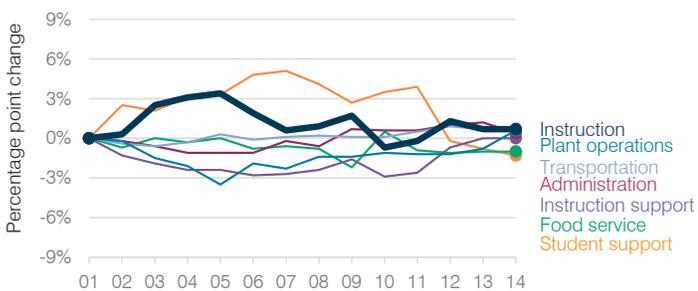
Total operational and instructional spending per student



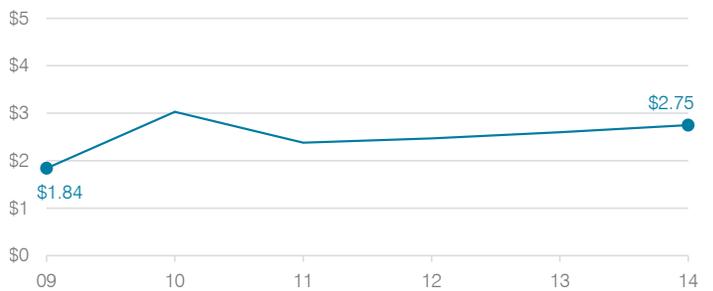
Plant cost per square foot and square footage per student



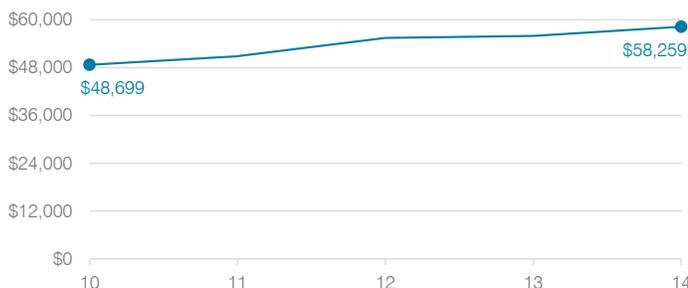
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



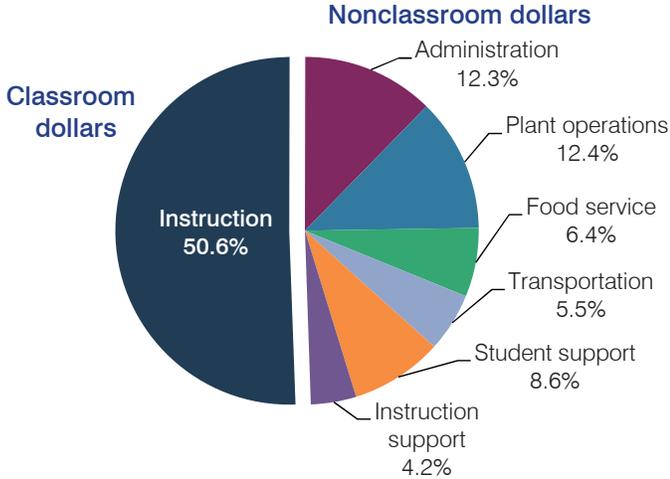
Chino Valley Unified School District

Yavapai County
 Efficiency peer groups 4 and T-8, Achievement peer group 5
 Legislative district(s): 1

District size, location: Medium-large, Town
 Students attending: 2,207
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil returned to 2009 levels, but spending in the classroom decreased from 57.2 to 50.6 percent. Spending on plant operations and student support increased substantially and spending on instruction support increased. Spending on most other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$862	\$789	\$757
	Students per administrator	70	67	68
Plant operations	Cost per square foot	\$5.84	\$5.46	\$6.04
	Square footage per student	150	188	153
Food service	Cost per meal equivalent	\$2.58	\$2.76	\$2.69
Transportation	Cost per mile	\$2.91	\$2.61	\$3.62
	Cost per rider	\$608	\$774	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$7,000	\$7,025	\$7,573	\$7,578	\$10,667
Classroom dollars	3,534	3,551	3,914	4,073	6,495
Nonclassroom dollars:	3,466	3,474	3,659	3,505	4,172
Administration	819	862	789	757	1,160
Plant operations	899	875	1,009	923	1,008
Food service	448	447	386	405	429
Transportation	414	386	406	373	464
Student support	588	604	607	600	594
Instruction support	298	300	462	447	517

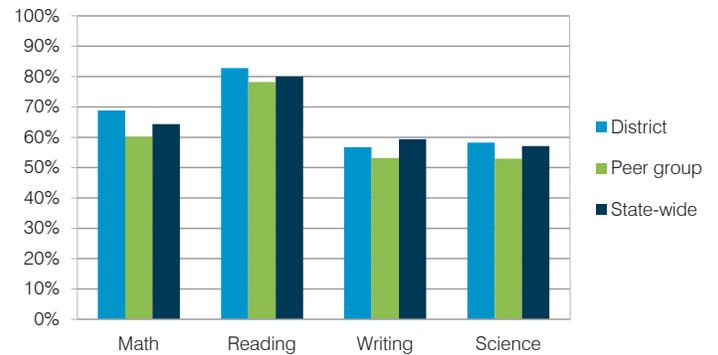
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	95%
Graduation rate (2013)	81%	80%	75%
Poverty rate (2013)	26%	24%	24%
Students per teacher	21.0	17.3	18.6
Average teacher salary	\$41,533	\$42,872	\$46,026
Amount from Proposition 301	\$6,276	\$5,022	\$4,810
Average years of teacher experience	11.6	12.1	10.9
Percentage of teachers in first 3 years	10%	19%	20%

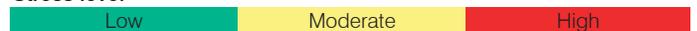
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.1%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



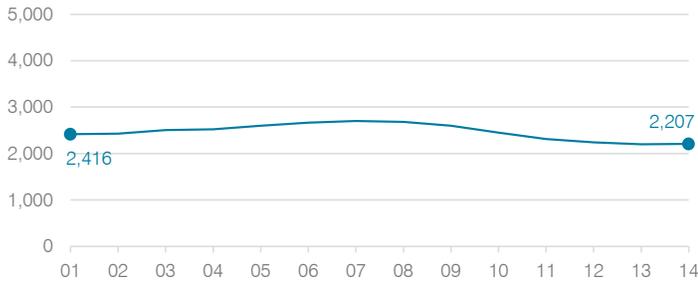
Chino Valley Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	60.5	58.1	59.6	57.9	58.7	58.2	59.3	57.8	57.2	52.5	49.4	49.6	50.5	50.6

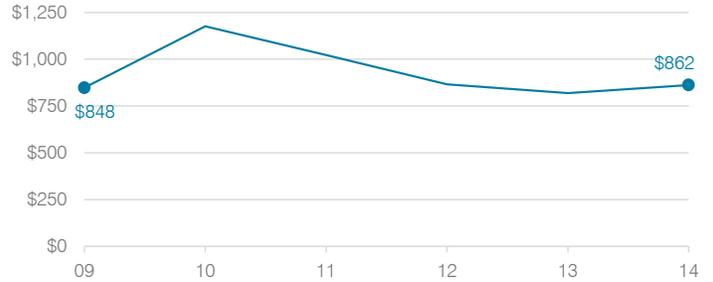
OPERATIONAL TRENDS

Fiscal years as indicated

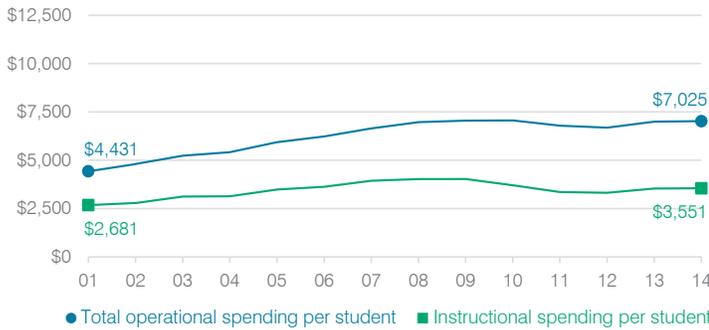
Students attending



Administrative cost per student



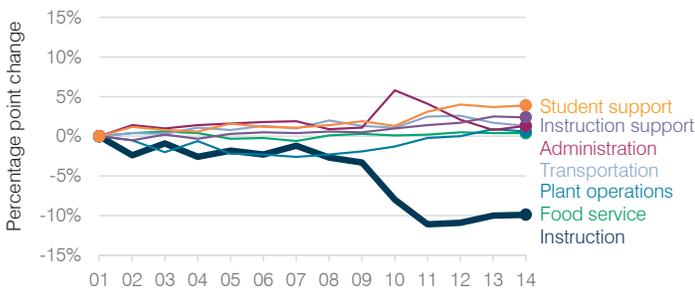
Total operational and instructional spending per student



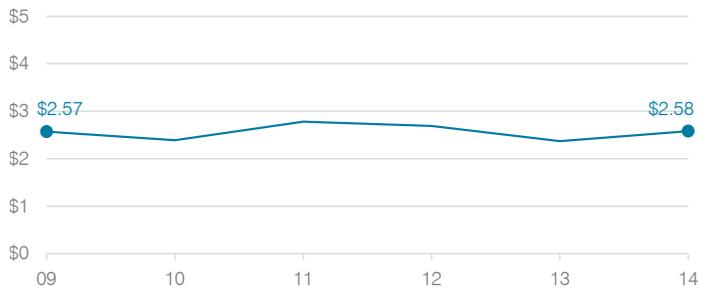
Plant cost per square foot and square footage per student



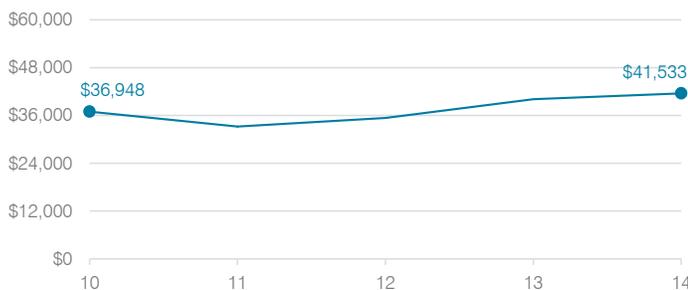
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Clarkdale-Jerome Elementary School District

Yavapai County

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

Legislative district(s): 1 and 6

District size, location:

Small, Town

Students attending:

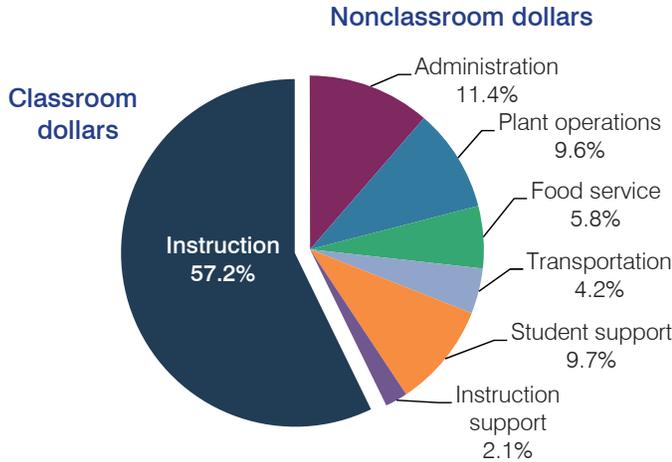
427

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 14 percent. Spending in the classroom decreased from 59.9 to 57.2 percent. Overall, spending on administration, food service, and student support increased. Spending on instruction support decreased, while spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$860	\$1,165	\$757
	Students per administrator	90	57	68
Plant operations	Cost per square foot	\$6.37	\$6.15	\$6.04
	Square footage per student	113	179	153
Food service	Cost per meal equivalent	\$3.04	\$2.98	\$2.69
Transportation	Cost per mile	\$4.46	\$3.73	\$3.62
	Cost per rider	\$496	\$512	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$7,572	\$7,527	\$8,683	\$7,578	\$10,667
Classroom dollars	4,284	4,305	4,668	4,073	6,495
Nonclassroom dollars:	3,288	3,222	4,015	3,505	4,172
Administration	732	860	1,165	757	1,160
Plant operations	810	721	1,037	923	1,008
Food service	427	439	550	405	429
Transportation	340	313	546	373	464
Student support	831	730	467	600	594
Instruction support	148	159	250	447	517

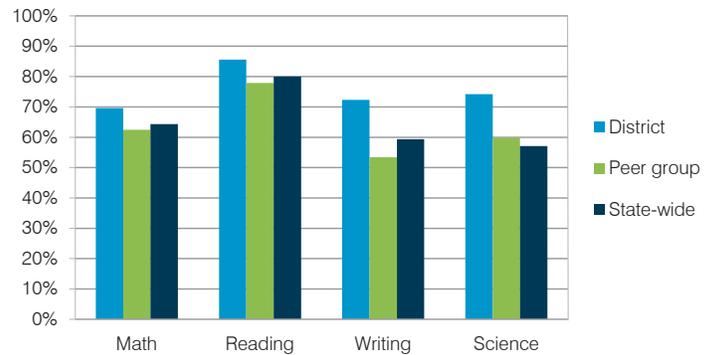
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	23%	25%	24%
Students per teacher	19.0	13.1	18.6
Average teacher salary	\$50,542	\$45,915	\$46,026
Amount from Proposition 301	\$6,327	\$3,467	\$4,810
Average years of teacher experience	15.1	12.1	10.9
Percentage of teachers in first 3 years	5%	13%	20%

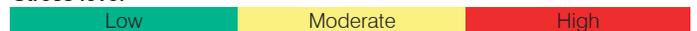
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.8%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level

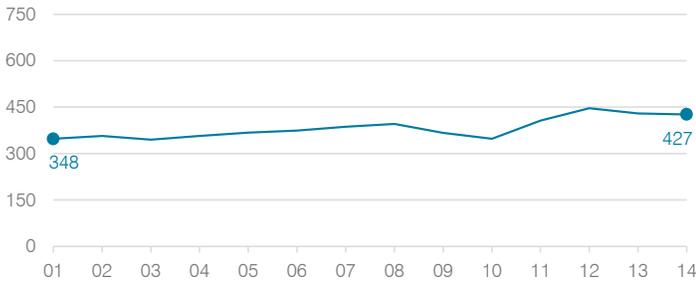


Clarkdale-Jerome Elementary School District

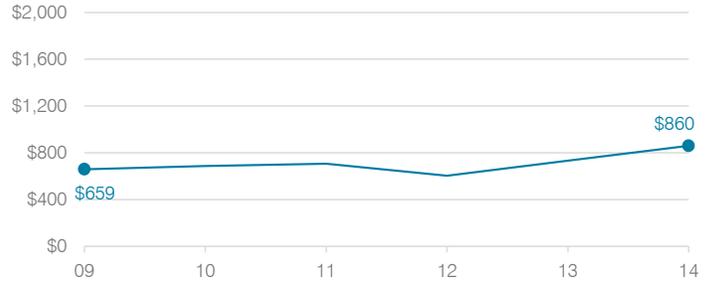
Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014
 56.7 58.7 58.3 60.2 62.5 60.0 59.1 61.0 60.0 57.9 57.0 57.5 56.6 57.2

OPERATIONAL TRENDS Fiscal years as indicated

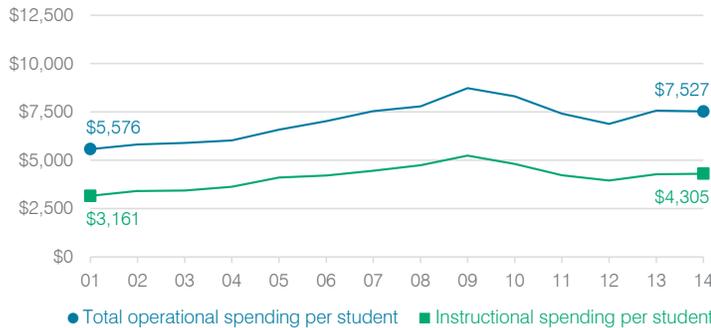
Students attending



Administrative cost per student



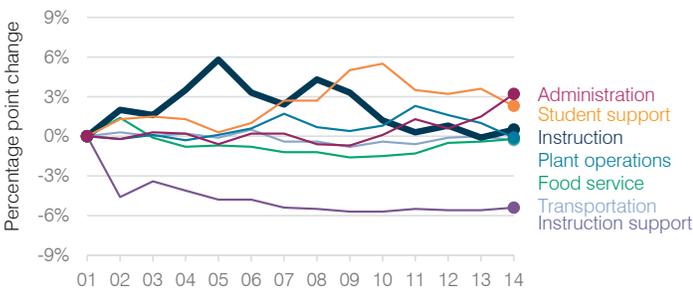
Total operational and instructional spending per student



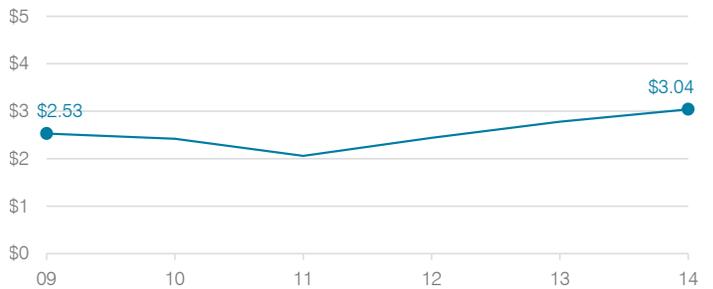
Plant cost per square foot and square footage per student



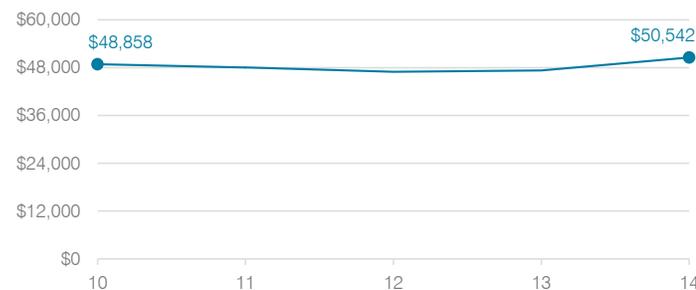
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



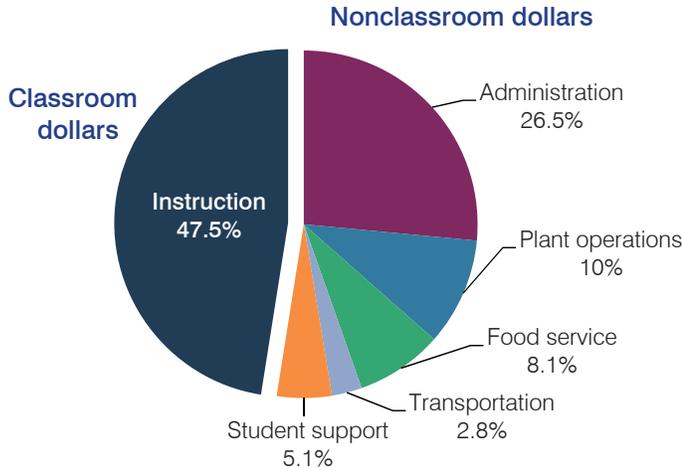
Clifton Unified School District

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

District size, location: Very small, Rural
 Students attending: 73
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Student enrollment decreased by 46 percent, which contributed to the 34 percent increase in total spending per pupil. Spending in the classroom varied year to year, increasing overall from 43 to 47.5 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,483	\$2,835	\$757
	Students per administrator	24	28	68
Plant operations	Cost per square foot	\$1.05	\$6.51	\$6.04
	Square footage per student	1,257	351	153
Food service	Cost per meal equivalent	\$4.93	\$5.02	\$2.69
Transportation	Cost per mile	\$1.63	\$1.61	\$3.62
	Cost per rider	\$908	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$12,392	\$13,171	\$16,101	\$7,578	\$10,667
Classroom dollars	5,373	6,262	8,231	4,073	6,495
Nonclassroom dollars:	7,019	6,909	7,870	3,505	4,172
Administration	3,636	3,483	2,835	757	1,160
Plant operations	994	1,316	2,137	923	1,008
Food service	1,556	1,072	901	405	429
Transportation	497	374	1,072	373	464
Student support	298	664	536	600	594
Instruction support	38	0	389	447	517

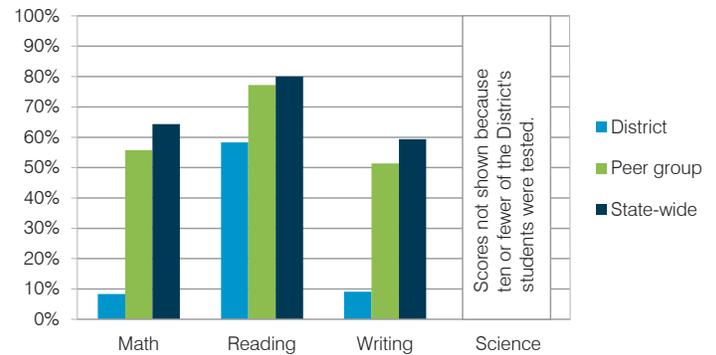
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	82%	94%	95%
Graduation rate (2013)	N/A	86%	75%
Poverty rate (2013)	8%	15%	24%
Students per teacher	13.2	16.1	18.6
Average teacher salary	\$38,090	\$41,932	\$46,026
Amount from Proposition 301	\$2,412	\$4,526	\$4,810
Average years of teacher experience	7.1	10.2	10.9
Percentage of teachers in first 3 years	61%	21%	20%

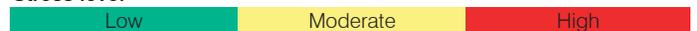
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Noncompliant

Stress level



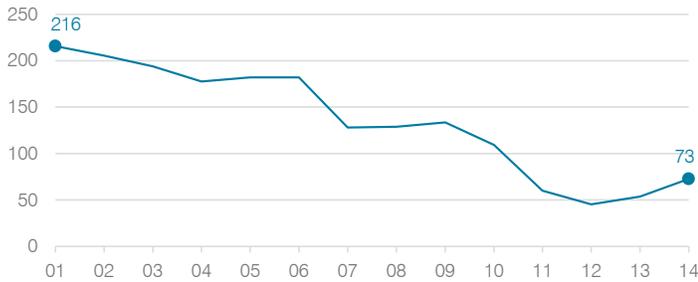
Clifton Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	54.1	53.4	56.8	53.1	51.1	50.5	48.2	41.7	43.0	44.4	28.8	48.8	43.4	47.5

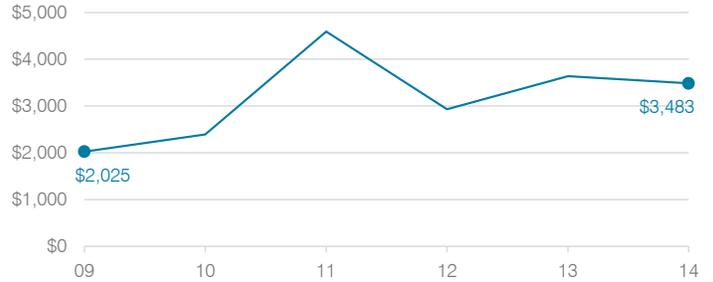
OPERATIONAL TRENDS

Fiscal years as indicated

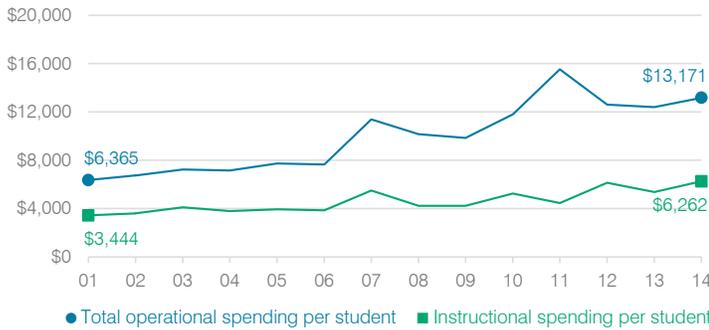
Students attending



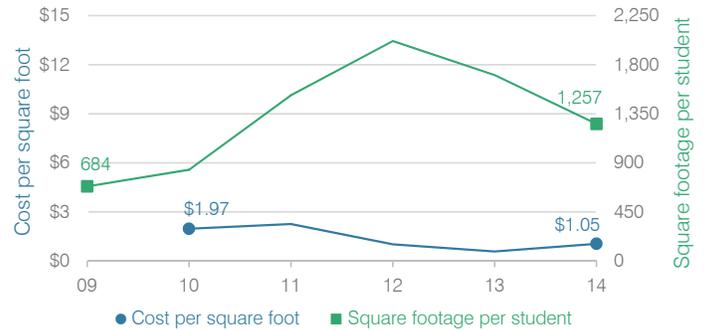
Administrative cost per student



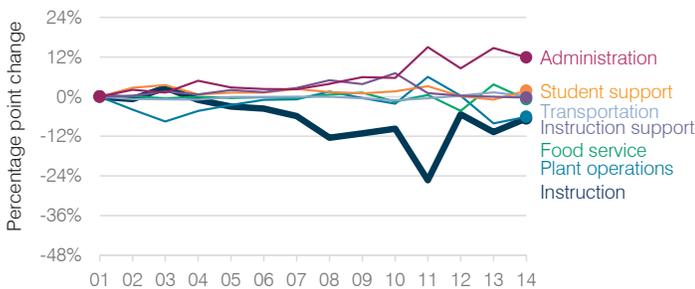
Total operational and instructional spending per student



Plant cost per square foot and square footage per student



Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Cochise Elementary School District

Cochise County

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

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

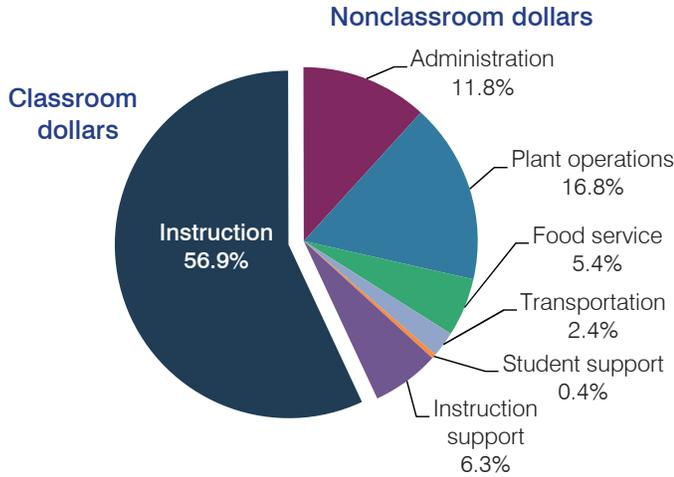
85

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 6 percent. Spending in the classroom varied year to year, decreasing overall from 59.7 to 56.9 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration, food service, and instruction support increased, while spending on plant operations decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,790	\$2,835	\$757
	Students per administrator	55	28	68
Plant operations	Cost per square foot	\$8.40	\$6.51	\$6.04
	Square footage per student	301	351	153
Food service	Cost per meal equivalent	\$5.57	\$5.02	\$2.69
Transportation	Cost per mile	\$1.24	\$1.61	\$3.62
	Cost per rider	\$355	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$14,508	\$15,117	\$16,101	\$7,578	\$10,667
Classroom dollars	8,301	8,606	8,231	4,073	6,495
Nonclassroom dollars:	6,207	6,511	7,870	3,505	4,172
Administration	1,711	1,790	2,835	757	1,160
Plant operations	2,469	2,531	2,137	923	1,008
Food service	733	813	901	405	429
Transportation	365	359	1,072	373	464
Student support	61	66	536	600	594
Instruction support	868	952	389	447	517

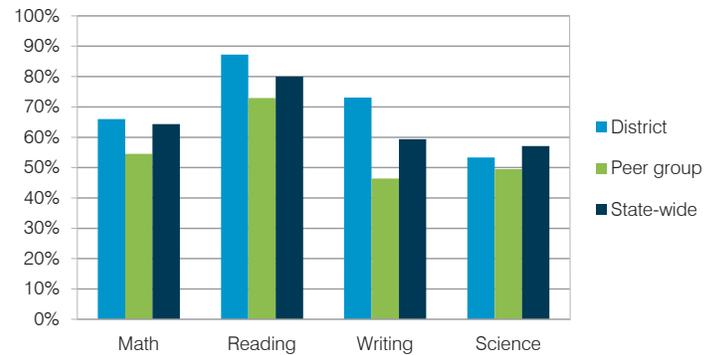
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	36%	39%	24%
Students per teacher	10.6	15.0	18.6
Average teacher salary	\$49,305	\$47,060	\$46,026
Amount from Proposition 301	\$2,616	\$3,492	\$4,810
Average years of teacher experience	19.9	11.8	10.9
Percentage of teachers in first 3 years	0%	15%	20%

Financial stress assessment

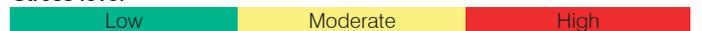
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

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

Stress level



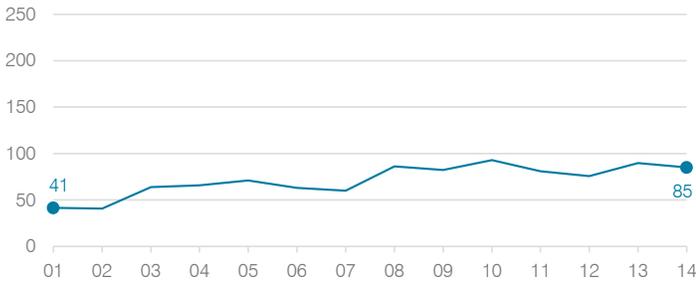
Cochise Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	60.2	58.5	60.4	62.7	57.5	54.3	57.2	58.8	59.7	54.3	57.4	54.6	57.2	56.9

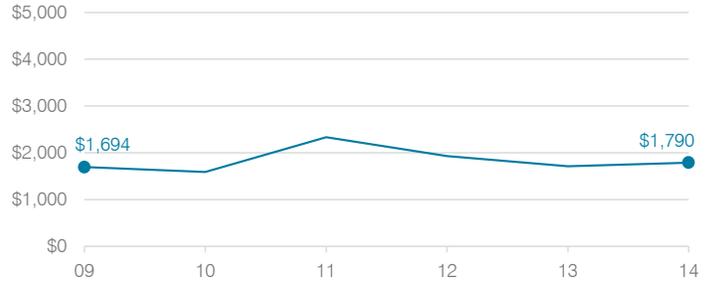
OPERATIONAL TRENDS

Fiscal years as indicated

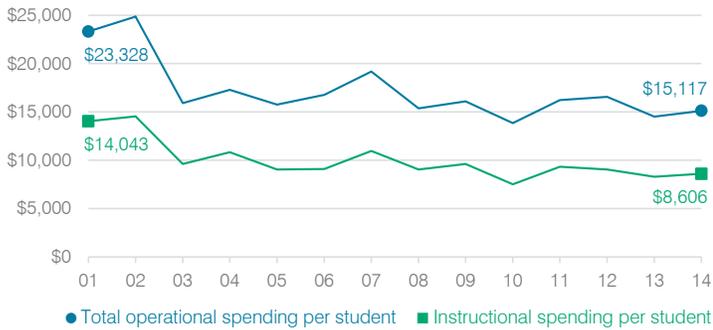
Students attending



Administrative cost per student



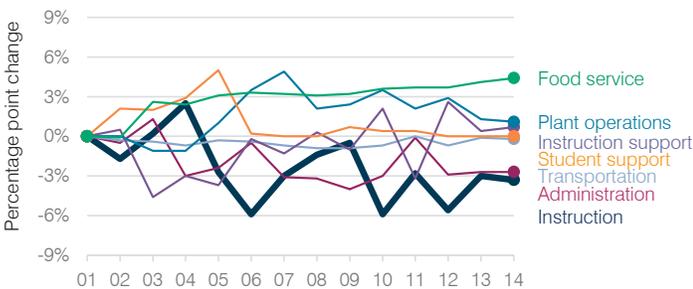
Total operational and instructional spending per student



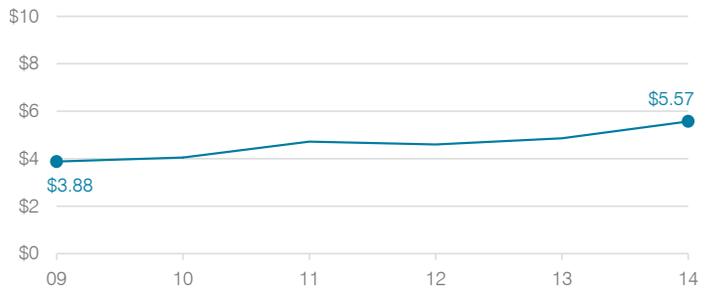
Plant cost per square foot and square footage per student



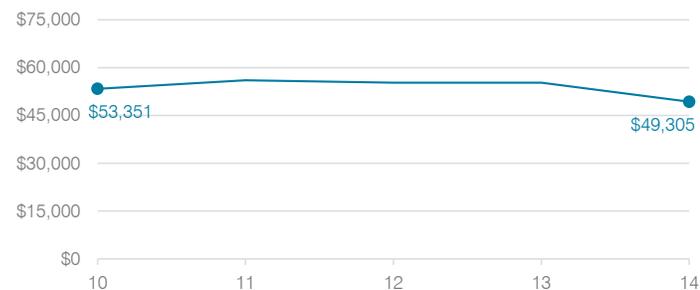
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



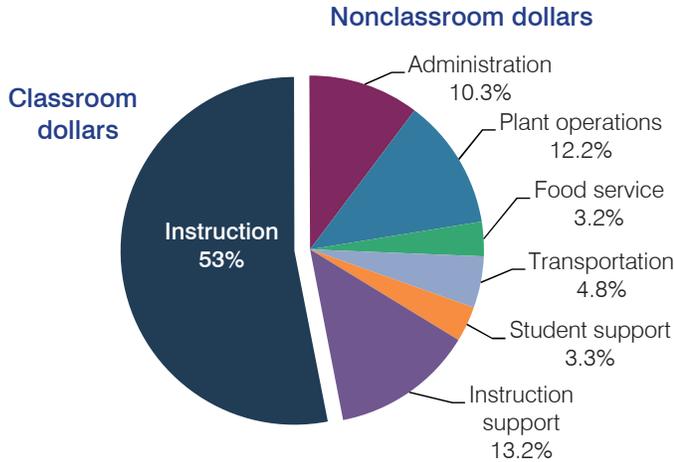
Colorado City Unified School District

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

District size, location: Small, Rural
 Students attending: 533
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 12 percent. Spending in the classroom increased from 46.6 to 53 percent. Overall, spending on instruction support decreased substantially and spending on transportation and student support decreased slightly. Spending on most other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$946	\$1,534	\$757
	Students per administrator	44	45	68
Plant operations	Cost per square foot	\$5.27	\$4.68	\$6.04
	Square footage per student	213	307	153
Food service	Cost per meal equivalent	\$2.58	\$3.36	\$2.69
Transportation	Cost per mile	\$3.80	\$3.73	\$3.62
	Cost per rider	\$504	\$512	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$9,482	\$9,167	\$10,014	\$7,578	\$10,667
Classroom dollars	4,879	4,862	5,015	4,073	6,495
Nonclassroom dollars:	4,603	4,305	4,999	3,505	4,172
Administration	882	946	1,534	757	1,160
Plant operations	1,027	1,120	1,518	923	1,008
Food service	285	289	448	405	429
Transportation	472	439	501	373	464
Student support	374	302	626	600	594
Instruction support	1,563	1,209	372	447	517

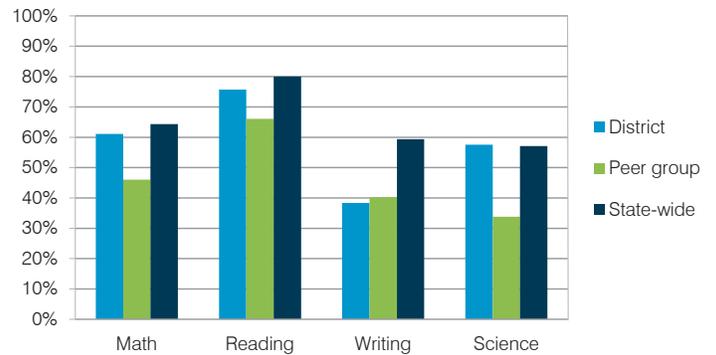
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	95%
Graduation rate (2013)	70%	73%	75%
Poverty rate (2013)	41%	45%	24%
Students per teacher	19.7	15.2	18.6
Average teacher salary	\$38,826	\$43,616	\$46,026
Amount from Proposition 301	\$2,684	\$4,111	\$4,810
Average years of teacher experience	11.4	12.2	10.9
Percentage of teachers in first 3 years	25%	18%	20%

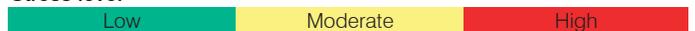
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.4%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



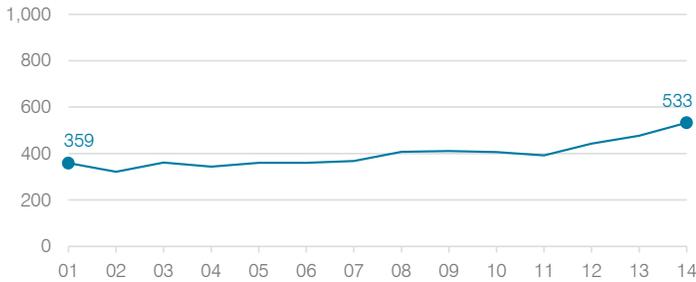
Colorado City Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	39.9	42.0	40.7	46.2	39.0	37.0	41.3	45.1	46.6	48.2	49.2	49.1	51.5	53.0

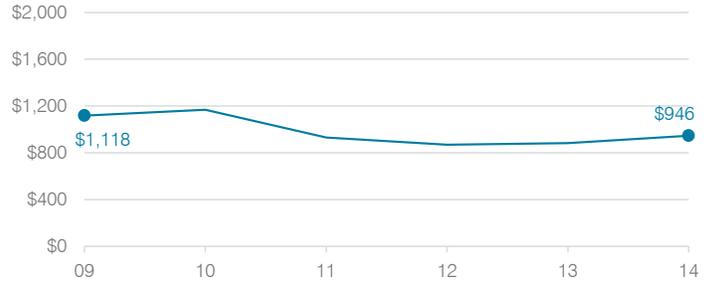
OPERATIONAL TRENDS

Fiscal years as indicated

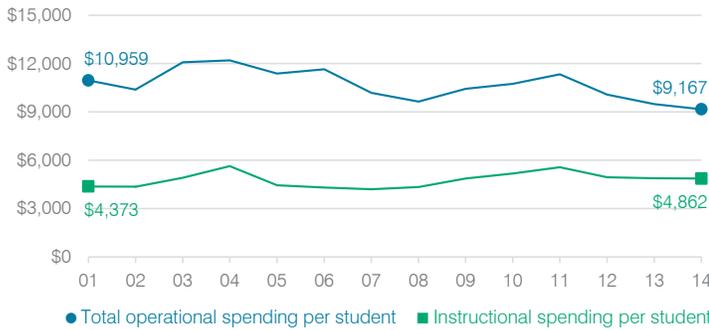
Students attending



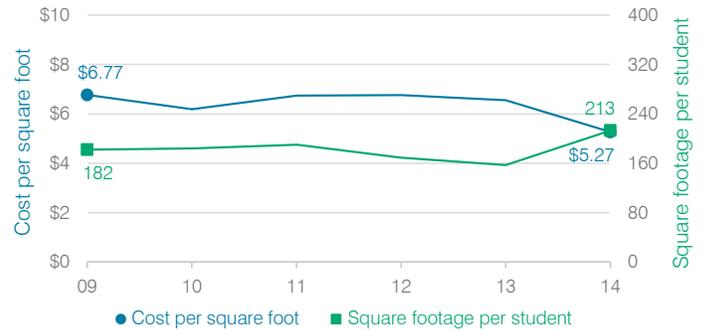
Administrative cost per student



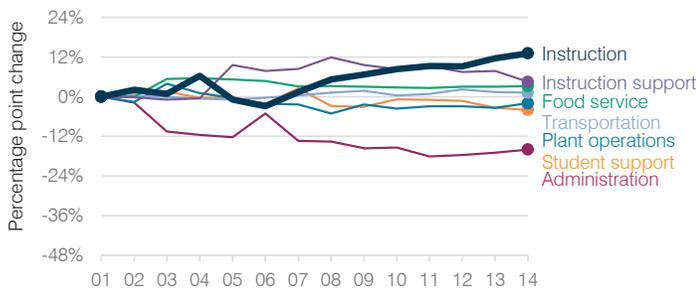
Total operational and instructional spending per student



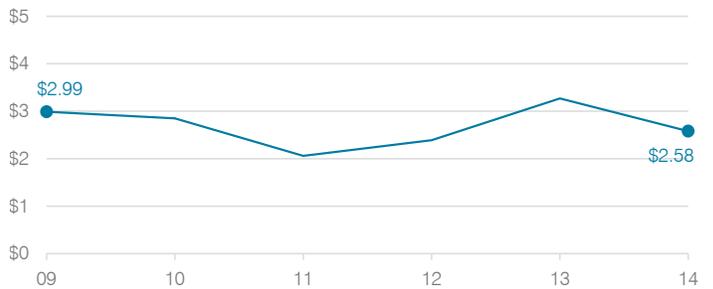
Plant cost per square foot and square footage per student



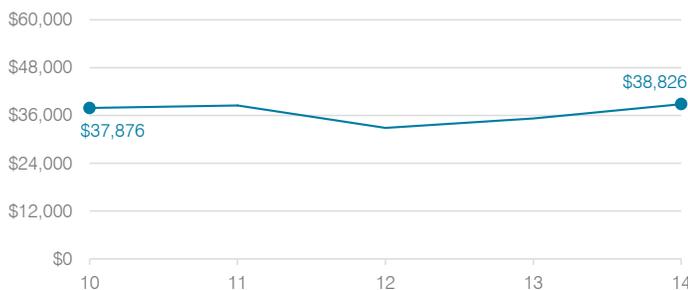
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



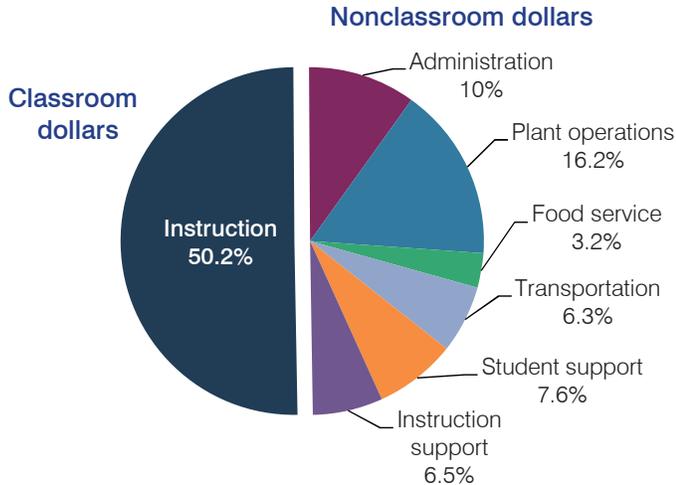
Colorado River Union High School District

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

District size, location: Medium-large, Town
 Students attending: 2,056
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 2 percent. Spending in the classroom decreased overall from 59.1 to 50.2 percent. Overall, spending on administration, student support, and instruction support increased substantially and spending on plant operations and transportation increased. Spending on food service decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$710	\$789	\$757
	Students per administrator	70	67	68
Plant operations	Cost per square foot	\$5.66	\$5.46	\$6.04
	Square footage per student	204	188	153
Food service	Cost per meal equivalent	\$2.18	\$2.76	\$2.69
Transportation	Cost per mile	\$2.36	\$2.12	\$3.62
	Cost per rider	\$1,404	\$1,121	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$7,244	\$7,119	\$7,573	\$7,578	\$10,667
Classroom dollars	3,818	3,576	3,914	4,073	6,495
Nonclassroom dollars:	3,426	3,543	3,659	3,505	4,172
Administration	752	710	789	757	1,160
Plant operations	1,074	1,153	1,009	923	1,008
Food service	225	229	386	405	429
Transportation	443	445	406	373	464
Student support	482	543	607	600	594
Instruction support	450	463	462	447	517

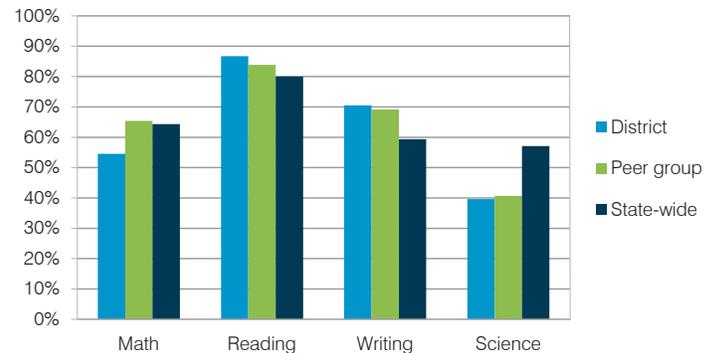
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	95%
Graduation rate (2013)	75%	75%	75%
Poverty rate (2013)	25%	20%	24%
Students per teacher	21.2	16.3	18.6
Average teacher salary	\$45,232	\$41,233	\$46,026
Amount from Proposition 301	\$2,546	\$4,174	\$4,810
Average years of teacher experience	11.8	11.5	10.9
Percentage of teachers in first 3 years	14%	22%	20%

Financial stress assessment

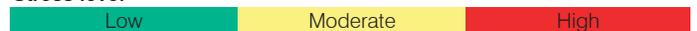
Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Assessment

Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.5%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

Stress level

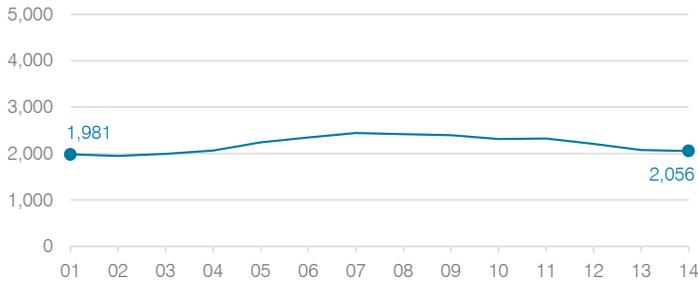


Colorado River Union High School District

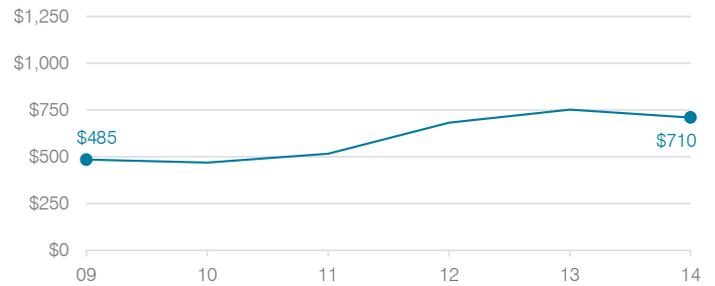
Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014
 52.1 55.0 58.8 55.6 58.2 58.3 60.4 60.7 59.1 60.9 56.0 52.3 52.7 50.2

OPERATIONAL TRENDS Fiscal years as indicated

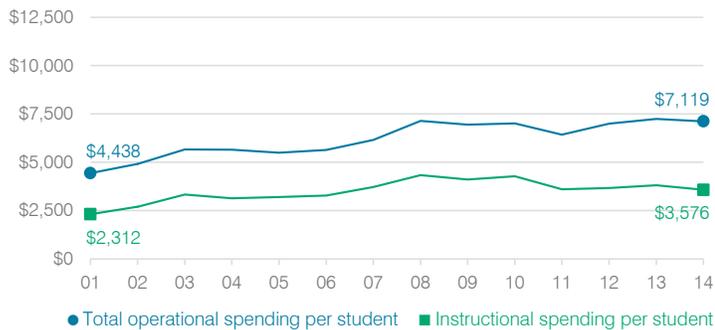
Students attending



Administrative cost per student



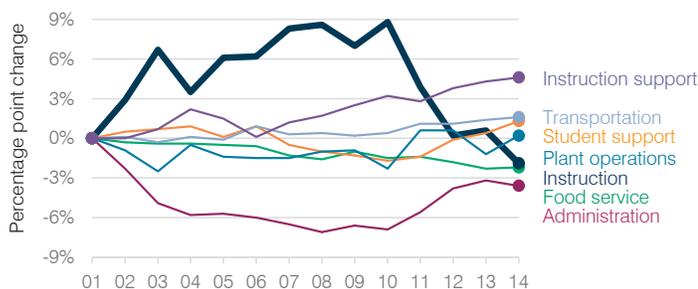
Total operational and instructional spending per student



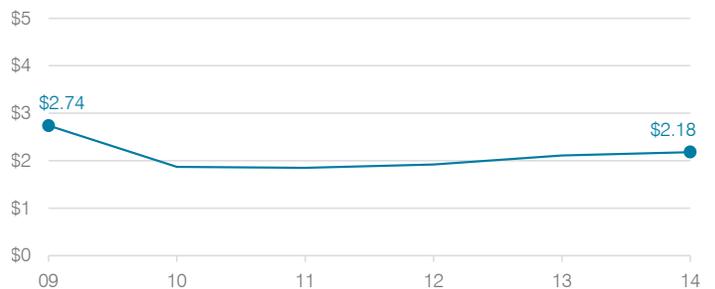
Plant cost per square foot and square footage per student



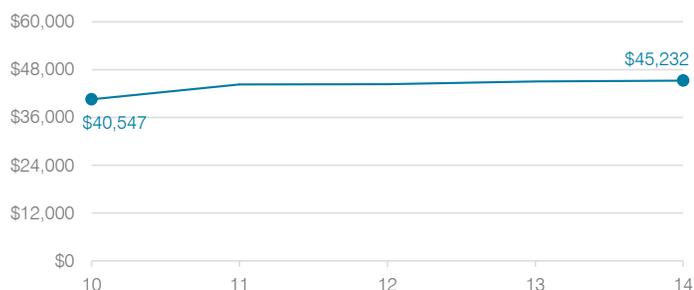
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



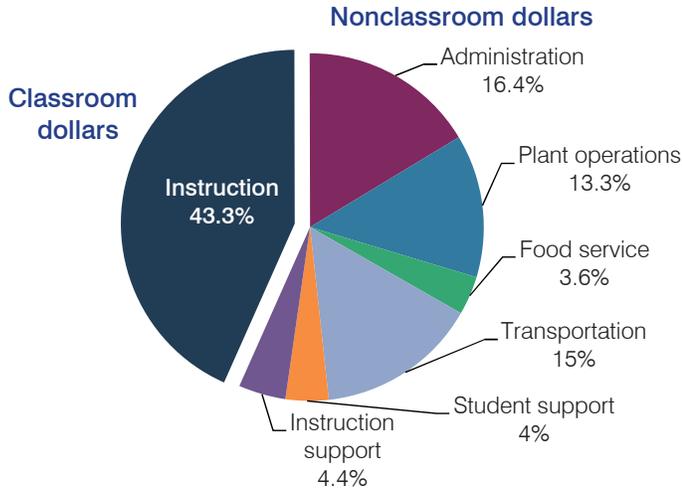
Concho Elementary School District

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

District size, location: Very small, Rural
 Students attending: 150
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Student enrollment decreased by 20 percent, which contributed to the 36 percent increase in total spending per pupil. Spending in the classroom varied year to year, increasing slightly overall from 42.9 to 43.3 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,041	\$2,835	\$757
	Students per administrator	31	28	68
Plant operations	Cost per square foot	\$8.99	\$6.51	\$6.04
	Square footage per student	273	351	153
Food service	Cost per meal equivalent	\$3.17	\$5.02	\$2.69
Transportation	Cost per mile	\$0.92	\$1.61	\$3.62
	Cost per rider	\$1,702	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$17,517	\$18,501	\$16,101	\$7,578	\$10,667
Classroom dollars	6,941	8,009	8,231	4,073	6,495
Nonclassroom dollars:	10,576	10,492	7,870	3,505	4,172
Administration	2,814	3,041	2,835	757	1,160
Plant operations	2,467	2,452	2,137	923	1,008
Food service	788	675	901	405	429
Transportation	2,816	2,775	1,072	373	464
Student support	893	734	536	600	594
Instruction support	798	815	389	447	517

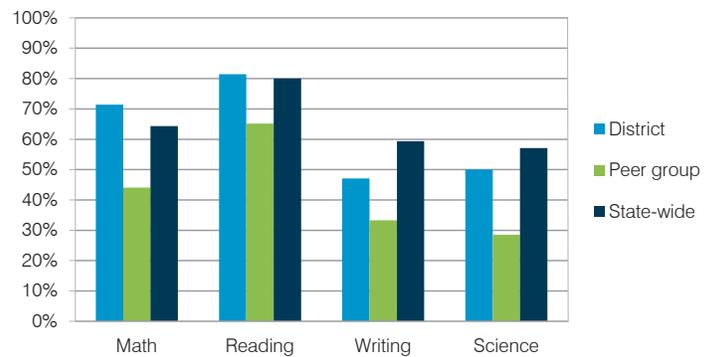
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	48%	51%	24%
Students per teacher	11.1	12.6	18.6
Average teacher salary	\$39,145	\$43,853	\$46,026
Amount from Proposition 301	\$3,247	\$2,969	\$4,810
Average years of teacher experience	17.1	13.4	10.9
Percentage of teachers in first 3 years	0%	9%	20%

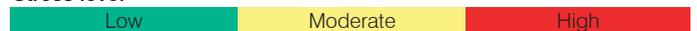
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.5%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



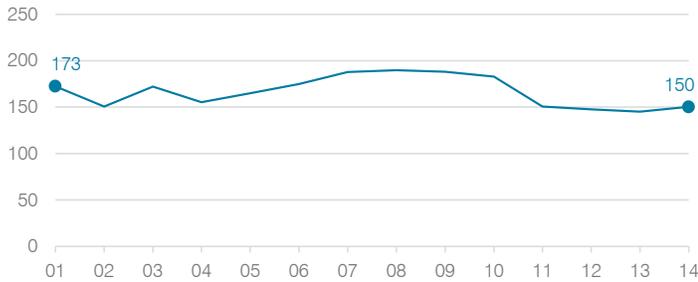
Concho Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	55.2	57.0	53.3	54.1	46.9	44.1	40.8	40.5	42.9	46.9	42.6	40.3	39.6	43.3

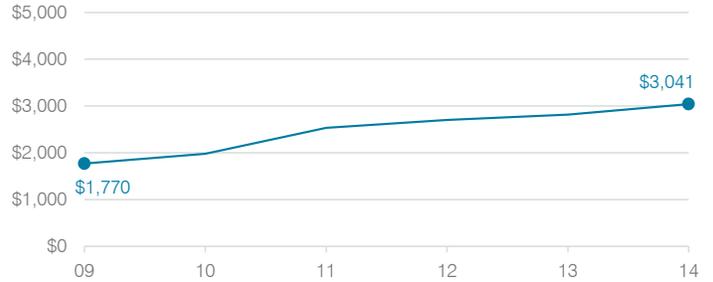
OPERATIONAL TRENDS

Fiscal years as indicated

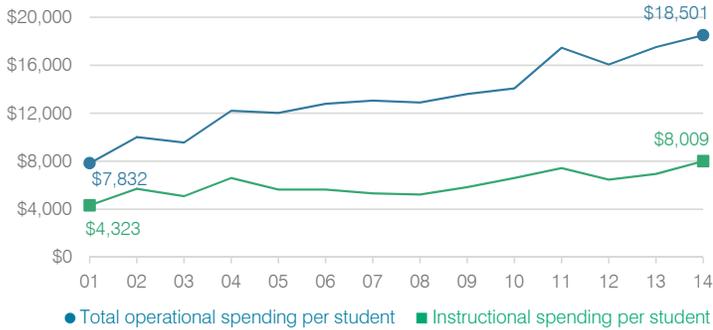
Students attending



Administrative cost per student



Total operational and instructional spending per student



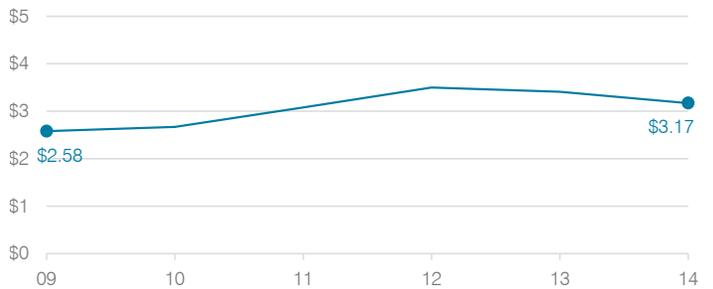
Plant cost per square foot and square footage per student



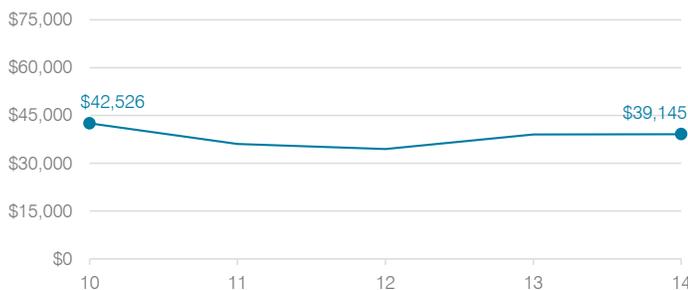
Changes in operational spending percentages



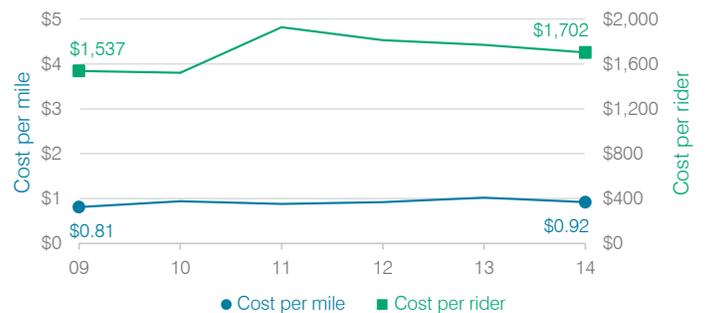
Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Congress Elementary School District

Yavapai County

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

Legislative district(s): 1

District size, location:

Very small, Rural

Students attending:

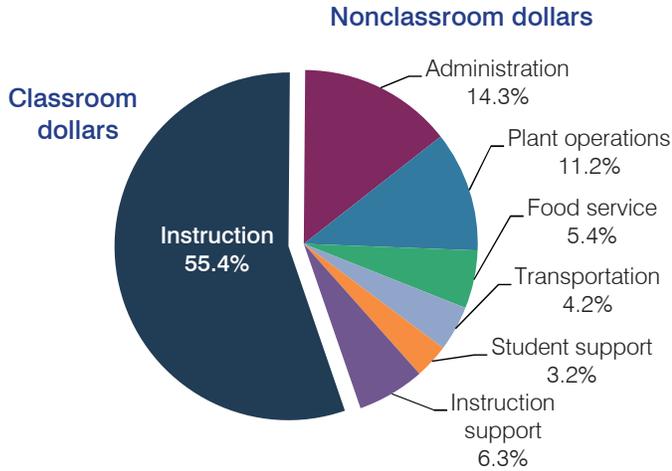
111

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 15 percent. Spending in the classroom varied year to year, increasing overall from 53.6 percent. Spending on most nonclassroom areas varied year to year, as is common for very small districts. Spending on administration decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,886	\$2,835	\$757
	Students per administrator	49	28	68
Plant operations	Cost per square foot	\$6.27	\$6.51	\$6.04
	Square footage per student	235	351	153
Food service	Cost per meal equivalent	\$3.91	\$5.02	\$2.69
Transportation	Cost per mile	\$0.92	\$1.61	\$3.62
	Cost per rider	\$660	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$13,740	\$13,179	\$16,101	\$7,578	\$10,667
Classroom dollars	7,468	7,307	8,231	4,073	6,495
Nonclassroom dollars:	6,272	5,872	7,870	3,505	4,172
Administration	2,151	1,886	2,835	757	1,160
Plant operations	1,720	1,470	2,137	923	1,008
Food service	704	707	901	405	429
Transportation	499	559	1,072	373	464
Student support	412	427	536	600	594
Instruction support	786	823	389	447	517

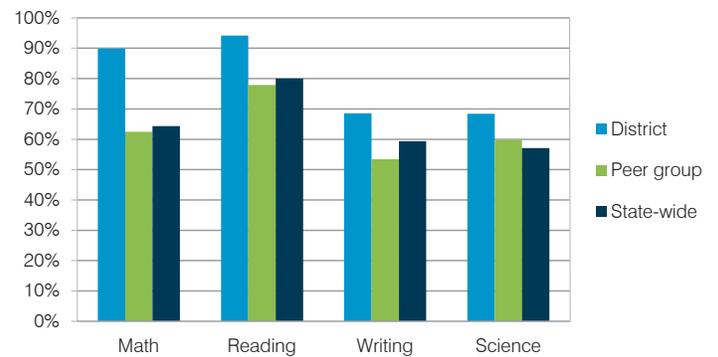
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	25%	25%	24%
Students per teacher	9.2	13.1	18.6
Average teacher salary	\$45,663	\$45,915	\$46,026
Amount from Proposition 301	\$802	\$3,467	\$4,810
Average years of teacher experience	14.6	12.1	10.9
Percentage of teachers in first 3 years	9%	13%	20%

Financial stress assessment

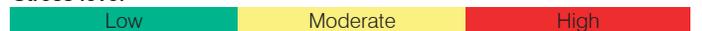
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

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

Stress level



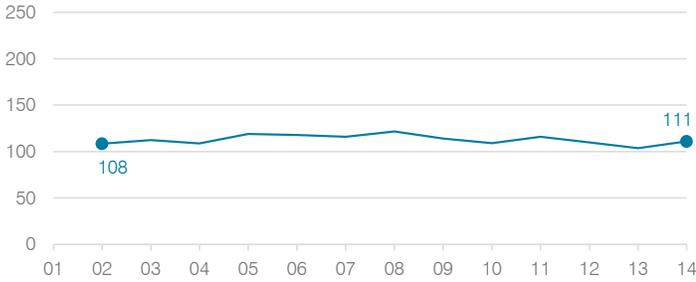
Congress Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	N/A	51.7	58.9	59.3	55.6	54.7	56.0	52.6	53.5	51.7	50.1	49.6	54.4	55.4

OPERATIONAL TRENDS

Fiscal years as indicated

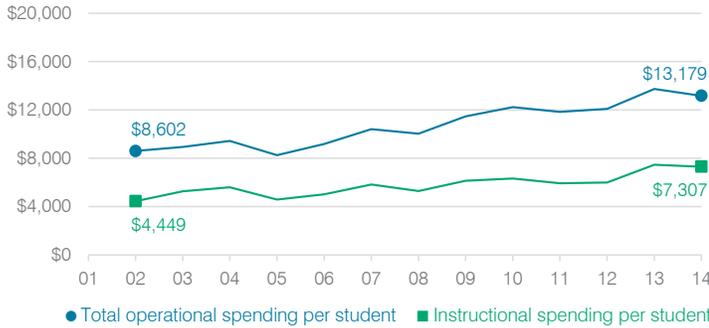
Students attending



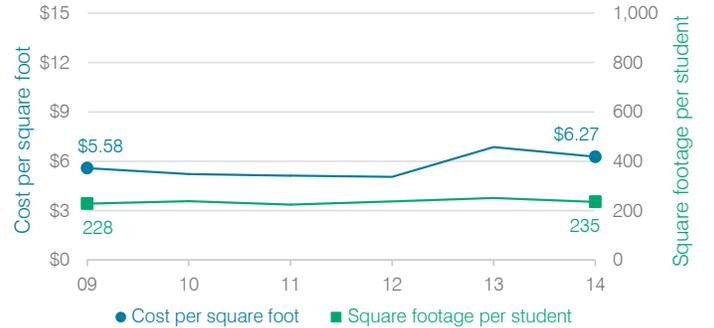
Administrative cost per student



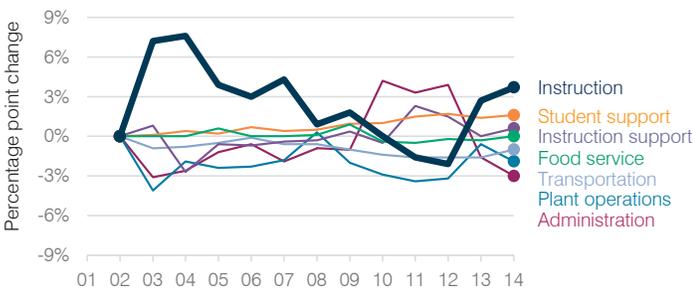
Total operational and instructional spending per student



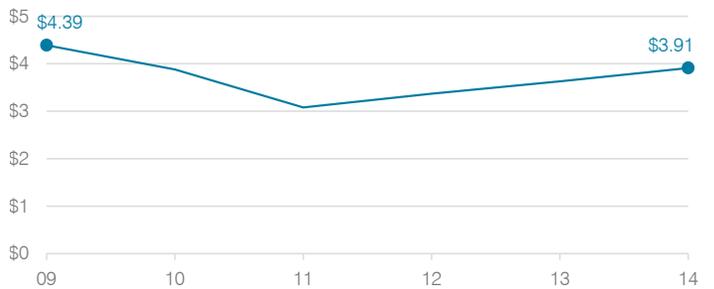
Plant cost per square foot and square footage per student



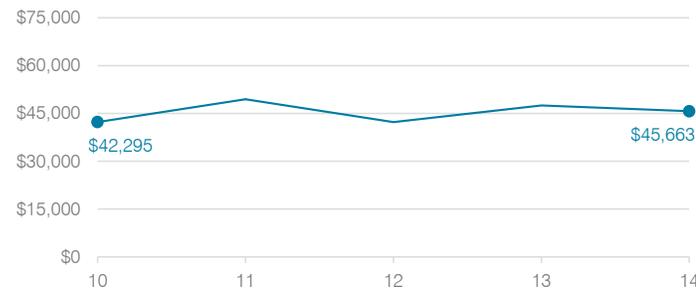
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



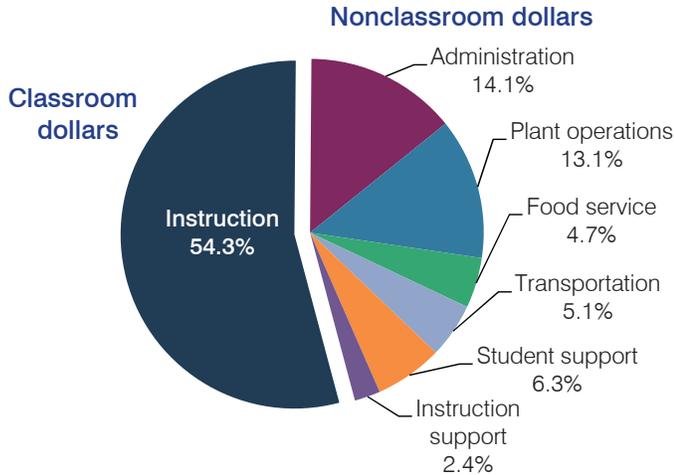
Continental Elementary School District

Pima County
 Efficiency peer groups 10 and T-6, Achievement peer group 16
 Legislative district(s): 2 and 14

District size, location: Small, Rural
 Students attending: 528
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 5 percent. Spending in the classroom varied year to year, decreasing overall from 62.8 to 54.3 percent. Overall, spending on administration, plant operations, and transportation increased substantially. Spending on all other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,060	\$1,165	\$757
	Students per administrator	56	57	68
Plant operations	Cost per square foot	\$6.89	\$6.15	\$6.04
	Square footage per student	143	179	153
Food service	Cost per meal equivalent	\$3.23	\$2.98	\$2.69
Transportation	Cost per mile	\$1.79	\$3.73	\$3.62
	Cost per rider	\$413	\$512	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$7,662	\$7,508	\$8,683	\$7,578	\$10,667
Classroom dollars	4,488	4,079	4,668	4,073	6,495
Nonclassroom dollars:	3,174	3,429	4,015	3,505	4,172
Administration	926	1,060	1,165	757	1,160
Plant operations	815	984	1,037	923	1,008
Food service	327	355	550	405	429
Transportation	433	378	546	373	464
Student support	537	471	467	600	594
Instruction support	136	181	250	447	517

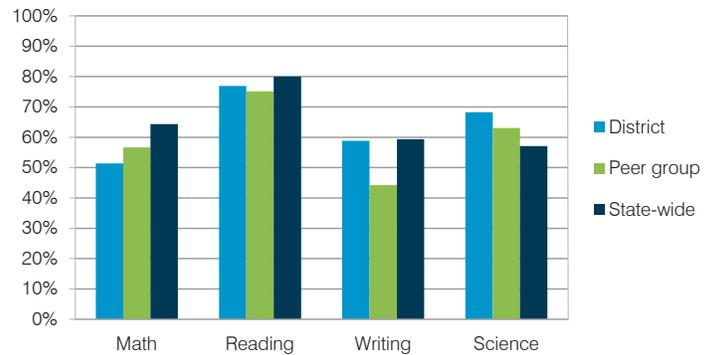
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	14%	9%	24%
Students per teacher	15.0	11.5	18.6
Average teacher salary	\$37,921	\$46,876	\$46,026
Amount from Proposition 301	\$4,070	\$3,288	\$4,810
Average years of teacher experience	11.6	12.6	10.9
Percentage of teachers in first 3 years	0%	11%	20%

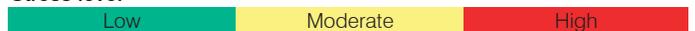
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

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

Stress level



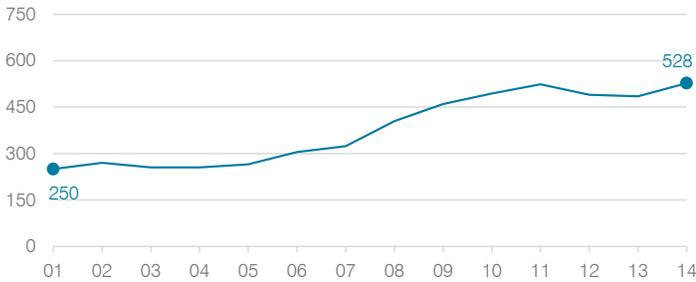
Continental Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	57.0	55.1	58.1	58.3	59.6	55.3	56.2	61.3	62.8	56.0	58.2	55.4	58.6	54.3

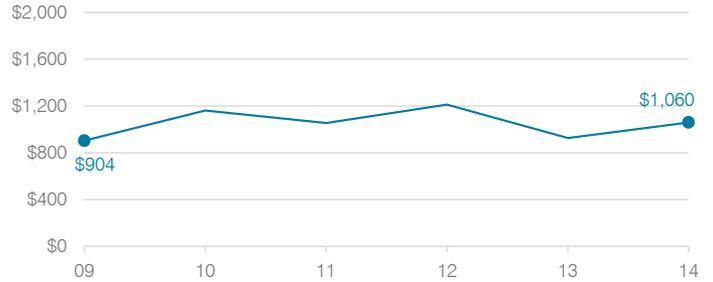
OPERATIONAL TRENDS

Fiscal years as indicated

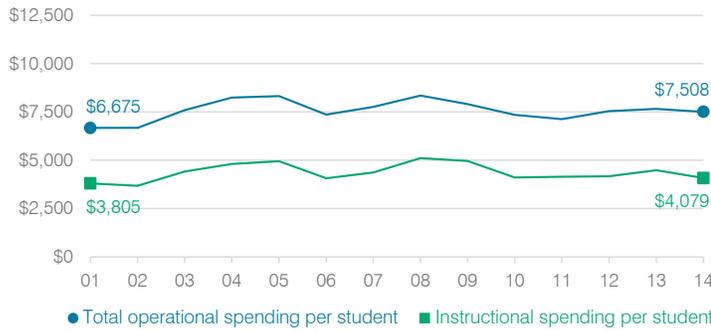
Students attending



Administrative cost per student



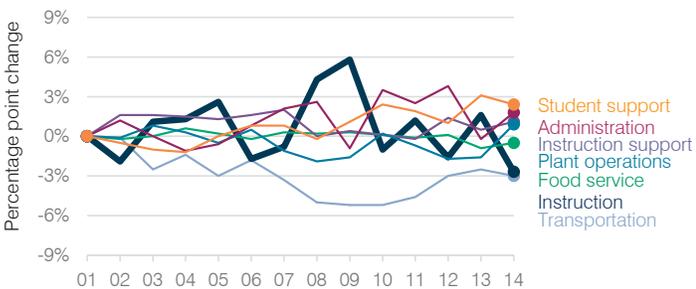
Total operational and instructional spending per student



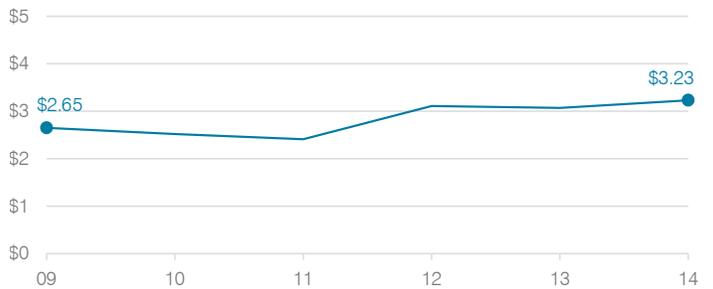
Plant cost per square foot and square footage per student



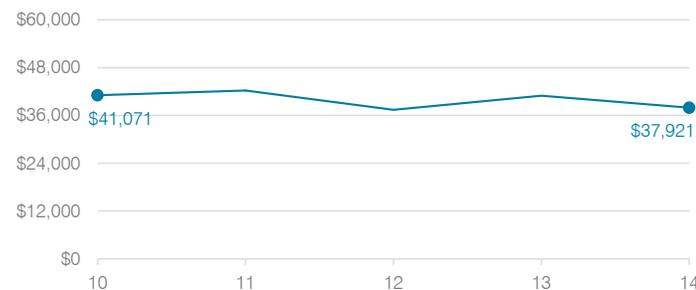
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



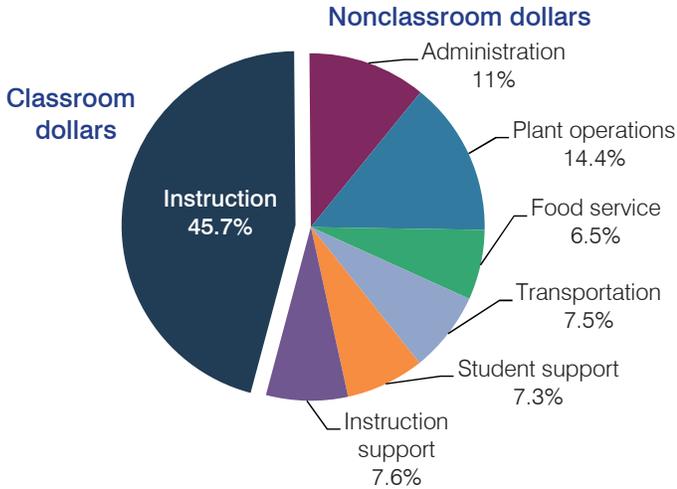
Coolidge Unified School District

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

District size, location: Medium-large, Town
 Students attending: 3,524
 Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 13 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 51.3 to 45.7 percent. Spending on plant operations increased substantially and spending on food service, transportation, and instruction support increased, while spending on student support decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$785	\$789	\$757
	Students per administrator	66	67	68
Plant operations	Cost per square foot	\$4.17	\$5.46	\$6.04
	Square footage per student	246	188	153
Food service	Cost per meal equivalent	\$3.35	\$2.76	\$2.69
Transportation	Cost per mile	\$2.39	\$2.32	\$3.62
	Cost per rider	\$1,055	\$981	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$6,995	\$7,132	\$7,573	\$7,578	\$10,667
Classroom dollars	3,144	3,259	3,914	4,073	6,495
Nonclassroom dollars:	3,851	3,873	3,659	3,505	4,172
Administration	897	785	789	757	1,160
Plant operations	968	1,026	1,009	923	1,008
Food service	448	463	386	405	429
Transportation	568	534	406	373	464
Student support	545	524	607	600	594
Instruction support	425	541	462	447	517

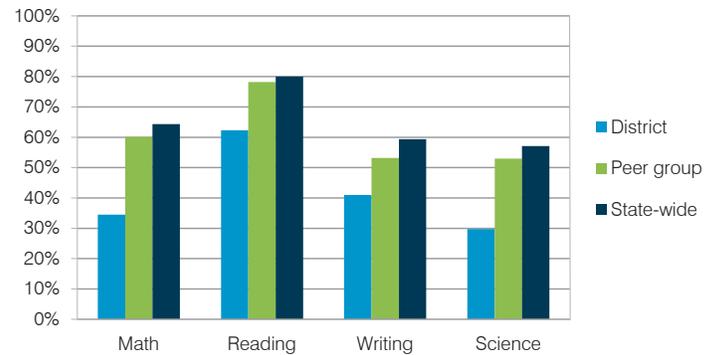
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	0	0%
C	3	43%
D	0	0%
F	4	57%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	95%
Graduation rate (2013)	73%	80%	75%
Poverty rate (2013)	24%	24%	24%
Students per teacher	19.8	17.3	18.6
Average teacher salary	\$40,481	\$42,872	\$46,026
Amount from Proposition 301	\$6,552	\$5,022	\$4,810
Average years of teacher experience	8.7	12.1	10.9
Percentage of teachers in first 3 years	30%	19%	20%

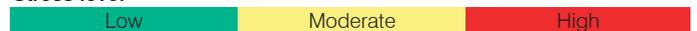
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

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

Stress level



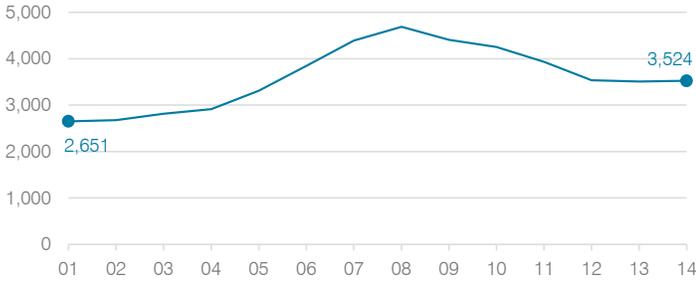
Coolidge Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	53.3	54.9	51.9	51.9	54.3	54.4	55.7	52.0	52.8	47.3	50.2	47.6	44.9	45.7

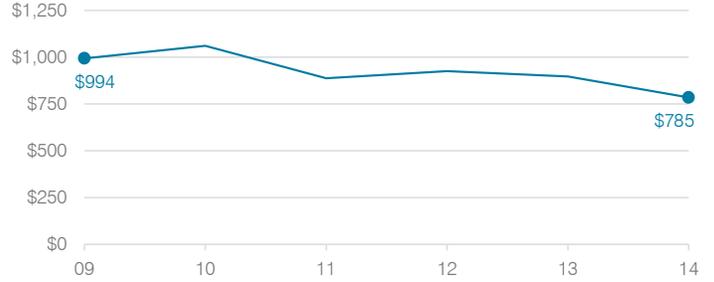
OPERATIONAL TRENDS

Fiscal years as indicated

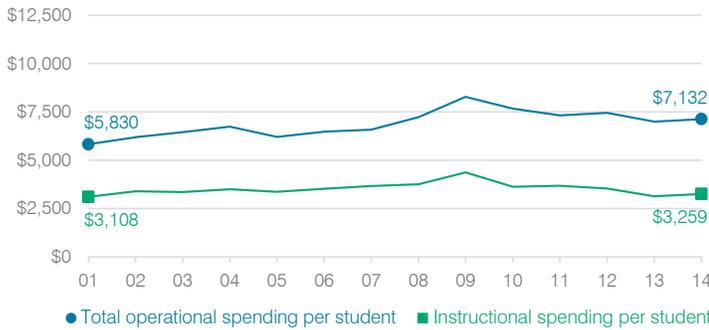
Students attending



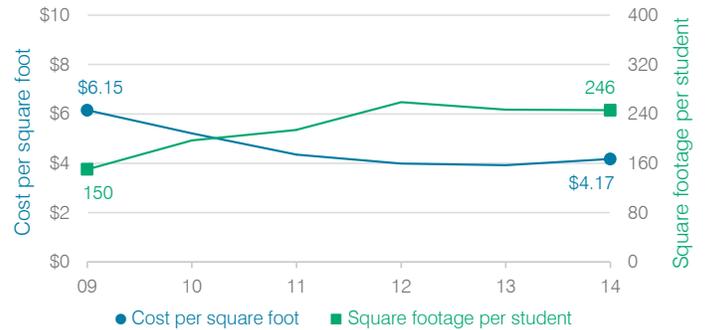
Administrative cost per student



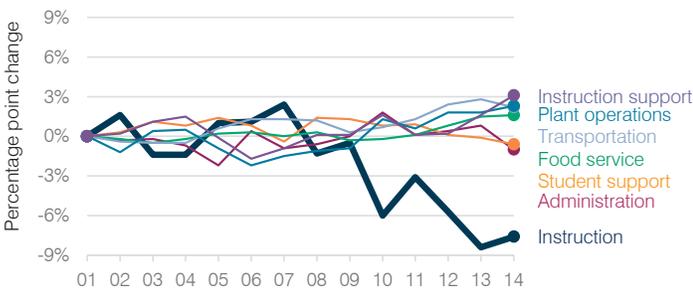
Total operational and instructional spending per student



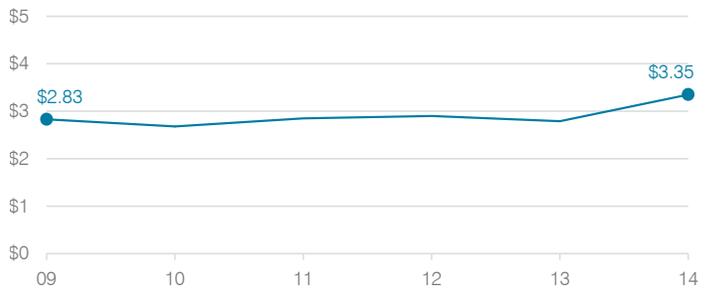
Plant cost per square foot and square footage per student



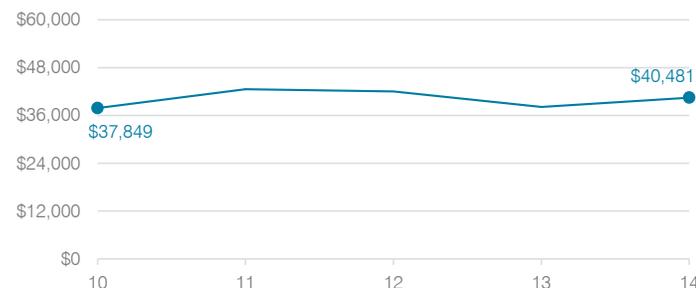
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Cottonwood-Oak Creek Elementary School District

Yavapai County

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

Legislative district(s): 1 and 6

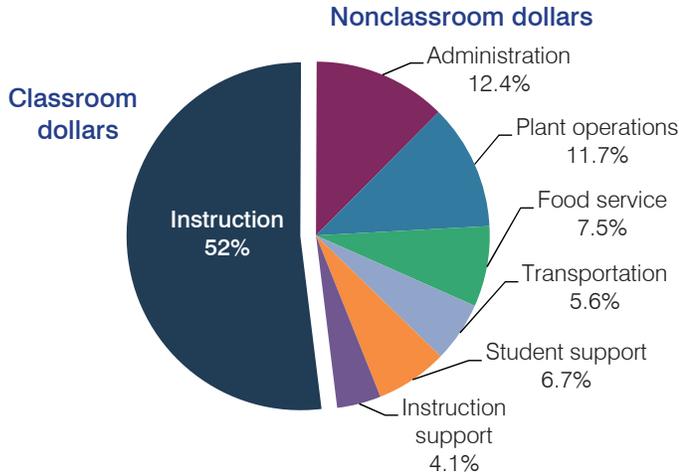
District size, location: Medium-large, Town

Students attending: 2,031

Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 4 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 56.9 to 52 percent. Overall, spending on transportation increased substantially and spending on administration and food service increased. Spending on most other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$906	\$974	\$757
	Students per administrator	55	65	68
Plant operations	Cost per square foot	\$5.65	\$6.55	\$6.04
	Square footage per student	151	140	153
Food service	Cost per meal equivalent	\$3.17	\$2.82	\$2.69
Transportation	Cost per mile	\$2.94	\$3.45	\$3.62
	Cost per rider	\$924	\$832	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$7,135	\$7,293	\$7,678	\$7,578	\$10,667
Classroom dollars	3,975	3,793	3,796	4,073	6,495
Nonclassroom dollars:	3,160	3,500	3,882	3,505	4,172
Administration	725	906	974	757	1,160
Plant operations	729	851	902	923	1,008
Food service	579	544	549	405	429
Transportation	377	412	496	373	464
Student support	415	490	463	600	594
Instruction support	335	297	498	447	517

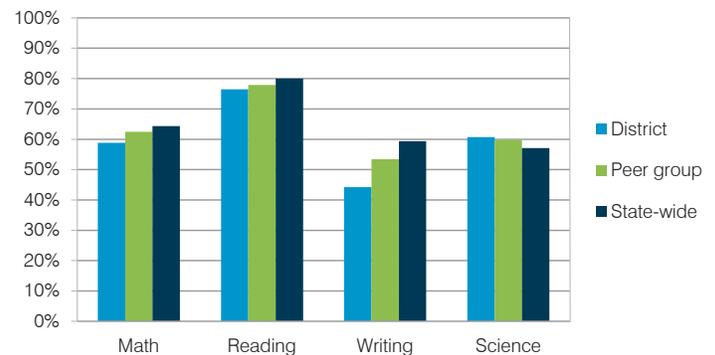
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	25%	25%	24%
Students per teacher	19.2	13.1	18.6
Average teacher salary	\$42,625	\$45,915	\$46,026
Amount from Proposition 301	\$5,019	\$3,467	\$4,810
Average years of teacher experience	12.4	12.1	10.9
Percentage of teachers in first 3 years	17%	13%	20%

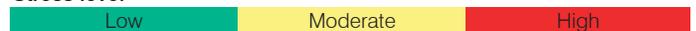
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

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

Stress level

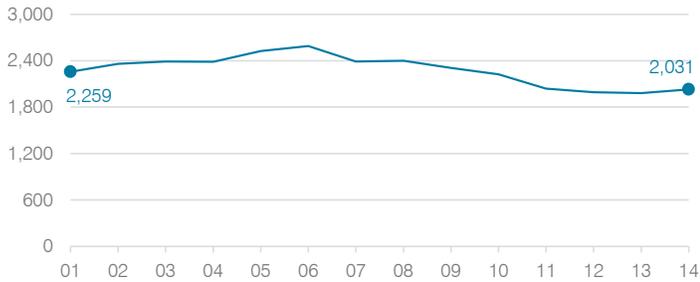


Cottonwood-Oak Creek Elementary School District

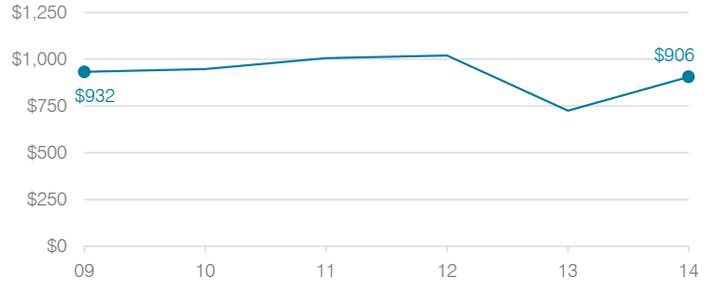
Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014
 53.8 52.4 56.1 53.6 53.9 53.5 53.4 55.8 57.0 52.8 47.8 50.6 55.7 52.0

OPERATIONAL TRENDS Fiscal years as indicated

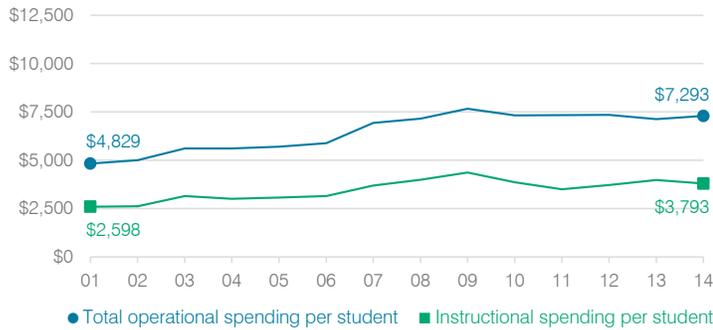
Students attending



Administrative cost per student



Total operational and instructional spending per student



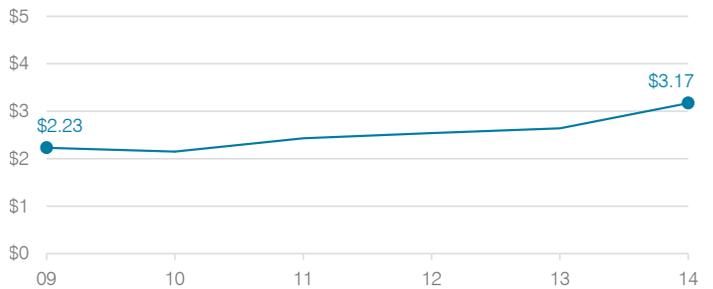
Plant cost per square foot and square footage per student



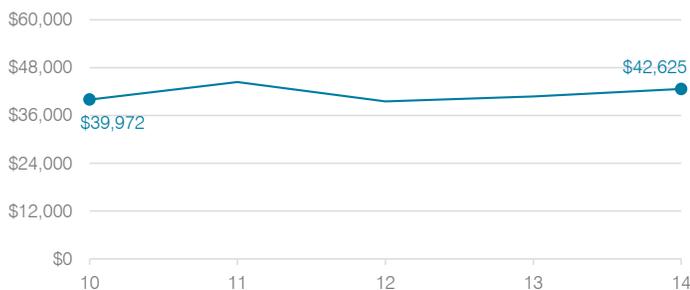
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



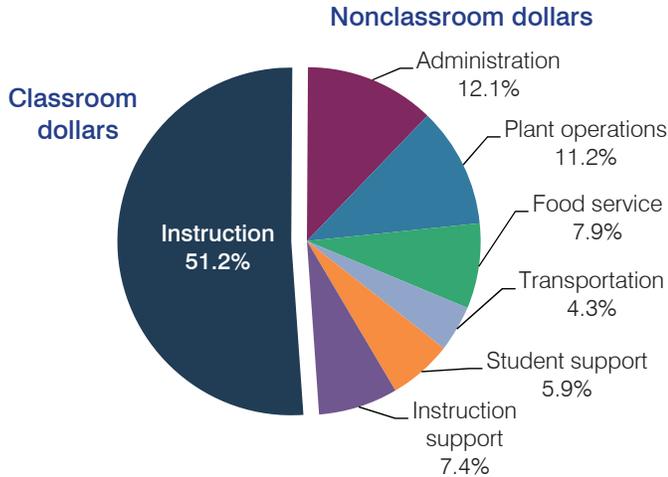
Crane Elementary School District

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

District size, location: Medium-large, City
 Students attending: 5,897
 Number of schools: 11

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 9 percent. Spending in the classroom decreased from 54.3 to 51.2 percent. Spending on student support increased and spending on administration, food service, transportation, and instruction support increased slightly, while spending on plant operations decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$763	\$895	\$757
	Students per administrator	75	69	68
Plant operations	Cost per square foot	\$6.63	\$6.19	\$6.04
	Square footage per student	106	143	153
Food service	Cost per meal equivalent	\$2.41	\$2.48	\$2.69
Transportation	Cost per mile	\$5.38	\$6.52	\$3.62
	Cost per rider	\$546	\$710	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$6,124	\$6,314	\$7,656	\$7,578	\$10,667
Classroom dollars	3,111	3,231	3,929	4,073	6,495
Nonclassroom dollars:	3,013	3,083	3,727	3,505	4,172
Administration	705	763	895	757	1,160
Plant operations	755	704	879	923	1,008
Food service	460	501	558	405	429
Transportation	252	273	291	373	464
Student support	340	374	580	600	594
Instruction support	501	468	524	447	517

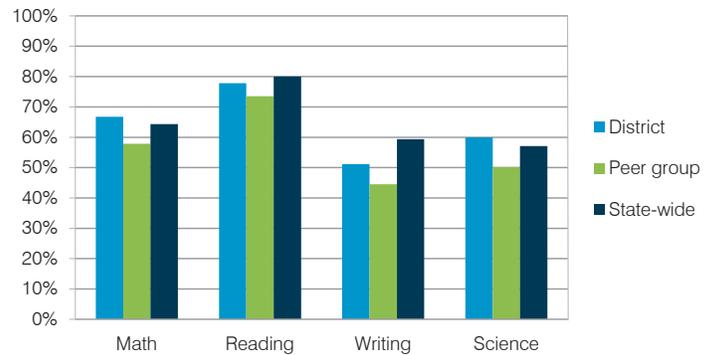
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	3	27%
B	8	73%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	27%	26%	24%
Students per teacher	19.9	19.7	18.6
Average teacher salary	\$41,017	\$40,842	\$46,026
Amount from Proposition 301	\$5,120	\$3,876	\$4,810
Average years of teacher experience	8.6	7.6	10.9
Percentage of teachers in first 3 years	28%	34%	20%

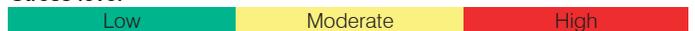
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.0%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



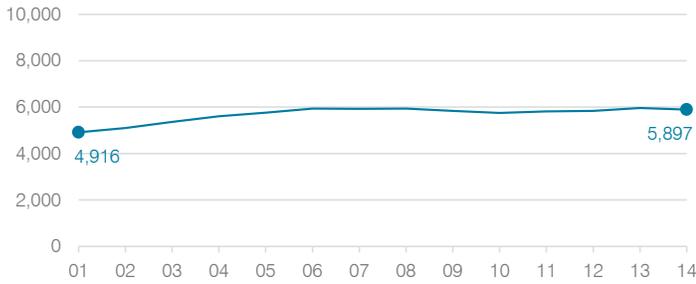
Crane Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	56.8	59.4	59.0	58.8	57.4	56.5	55.8	56.0	54.3	53.5	52.8	51.1	50.8	51.2

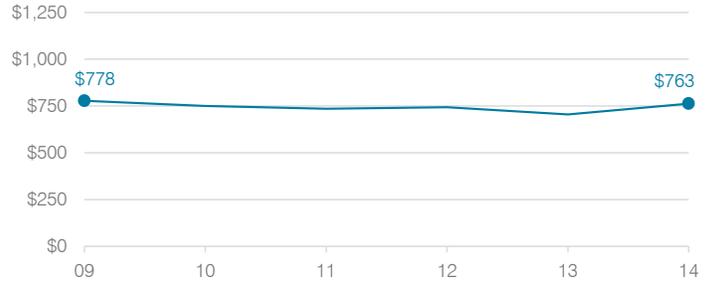
OPERATIONAL TRENDS

Fiscal years as indicated

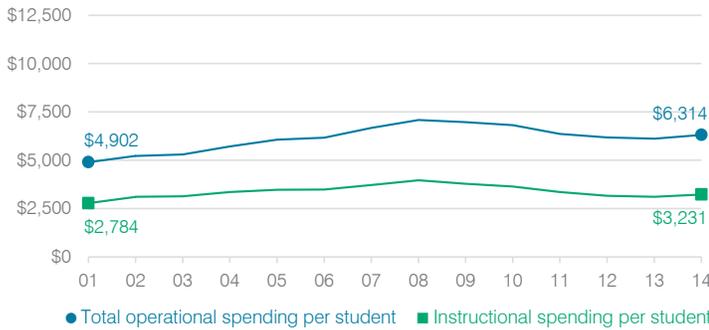
Students attending



Administrative cost per student



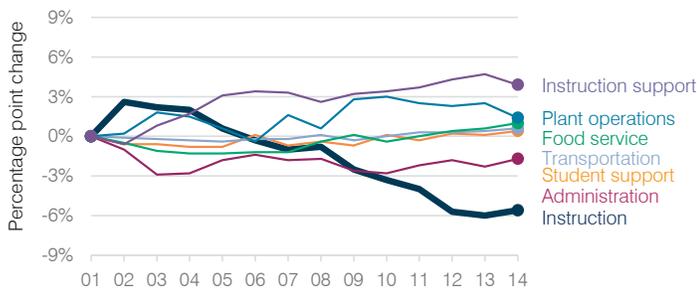
Total operational and instructional spending per student



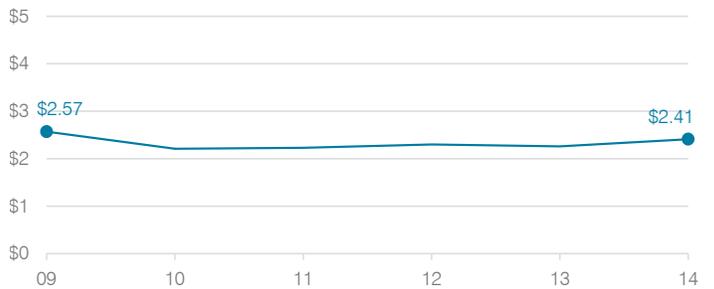
Plant cost per square foot and square footage per student



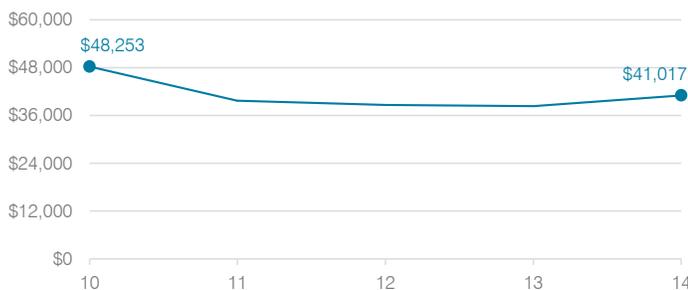
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



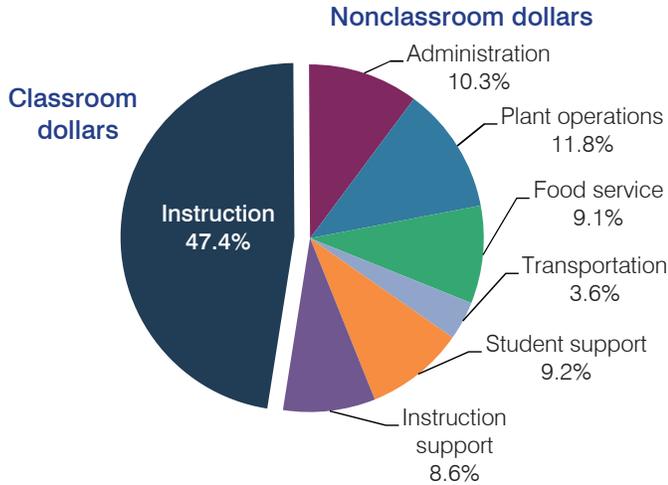
Creighton Elementary School District

Maricopa County
 Efficiency peer groups 8 and T-2, Achievement peer group 15
 Legislative district(s): 24, 27, and 28

District size, location: Medium-large, City
 Students attending: 6,191
 Number of schools: 9

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 11 percent. Spending in the classroom decreased overall from 52.6 to 47.4 percent. Spending on plant operations and food service increased substantially and spending on administration and transportation increased slightly. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$810	\$895	\$757
	Students per administrator	63	69	68
Plant operations	Cost per square foot	\$5.79	\$6.19	\$6.04
	Square footage per student	161	143	153
Food service	Cost per meal equivalent	\$2.72	\$2.48	\$2.69
Transportation	Cost per mile	\$6.71	\$4.98	\$3.62
	Cost per rider	\$1,406	\$909	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$7,722	\$7,862	\$7,656	\$7,578	\$10,667
Classroom dollars	3,707	3,727	3,929	4,073	6,495
Nonclassroom dollars:	4,015	4,135	3,727	3,505	4,172
Administration	786	810	895	757	1,160
Plant operations	883	931	879	923	1,008
Food service	693	715	558	405	429
Transportation	274	280	291	373	464
Student support	658	726	580	600	594
Instruction support	721	673	524	447	517

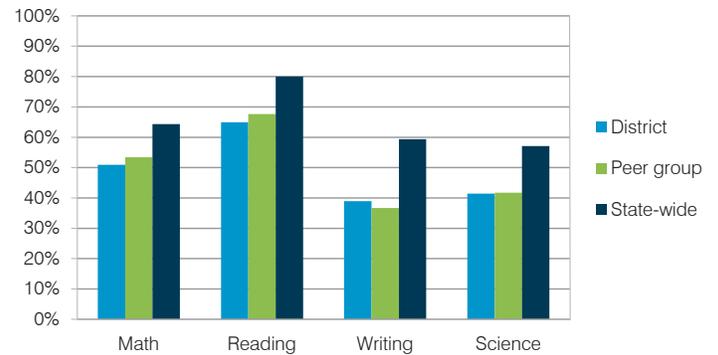
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	48%	52%	24%
Students per teacher	17.4	18.2	18.6
Average teacher salary	\$43,060	\$47,973	\$46,026
Amount from Proposition 301	\$3,551	\$4,193	\$4,810
Average years of teacher experience	7.7	8.8	10.9
Percentage of teachers in first 3 years	35%	33%	20%

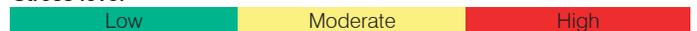
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	1.7%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



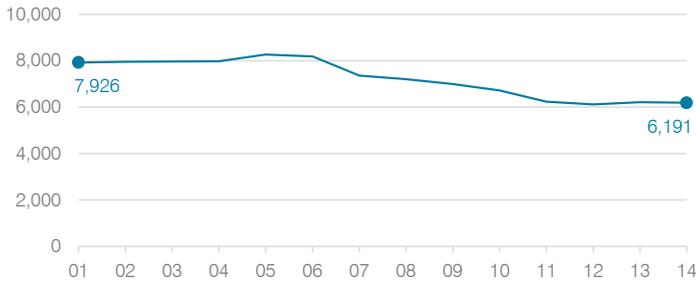
Creighton Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	56.8	55.5	59.8	58.0	57.8	55.0	53.3	51.9	52.6	53.3	50.9	50.3	48.0	47.4

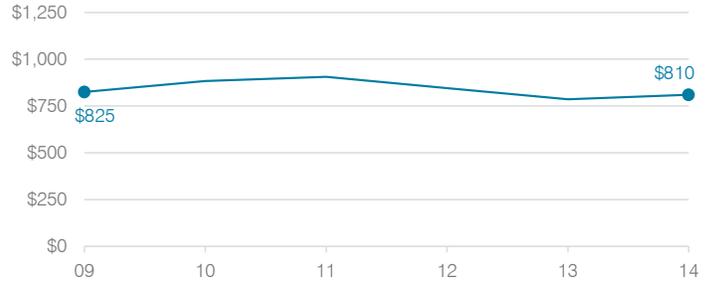
OPERATIONAL TRENDS

Fiscal years as indicated

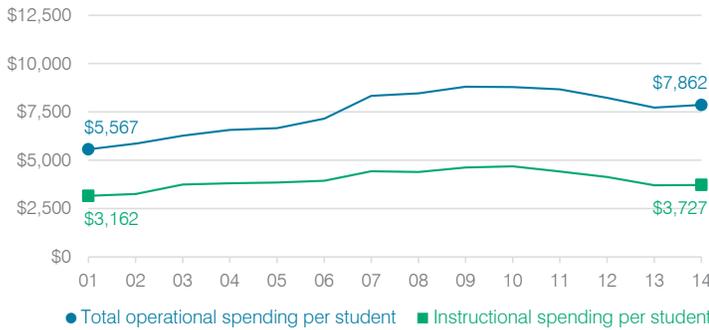
Students attending



Administrative cost per student



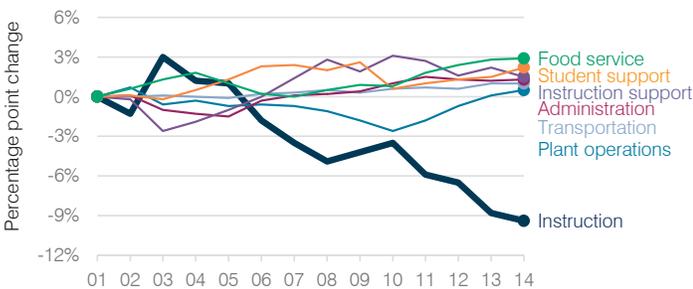
Total operational and instructional spending per student



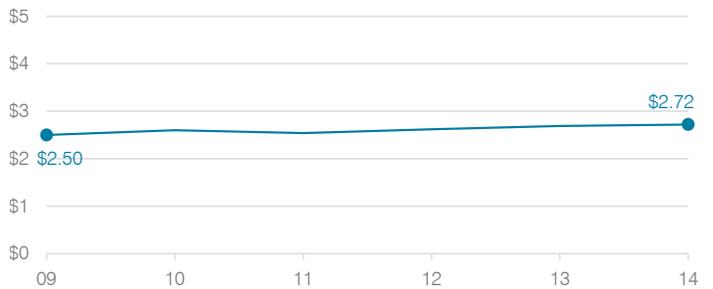
Plant cost per square foot and square footage per student



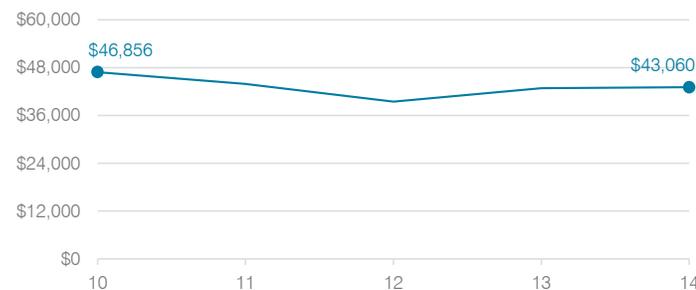
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Crown King Elementary School District

Yavapai County

Efficiency peer group 11 and Achievement peer group 17

Legislative district(s): 1

District size, location:

Very small, Rural

Students attending:

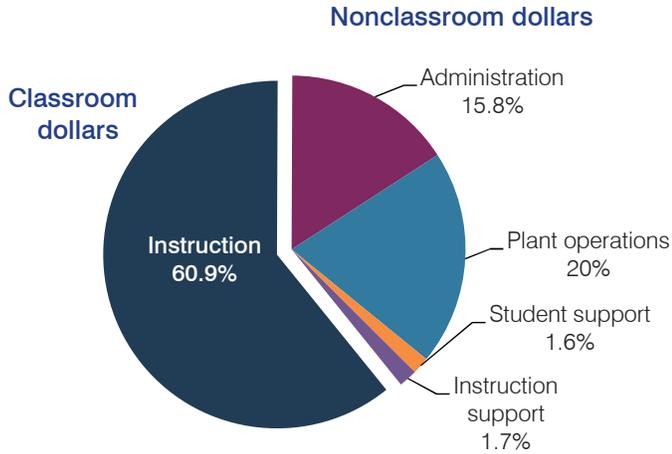
4

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Student enrollment decreased by 36 percent, which contributed to the 37 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 68.3 to 60.9 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,886	\$2,835	\$757
	Students per administrator	3	28	68
Plant operations	Cost per square foot	\$9.64	\$6.51	\$6.04
	Square footage per student	509	351	153
Food service	Cost per meal equivalent	N/A	\$5.02	\$2.69
Transportation	Cost per mile	N/A	N/A	\$3.62
	Cost per rider	N/A	N/A	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$37,032	\$24,578	\$16,101	\$7,578	\$10,667
Classroom dollars	20,217	14,964	8,231	4,073	6,495
Nonclassroom dollars:	16,815	9,614	7,870	3,505	4,172
Administration	6,230	3,886	2,835	757	1,160
Plant operations	9,003	4,908	2,137	923	1,008
Food service	0	0	901	405	429
Transportation	0	0	1,072	373	464
Student support	935	402	536	600	594
Instruction support	647	418	389	447	517

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **N/A**

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

Students who met state standards (AIMS)

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

Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	20%	20%	24%
Students per teacher	3.7	12.3	18.6
Average teacher salary	N/A	\$43,736	\$46,026
Amount from Proposition 301	N/A	\$3,455	\$4,810
Average years of teacher experience	N/A	11.8	10.9
Percentage of teachers in first 3 years	N/A	15%	20%

Financial stress assessment

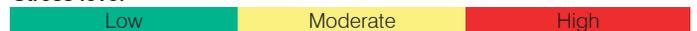
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

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

Stress level



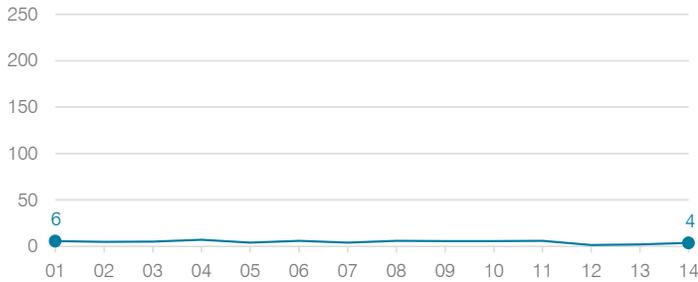
Crown King Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	63.9	66.5	64.7	63.9	67.0	71.2	65.6	68.0	68.3	68.7	69.0	64.4	54.6	60.9

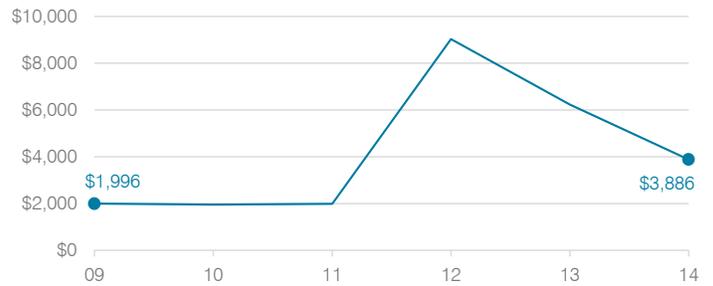
OPERATIONAL TRENDS

Fiscal years as indicated

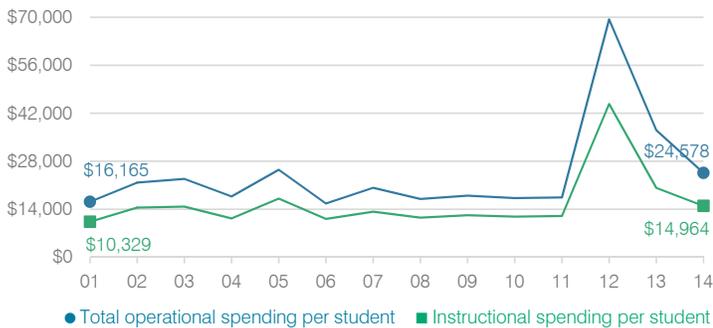
Students attending



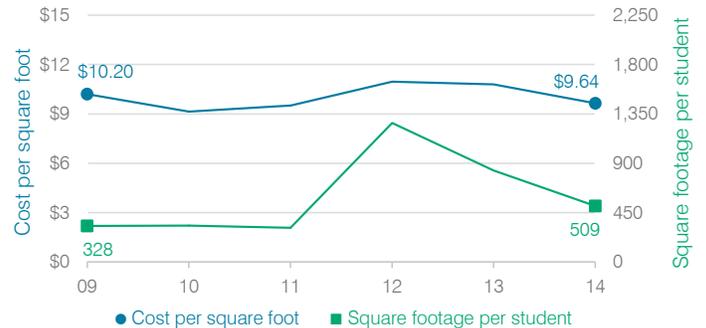
Administrative cost per student



Total operational and instructional spending per student



Plant cost per square foot and square footage per student



Changes in operational spending percentages



Food service cost per meal

Food service cost per meal trend is not shown because the District did not operate a food service program during all or a substantial portion of fiscal years 2009 through 2014.

Average teacher salary

Average teacher salary trend is not shown because the District had two or fewer teachers during all or a substantial portion of fiscal years 2010 through 2014.

Transportation costs per mile and per rider

Transportation costs per mile and per rider trends are not shown because the District did not operate a transportation program during all or a substantial portion of fiscal years 2009 through 2014.

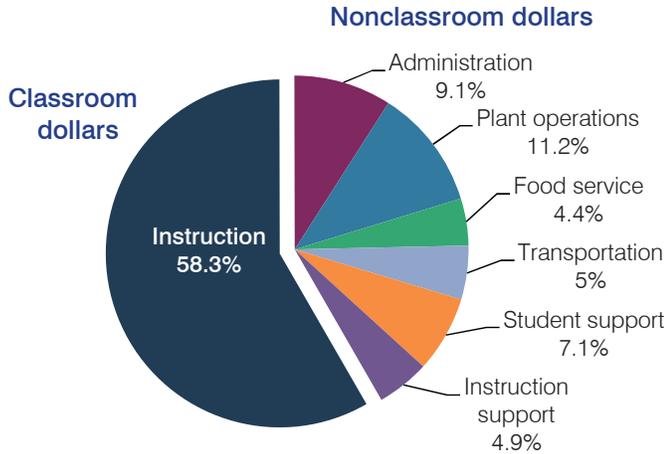
Deer Valley Unified School District

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

District size, location: Very large, City
 Students attending: 32,359
 Number of schools: 37

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 4 percent. Spending in the classroom decreased from 60.6 to 58.3 percent. Overall, spending on administration, transportation, and instruction support increased slightly, while spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$609	\$630	\$757
	Students per administrator	84	81	68
Plant operations	Cost per square foot	\$5.46	\$5.83	\$6.04
	Square footage per student	137	143	153
Food service	Cost per meal equivalent	\$2.51	\$2.72	\$2.69
Transportation	Cost per mile	\$4.30	\$3.54	\$3.62
	Cost per rider	\$1,401	\$1,065	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$6,597	\$6,718	\$7,208	\$7,578	\$10,667
Classroom dollars	3,868	3,919	4,086	4,073	6,495
Nonclassroom dollars:	2,729	2,799	3,122	3,505	4,172
Administration	593	609	630	757	1,160
Plant operations	763	751	831	923	1,008
Food service	299	299	330	405	429
Transportation	322	335	346	373	464
Student support	463	479	605	600	594
Instruction support	289	326	380	447	517

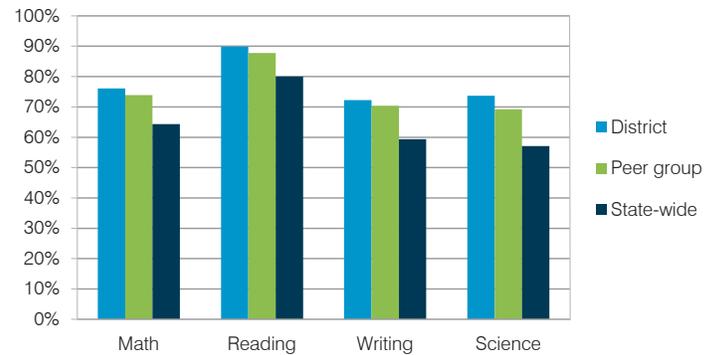
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	18	49%
B	17	46%
C	2	5%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	91%	87%	75%
Poverty rate (2013)	12%	14%	24%
Students per teacher	19.0	19.2	18.6
Average teacher salary	\$46,902	\$46,746	\$46,026
Amount from Proposition 301	\$4,661	\$4,740	\$4,810
Average years of teacher experience	12.2	11.0	10.9
Percentage of teachers in first 3 years	12%	15%	20%

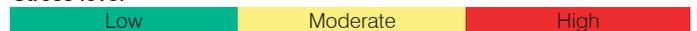
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	1.6%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



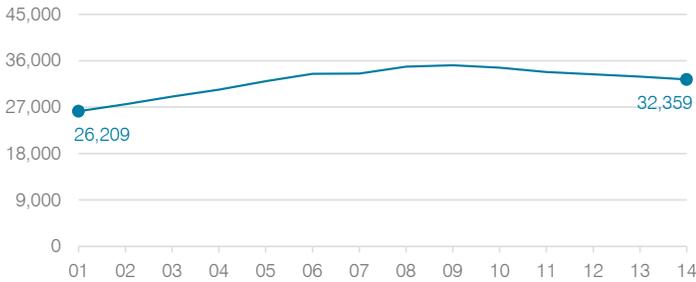
Deer Valley Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	60.1	62.2	61.6	62.8	61.9	61.2	60.5	61.5	60.6	60.6	59.6	58.9	58.6	58.3

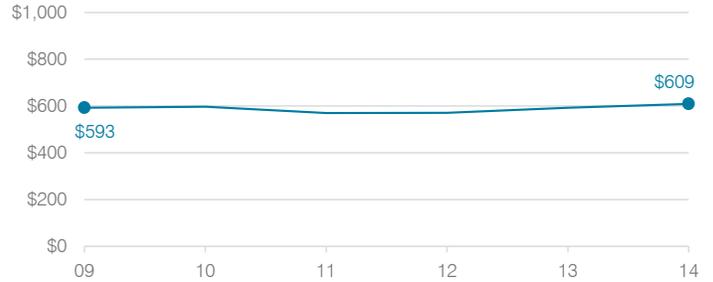
OPERATIONAL TRENDS

Fiscal years as indicated

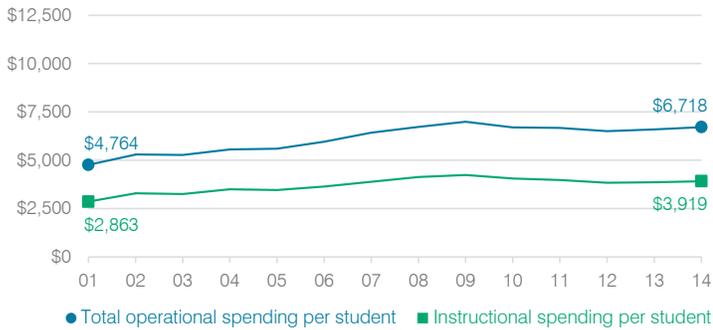
Students attending



Administrative cost per student



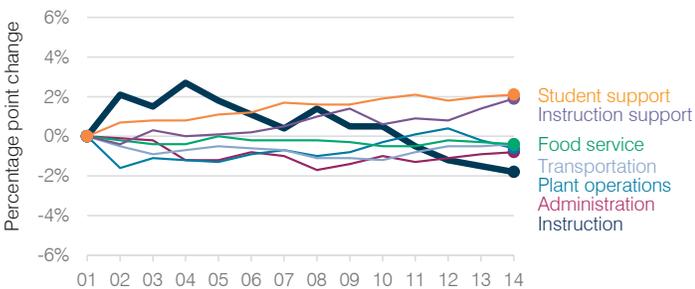
Total operational and instructional spending per student



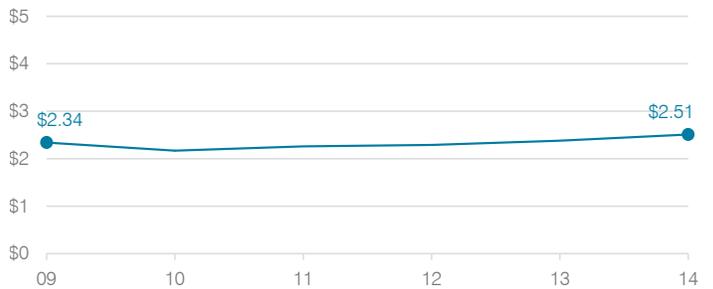
Plant cost per square foot and square footage per student



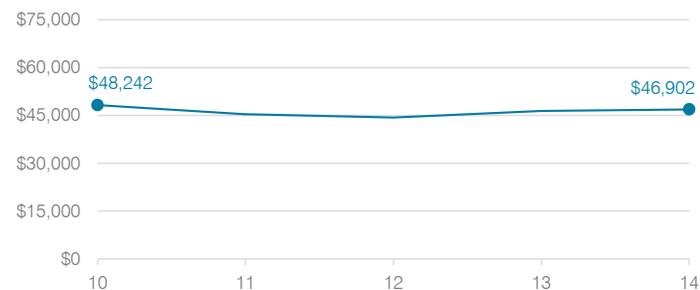
Changes in operational spending percentages



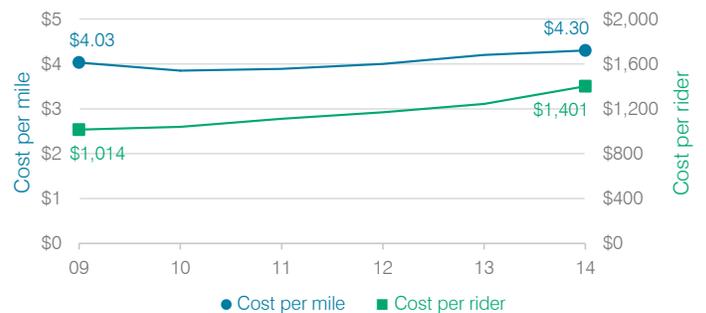
Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Double Adobe Elementary School District

Cochise County

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

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

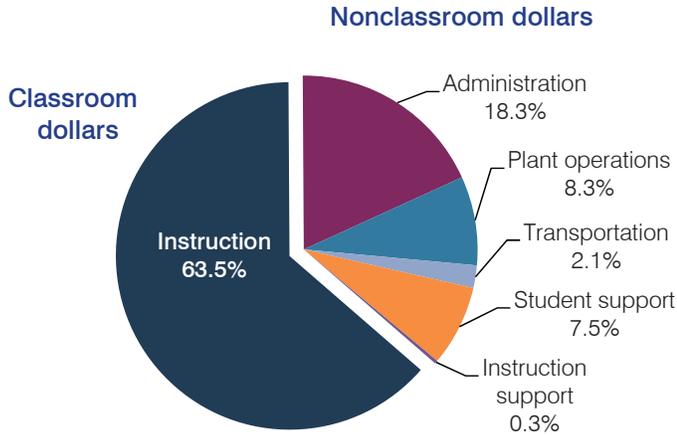
40

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Student enrollment decreased by 28 percent, which contributed to the 24 percent increase in total spending per pupil. Spending in the classroom varied year to year, increasing overall from 61.3 to 63.5 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,193	\$2,835	\$757
	Students per administrator	23	28	68
Plant operations	Cost per square foot	\$4.54	\$6.51	\$6.04
	Square footage per student	219	351	153
Food service	Cost per meal equivalent	N/A	\$5.02	\$2.69
Transportation	Cost per mile	\$0.44	\$1.61	\$3.62
	Cost per rider	\$195	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$10,735	\$11,987	\$16,101	\$7,578	\$10,667
Classroom dollars	7,471	7,613	8,231	4,073	6,495
Nonclassroom dollars:	3,264	4,374	7,870	3,505	4,172
Administration	1,185	2,193	2,835	757	1,160
Plant operations	1,677	993	2,137	923	1,008
Food service	0	0	901	405	429
Transportation	252	248	1,072	373	464
Student support	121	902	536	600	594
Instruction support	29	38	389	447	517

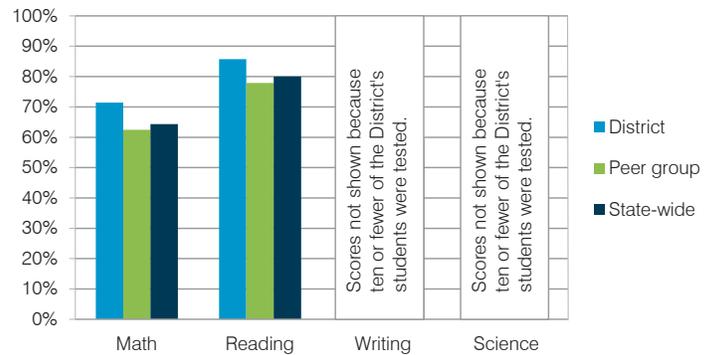
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	24%	25%	24%
Students per teacher	10.0	13.1	18.6
Average teacher salary	\$45,756	\$45,915	\$46,026
Amount from Proposition 301	\$3,087	\$3,467	\$4,810
Average years of teacher experience	18.0	12.1	10.9
Percentage of teachers in first 3 years	0%	13%	20%

Financial stress assessment

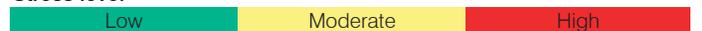
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

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

Stress level



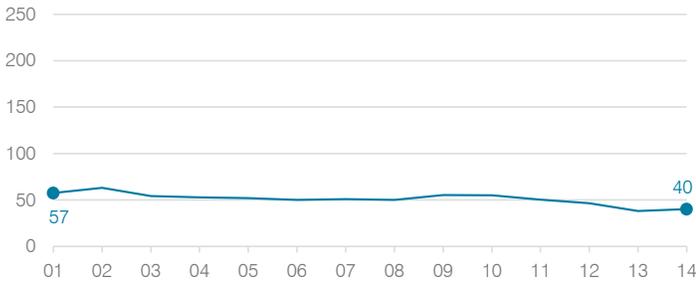
Double Adobe Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	66.0	65.4	64.1	63.5	62.9	63.3	62.4	61.6	61.3	64.3	65.0	61.5	69.6	63.5

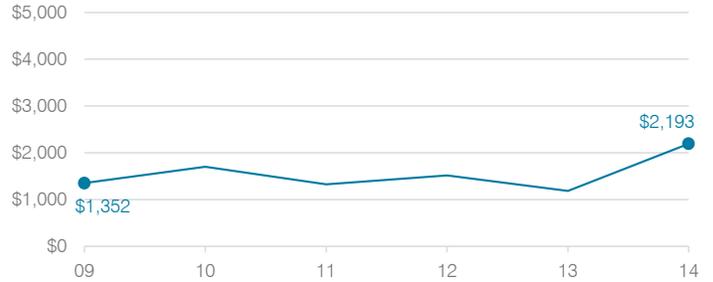
OPERATIONAL TRENDS

Fiscal years as indicated

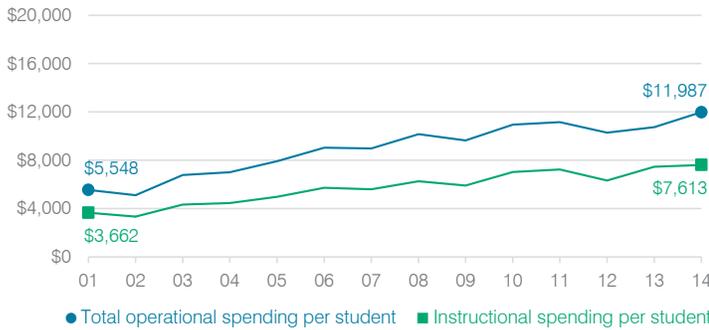
Students attending



Administrative cost per student



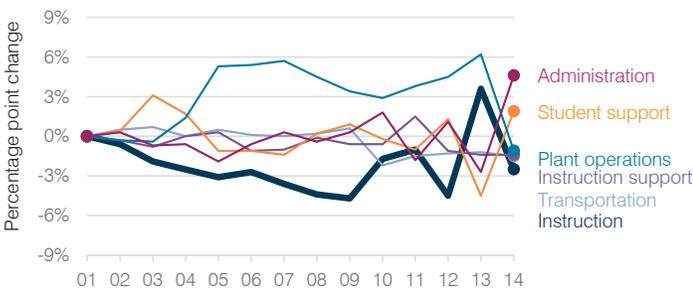
Total operational and instructional spending per student



Plant cost per square foot and square footage per student



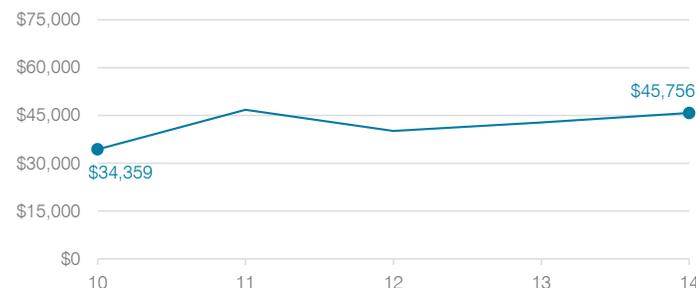
Changes in operational spending percentages



Food service cost per meal

Food service cost per meal trend is not shown because the District did not operate a food service program during all or a substantial portion of fiscal years 2009 through 2014.

Average teacher salary



Transportation costs per mile and per rider



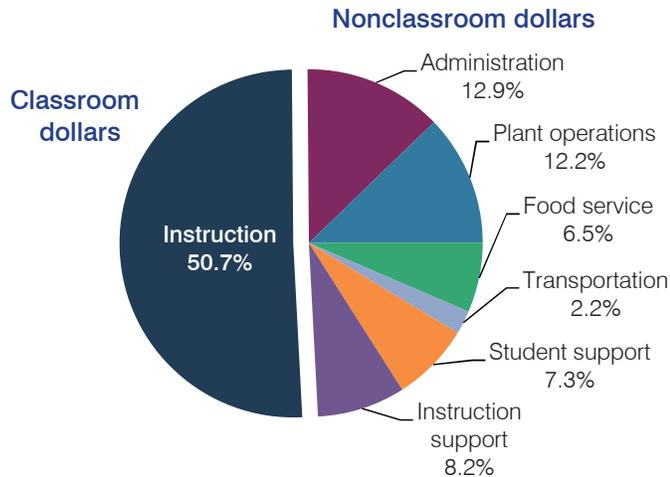
Douglas Unified School District

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

District size, location: Medium-large, Town
 Students attending: 3,596
 Number of schools: 8

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 5 percent. Spending in the classroom decreased overall from 54.9 to 50.7 percent. Overall, spending on instruction support increased substantially and spending on food service increased slightly. Spending on plant operations decreased slightly, while most other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$935	\$789	\$757
	Students per administrator	49	67	68
Plant operations	Cost per square foot	\$5.56	\$5.46	\$6.04
	Square footage per student	159	188	153
Food service	Cost per meal equivalent	\$2.79	\$2.76	\$2.69
Transportation	Cost per mile	\$4.15	\$2.61	\$3.62
	Cost per rider	\$1,581	\$774	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$7,489	\$7,228	\$7,573	\$7,578	\$10,667
Classroom dollars	3,924	3,662	3,914	4,073	6,495
Nonclassroom dollars:	3,565	3,566	3,659	3,505	4,172
Administration	969	935	789	757	1,160
Plant operations	860	882	1,009	923	1,008
Food service	484	473	386	405	429
Transportation	148	157	406	373	464
Student support	529	528	607	600	594
Instruction support	575	591	462	447	517

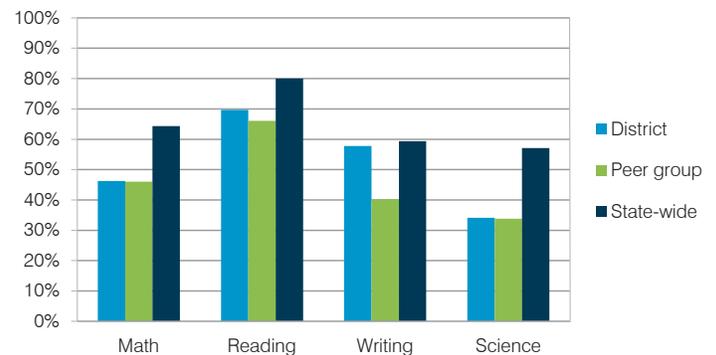
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	95%
Graduation rate (2013)	79%	73%	75%
Poverty rate (2013)	45%	45%	24%
Students per teacher	18.7	15.2	18.6
Average teacher salary	\$38,195	\$43,616	\$46,026
Amount from Proposition 301	\$5,772	\$4,111	\$4,810
Average years of teacher experience	11.0	12.2	10.9
Percentage of teachers in first 3 years	16%	18%	20%

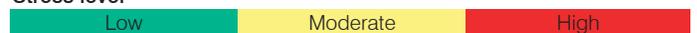
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Concentrated decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.3%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



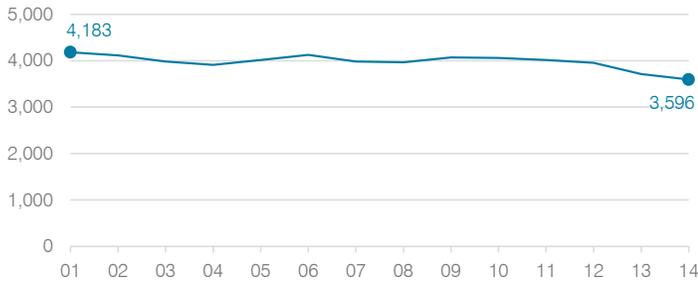
Douglas Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	62.2	63.6	61.0	63.6	60.0	58.8	59.5	58.2	54.9	53.2	53.8	52.3	52.4	50.7

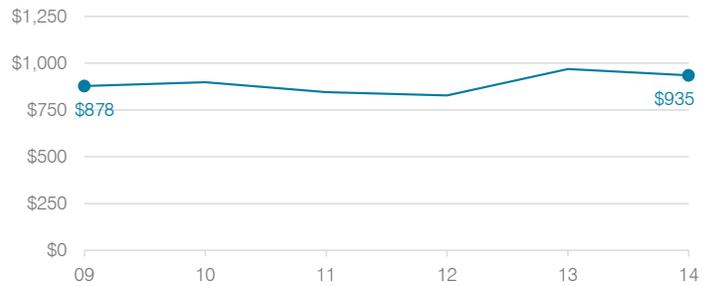
OPERATIONAL TRENDS

Fiscal years as indicated

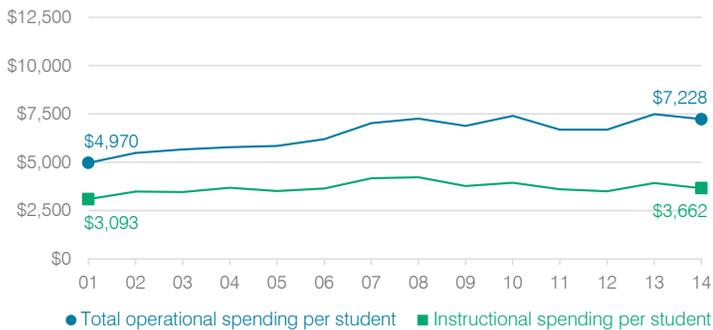
Students attending



Administrative cost per student



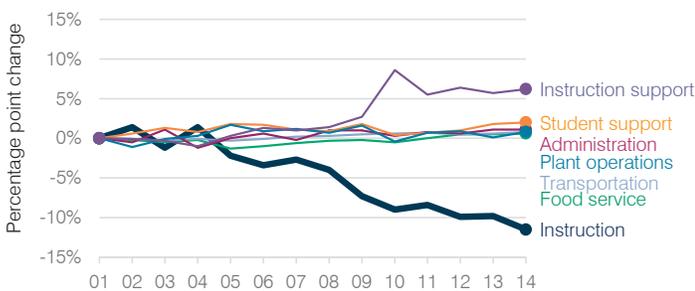
Total operational and instructional spending per student



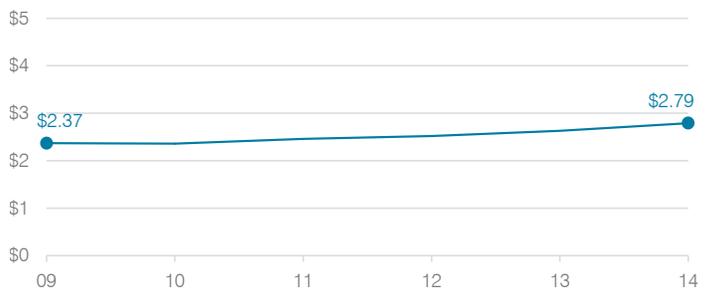
Plant cost per square foot and square footage per student



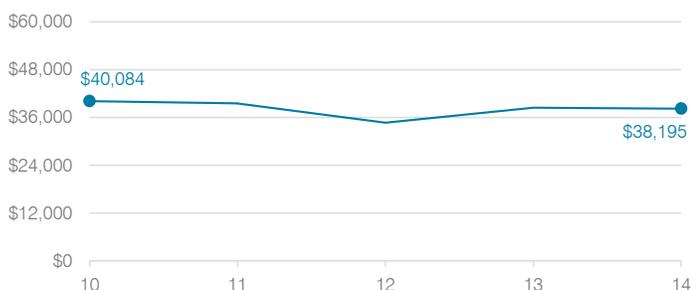
Changes in operational spending percentages



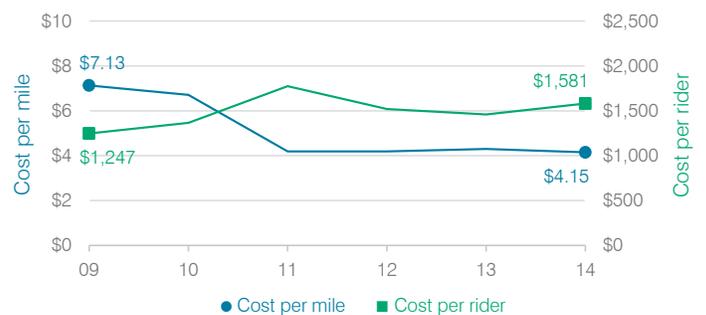
Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



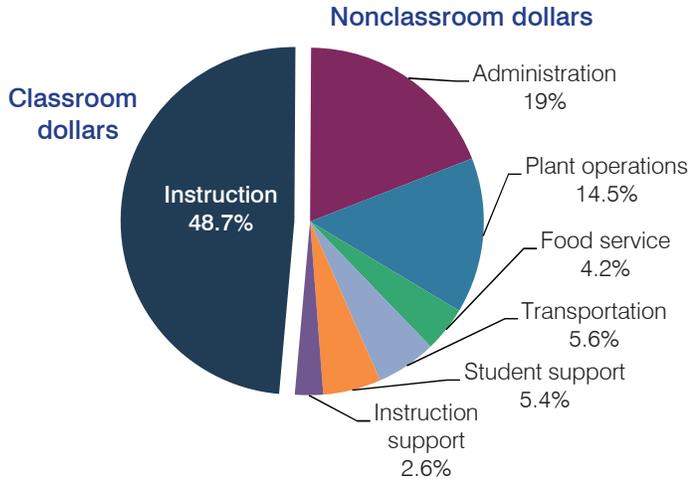
Duncan Unified School District

Greenlee County
 Efficiency peer groups 6 and T-10, Achievement peer group 4
 Legislative district(s): 14

District size, location: Small, Rural
 Students attending: 363
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil returned to 2009 levels, but spending in the classroom decreased from 56.1 to 48.7 percent. Spending on administration increased substantially, spending on student support and instruction support increased, and spending on transportation increased slightly. Spending on plant operations decreased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,745	\$1,534	\$757
	Students per administrator	42	45	68
Plant operations	Cost per square foot	\$3.79	\$4.68	\$6.04
	Square footage per student	352	307	153
Food service	Cost per meal equivalent	\$3.22	\$3.36	\$2.69
Transportation	Cost per mile	\$1.34	\$2.12	\$3.62
	Cost per rider	\$947	\$1,121	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$9,381	\$9,176	\$10,014	\$7,578	\$10,667
Classroom dollars	4,664	4,467	5,015	4,073	6,495
Nonclassroom dollars:	4,717	4,709	4,999	3,505	4,172
Administration	1,689	1,745	1,534	757	1,160
Plant operations	1,435	1,335	1,518	923	1,008
Food service	361	384	448	405	429
Transportation	588	516	501	373	464
Student support	496	493	626	600	594
Instruction support	148	236	372	447	517

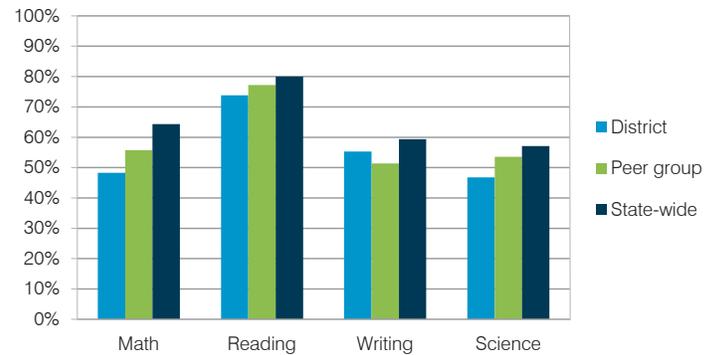
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	100%	86%	75%
Poverty rate (2013)	18%	15%	24%
Students per teacher	16.2	16.1	18.6
Average teacher salary	\$41,812	\$41,932	\$46,026
Amount from Proposition 301	\$5,883	\$4,526	\$4,810
Average years of teacher experience	13.4	10.2	10.9
Percentage of teachers in first 3 years	10%	21%	20%

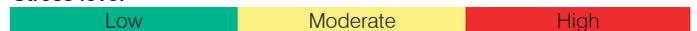
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.8%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



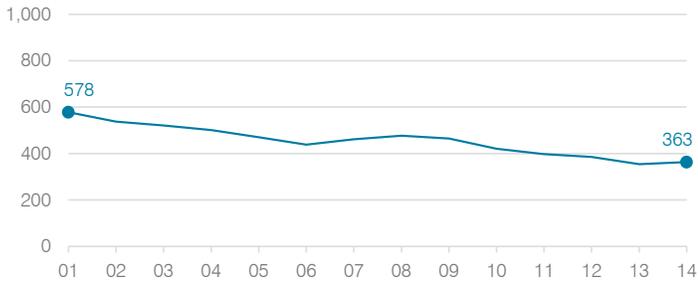
Duncan Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	57.5	63.5	58.3	58.1	57.1	58.1	55.9	55.3	56.0	54.9	52.8	50.1	49.7	48.7

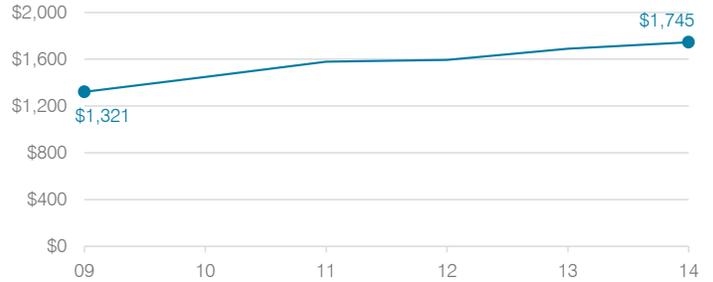
OPERATIONAL TRENDS

Fiscal years as indicated

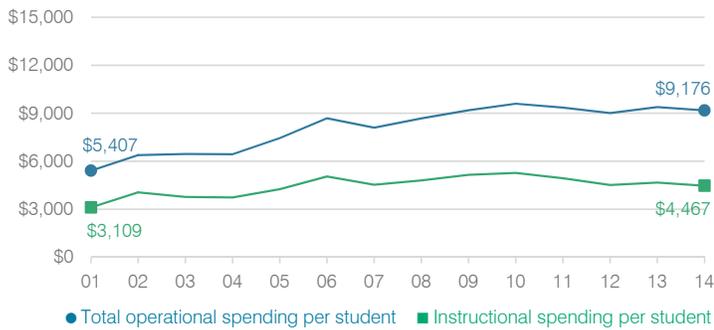
Students attending



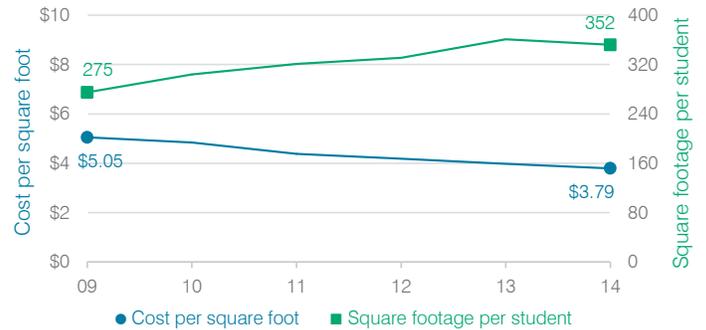
Administrative cost per student



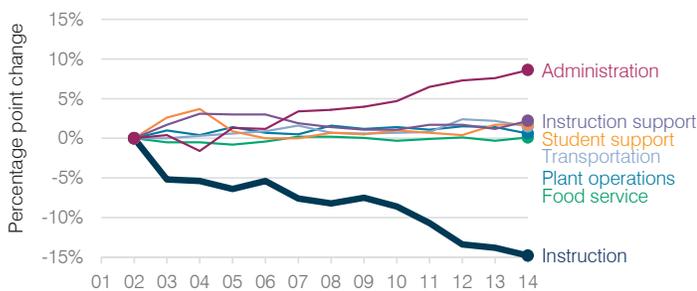
Total operational and instructional spending per student



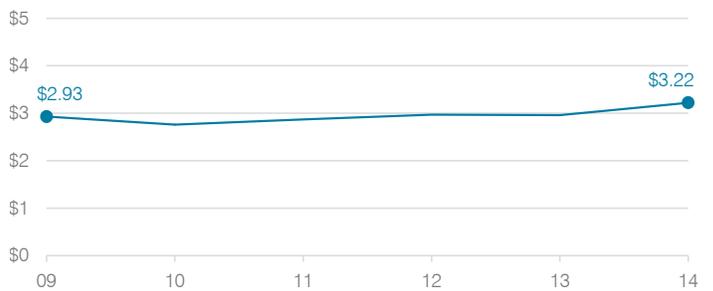
Plant cost per square foot and square footage per student



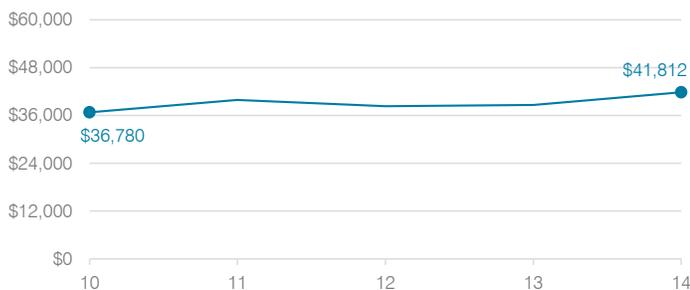
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



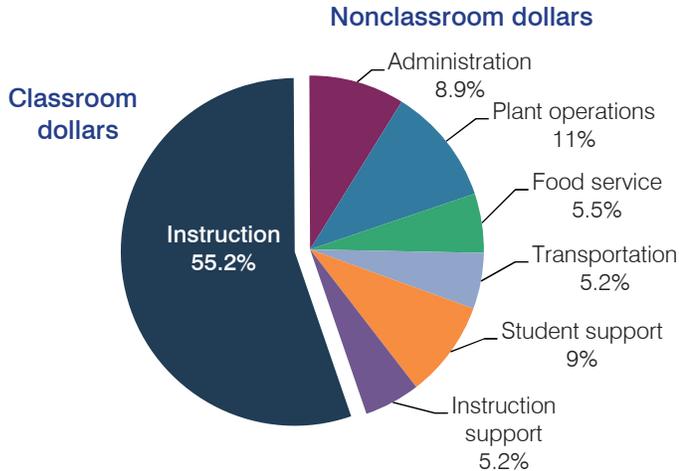
Dysart Unified School District

Maricopa County
 Efficiency peer groups 1 and T-3, Achievement peer group 2
 Legislative district(s): 13, 21, 22, and 29

District size, location: Very large, Suburb
 Students attending: 24,982
 Number of schools: 23

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 6 percent. Spending in the classroom decreased from 57.2 to 55.2 percent. Overall, spending on student support increased and spending on plant operations increased slightly. Spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$609	\$630	\$757
	Students per administrator	86	81	68
Plant operations	Cost per square foot	\$5.77	\$5.83	\$6.04
	Square footage per student	130	143	153
Food service	Cost per meal equivalent	\$3.07	\$2.72	\$2.69
Transportation	Cost per mile	\$4.00	\$3.79	\$3.62
	Cost per rider	\$1,107	\$977	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$6,862	\$6,843	\$7,208	\$7,578	\$10,667
Classroom dollars	3,829	3,777	4,086	4,073	6,495
Nonclassroom dollars:	3,033	3,066	3,122	3,505	4,172
Administration	605	609	630	757	1,160
Plant operations	778	751	831	923	1,008
Food service	377	376	330	405	429
Transportation	360	358	346	373	464
Student support	626	618	605	600	594
Instruction support	287	354	380	447	517

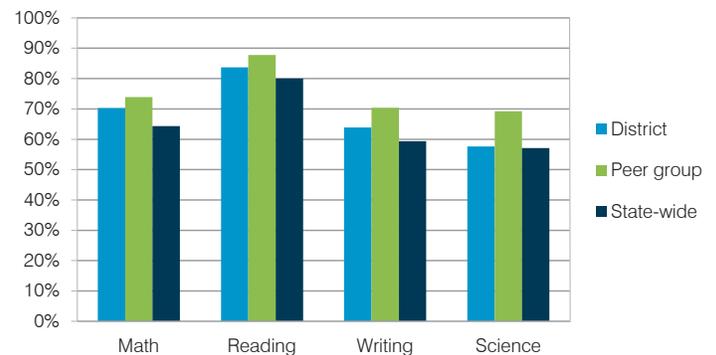
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	8	35%
B	13	56%
C	2	9%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2013)	81%	87%	75%
Poverty rate (2013)	17%	14%	24%
Students per teacher	19.4	19.2	18.6
Average teacher salary	\$47,232	\$46,746	\$46,026
Amount from Proposition 301	\$4,653	\$4,740	\$4,810
Average years of teacher experience	7.2	11.0	10.9
Percentage of teachers in first 3 years	22%	15%	20%

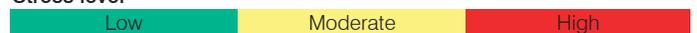
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.0%, Decreasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant

Stress level



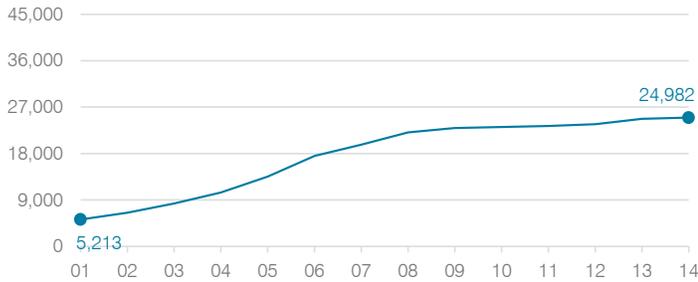
Dysart Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	50.8	55.1	55.8	55.3	57.4	59.4	58.9	57.3	57.2	55.9	55.3	54.9	55.8	55.2

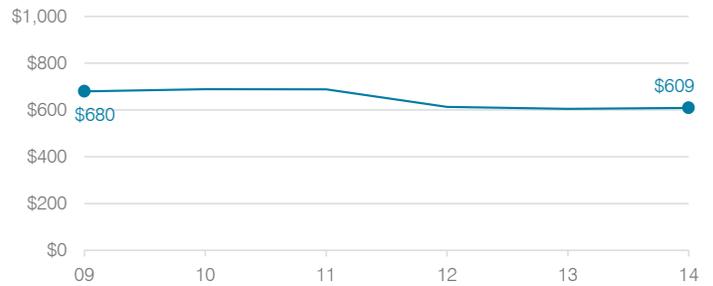
OPERATIONAL TRENDS

Fiscal years as indicated

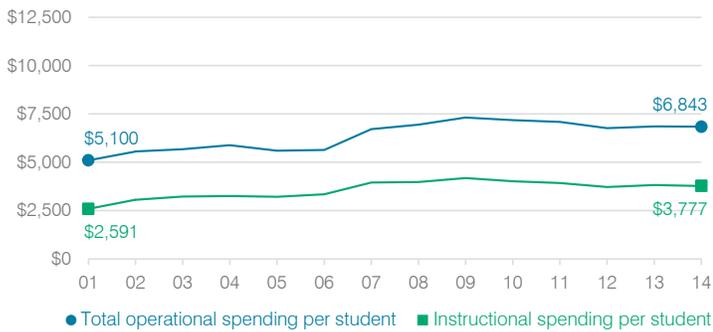
Students attending



Administrative cost per student



Total operational and instructional spending per student



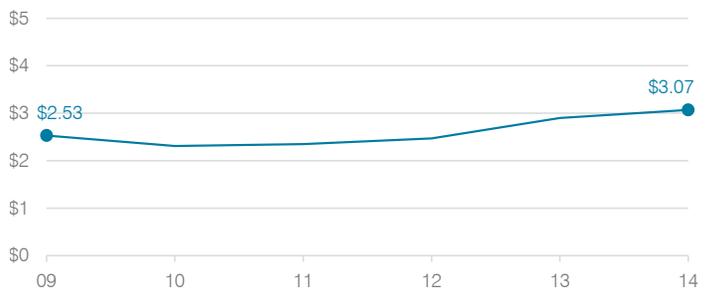
Plant cost per square foot and square footage per student



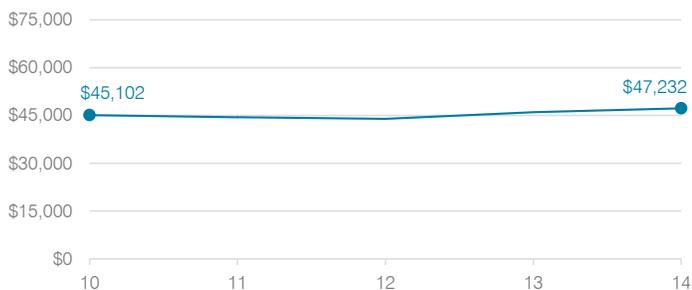
Changes in operational spending percentages



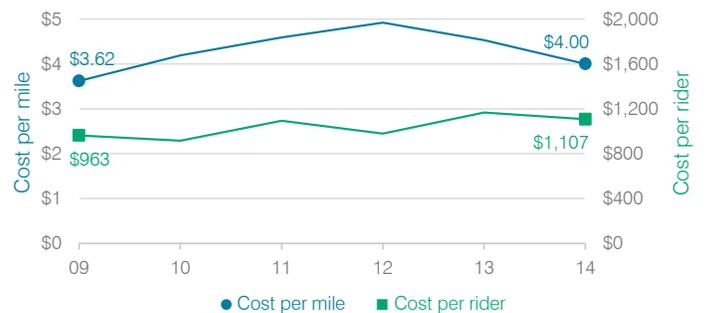
Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Elfrida Elementary School District

Cochise County

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

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

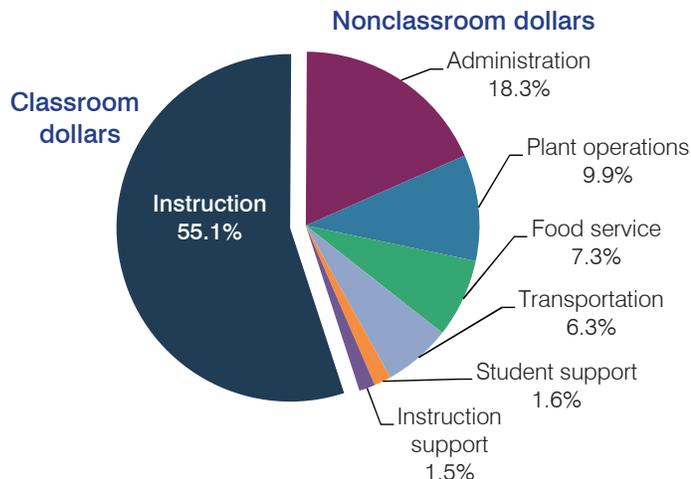
119

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 1 percent. Spending in the classroom varied year to year, increasing overall from 51 to 55.1 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration increased, while spending on plant operations and instruction support decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,823	\$2,835	\$757
	Students per administrator	30	28	68
Plant operations	Cost per square foot	\$3.94	\$6.51	\$6.04
	Square footage per student	250	351	153
Food service	Cost per meal equivalent	\$3.92	\$5.02	\$2.69
Transportation	Cost per mile	\$1.64	\$1.61	\$3.62
	Cost per rider	\$760	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$10,821	\$9,960	\$16,101	\$7,578	\$10,667
Classroom dollars	6,002	5,489	8,231	4,073	6,495
Nonclassroom dollars:	4,819	4,471	7,870	3,505	4,172
Administration	1,851	1,823	2,835	757	1,160
Plant operations	1,224	984	2,137	923	1,008
Food service	662	722	901	405	429
Transportation	751	632	1,072	373	464
Student support	186	161	536	600	594
Instruction support	145	149	389	447	517

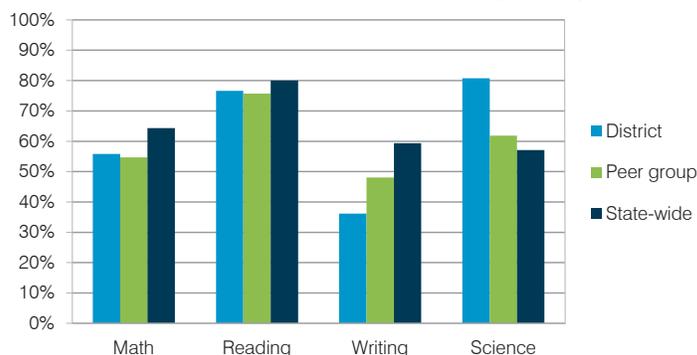
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	17%	20%	24%
Students per teacher	11.9	12.3	18.6
Average teacher salary	\$40,426	\$43,736	\$46,026
Amount from Proposition 301	\$5,185	\$3,455	\$4,810
Average years of teacher experience	15.1	11.8	10.9
Percentage of teachers in first 3 years	10%	15%	20%

Financial stress assessment

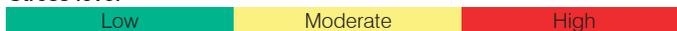
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

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

Stress level



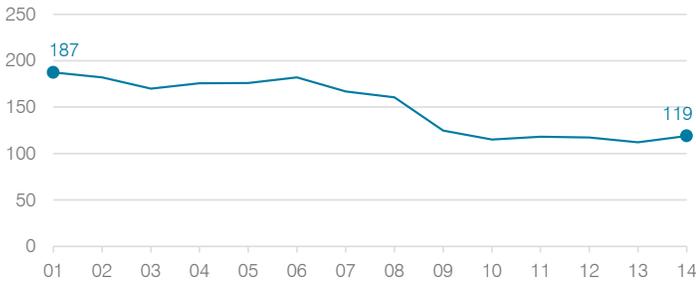
Elfrida Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	52.0	51.0	60.2	61.2	55.4	50.1	53.0	57.2	51.0	58.3	51.7	56.6	55.5	55.1

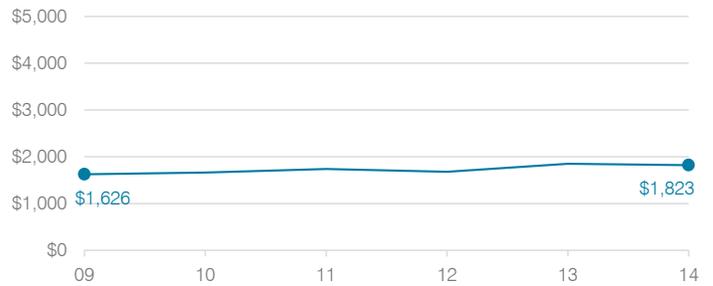
OPERATIONAL TRENDS

Fiscal years as indicated

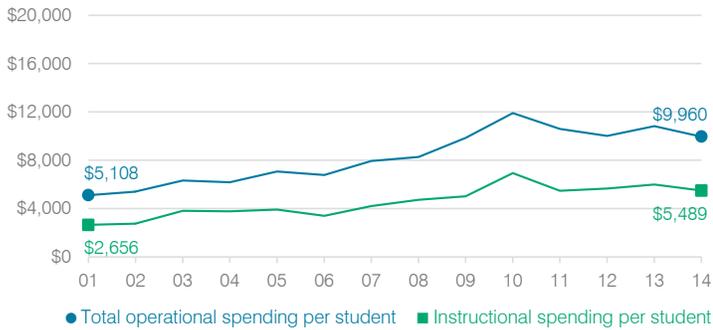
Students attending



Administrative cost per student



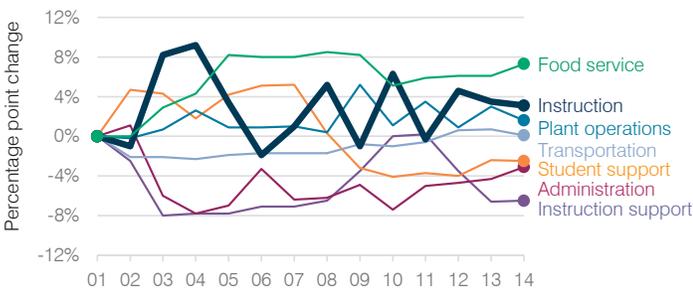
Total operational and instructional spending per student



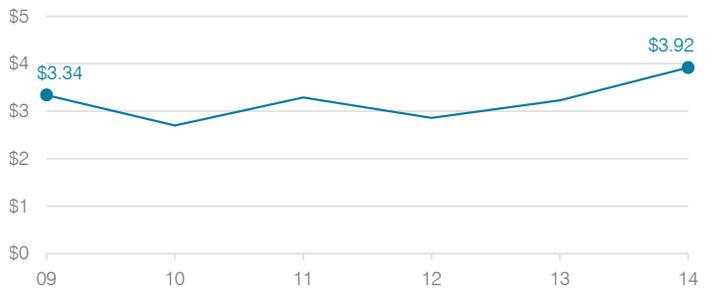
Plant cost per square foot and square footage per student



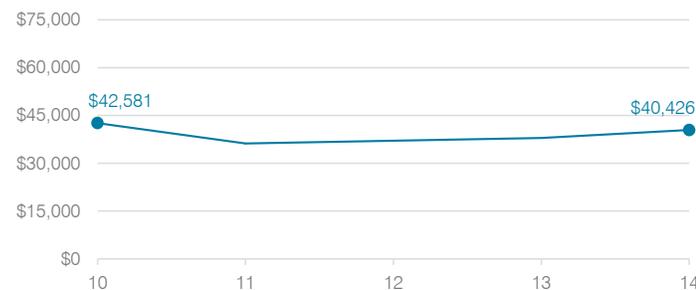
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



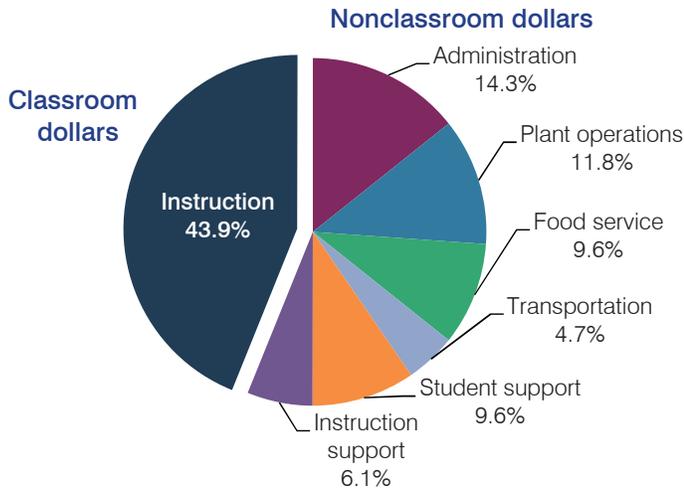
Eloy Elementary School District

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

District size, location: Medium, Rural
 Students attending: 956
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 7 percent. Spending in the classroom decreased from 50.7 to 43.9 percent. Overall, spending on instruction support increased substantially, spending on administration and transportation increased, and spending on plant operations increased slightly. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,204	\$974	\$757
	Students per administrator	45	65	68
Plant operations	Cost per square foot	\$6.02	\$6.55	\$6.04
	Square footage per student	165	140	153
Food service	Cost per meal equivalent	\$3.34	\$2.82	\$2.69
Transportation	Cost per mile	\$4.80	\$3.73	\$3.62
	Cost per rider	\$623	\$512	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$8,348	\$8,413	\$7,678	\$7,578	\$10,667
Classroom dollars	3,899	3,694	3,796	4,073	6,495
Nonclassroom dollars:	4,449	4,719	3,882	3,505	4,172
Administration	1,193	1,204	974	757	1,160
Plant operations	954	995	902	923	1,008
Food service	769	804	549	405	429
Transportation	366	393	496	373	464
Student support	706	808	463	600	594
Instruction support	461	515	498	447	517

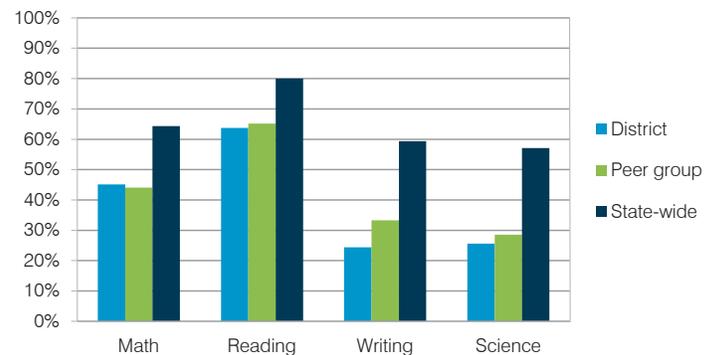
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	46%	51%	24%
Students per teacher	18.4	12.6	18.6
Average teacher salary	\$38,736	\$43,853	\$46,026
Amount from Proposition 301	\$3,352	\$2,969	\$4,810
Average years of teacher experience	15.2	13.4	10.9
Percentage of teachers in first 3 years	10%	9%	20%

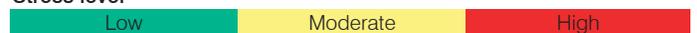
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.6%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



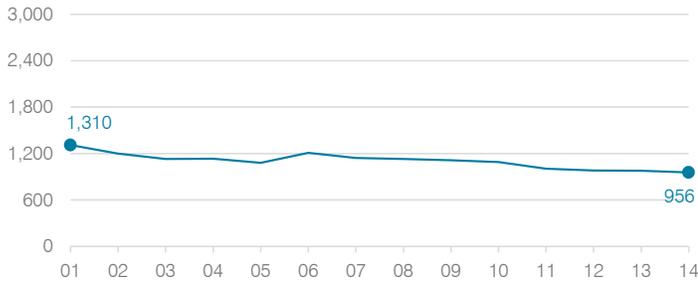
Eloy Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	56.9	54.4	54.0	52.2	51.3	52.9	52.4	51.5	50.7	47.5	47.9	47.0	46.7	43.9

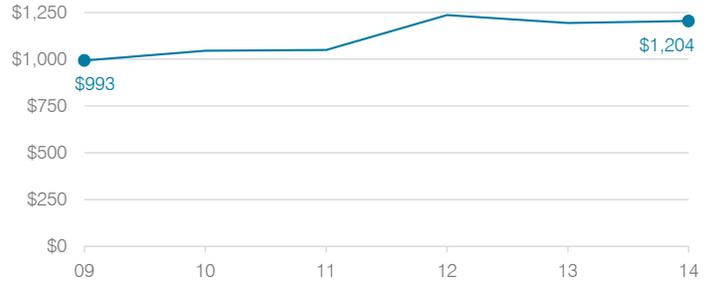
OPERATIONAL TRENDS

Fiscal years as indicated

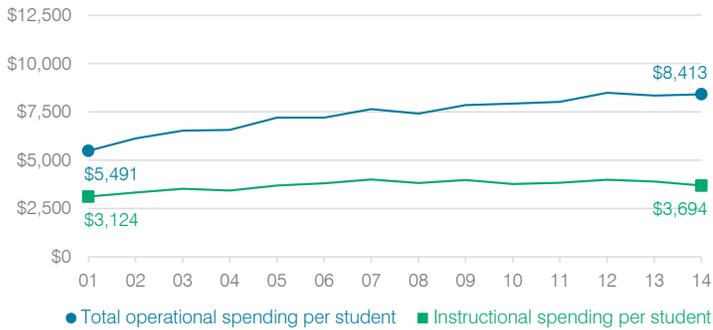
Students attending



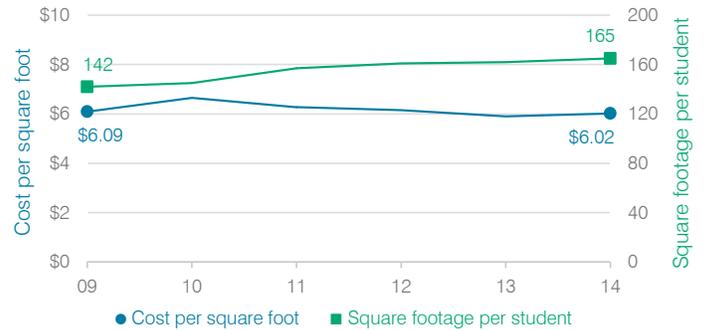
Administrative cost per student



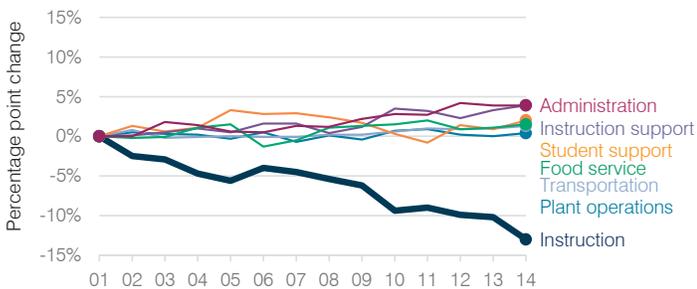
Total operational and instructional spending per student



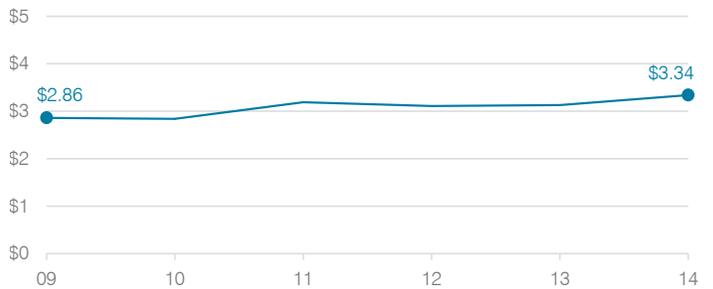
Plant cost per square foot and square footage per student



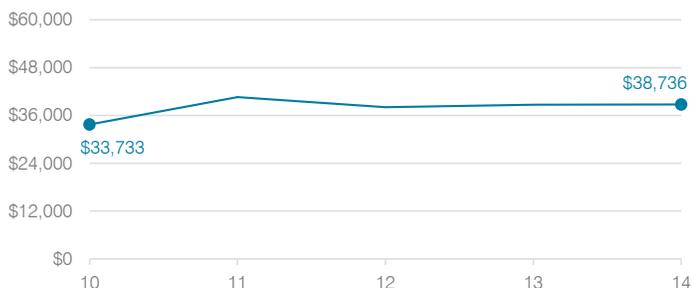
Changes in operational spending percentages



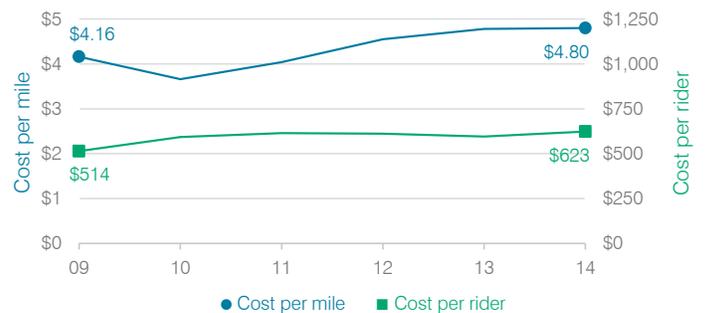
Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



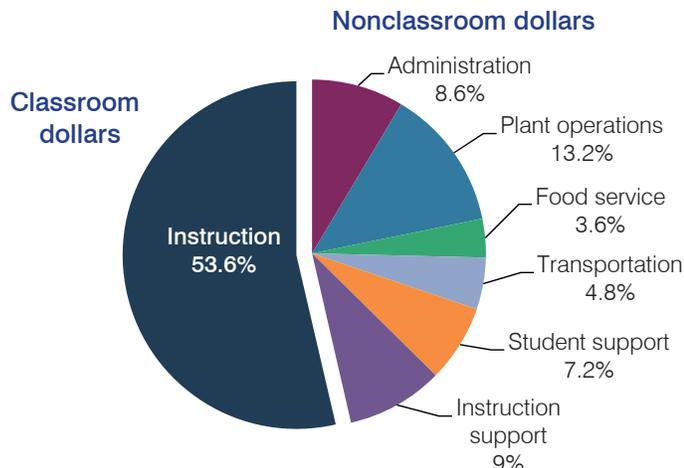
Flagstaff Unified School District

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

District size, location: Large, City
 Students attending: 9,296
 Number of schools: 15

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 3 percent. Spending in the classroom varied year to year, decreasing overall from 57.2 to 53.6 percent. Spending on plant operations increased substantially and spending on administration, food service, and instruction support increased slightly. Spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$696	\$685	\$757
	Students per administrator	74	68	68
Plant operations	Cost per square foot	\$6.25	\$6.29	\$6.04
	Square footage per student	171	147	153
Food service	Cost per meal equivalent	\$2.90	\$2.68	\$2.69
Transportation	Cost per mile	\$2.72	\$3.47	\$3.62
	Cost per rider	\$827	\$1,326	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$8,275	\$8,096	\$7,122	\$7,578	\$10,667
Classroom dollars	4,486	4,341	3,815	4,073	6,495
Nonclassroom dollars:	3,789	3,755	3,307	3,505	4,172
Administration	702	696	685	757	1,160
Plant operations	1,084	1,070	912	923	1,008
Food service	286	288	339	405	429
Transportation	355	387	360	373	464
Student support	599	582	533	600	594
Instruction support	763	732	478	447	517

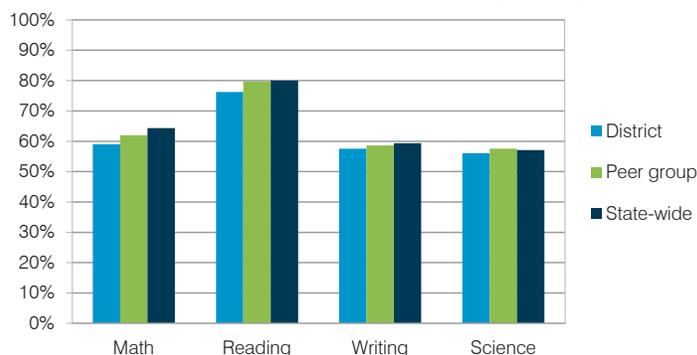
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	2	13%
B	4	27%
C	8	53%
D	0	0%
F	0	0%
Not rated	1	7%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	80%	80%	75%
Poverty rate (2013)	22%	23%	24%
Students per teacher	16.4	18.6	18.6
Average teacher salary	\$41,179	\$45,840	\$46,026
Amount from Proposition 301	\$2,736	\$5,396	\$4,810
Average years of teacher experience	11.9	11.7	10.9
Percentage of teachers in first 3 years	20%	19%	20%

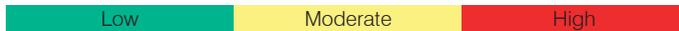
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

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

Stress level



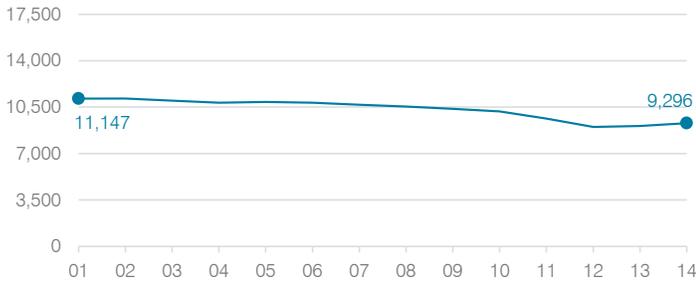
Flagstaff Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	61.3	60.7	61.3	58.4	57.9	58.3	58.5	56.9	57.2	56.1	57.0	54.8	54.2	53.6

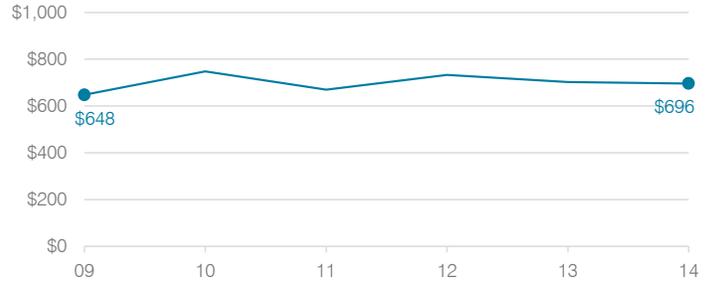
OPERATIONAL TRENDS

Fiscal years as indicated

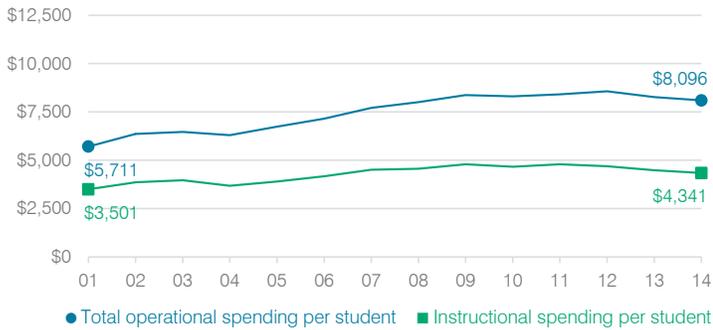
Students attending



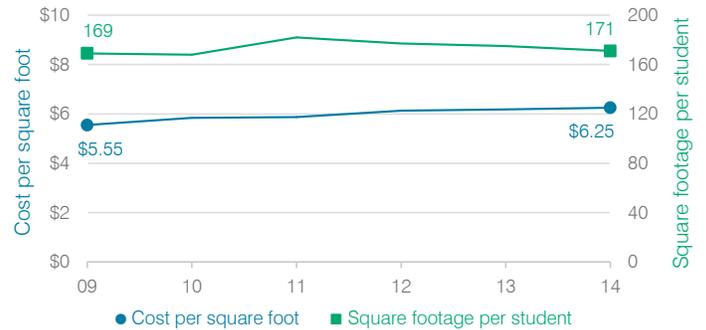
Administrative cost per student



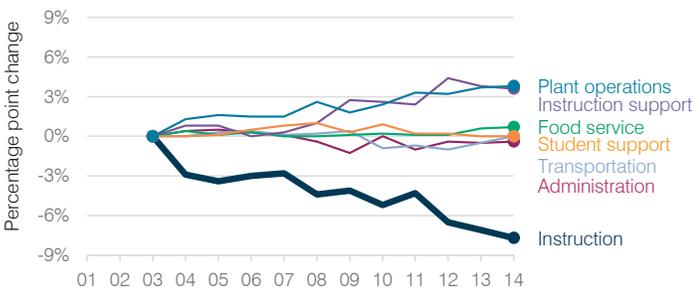
Total operational and instructional spending per student



Plant cost per square foot and square footage per student



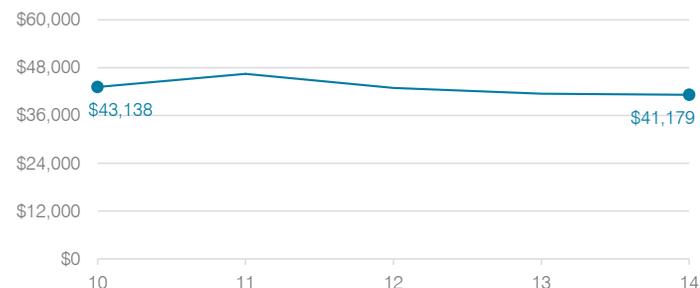
Changes in operational spending percentages



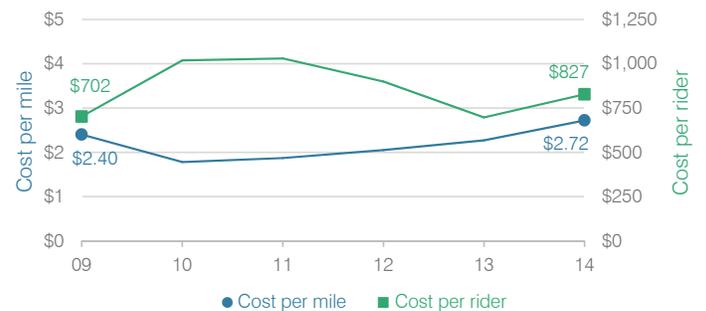
Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



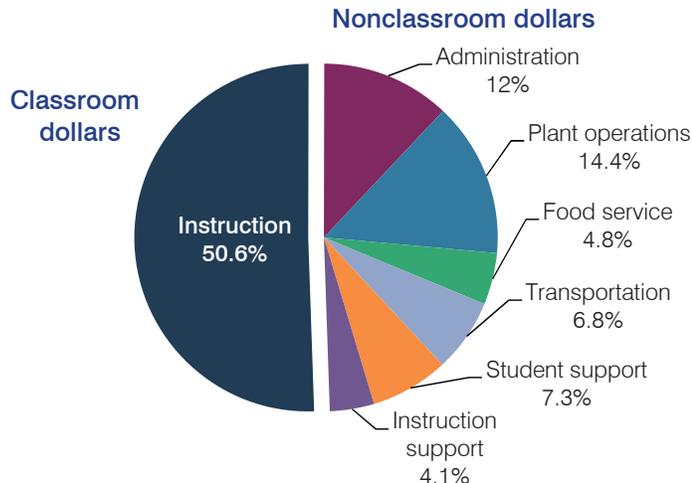
Florence Unified School District

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

District size, location: Medium-large, Rural
 Students attending: 7,787
 Number of schools: 9

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 5 percent. Spending in the classroom decreased overall from 54.4 to 50.6 percent. Spending on administration and plant operations increased and spending on student support increased slightly. Spending on instruction support decreased slightly, while spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$811	\$789	\$757
	Students per administrator	77	67	68
Plant operations	Cost per square foot	\$6.09	\$5.46	\$6.04
	Square footage per student	160	188	153
Food service	Cost per meal equivalent	\$2.67	\$2.76	\$2.69
Transportation	Cost per mile	\$2.41	\$2.12	\$3.62
	Cost per rider	\$1,108	\$1,121	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$6,759	\$6,746	\$7,573	\$7,578	\$10,667
Classroom dollars	3,496	3,413	3,914	4,073	6,495
Nonclassroom dollars:	3,263	3,333	3,659	3,505	4,172
Administration	785	811	789	757	1,160
Plant operations	925	971	1,009	923	1,008
Food service	305	328	386	405	429
Transportation	485	457	406	373	464
Student support	483	492	607	600	594
Instruction support	280	274	462	447	517

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

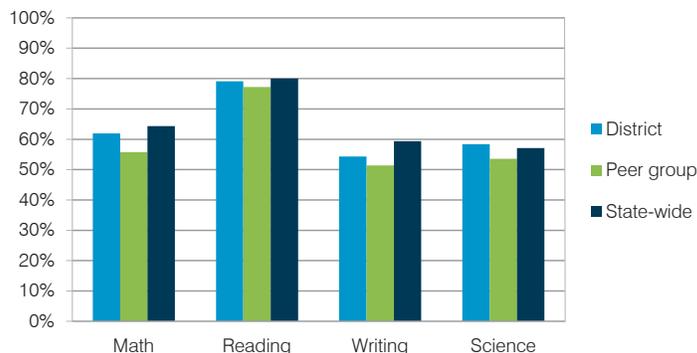
ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools ¹	Percentage of schools
A	3	30%
B	5	50%
C	1	10%
D	0	0%
F	1	10%
Not rated	0	0%

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2013)	75%	86%	75%
Poverty rate (2013)	18%	15%	24%
Students per teacher	18.2	16.1	18.6
Average teacher salary	\$37,125	\$41,932	\$46,026
Amount from Proposition 301	\$1,892	\$4,526	\$4,810
Average years of teacher experience	7.6	10.2	10.9
Percentage of teachers in first 3 years	29%	21%	20%

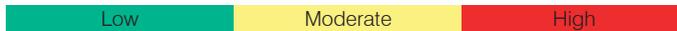
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.3%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



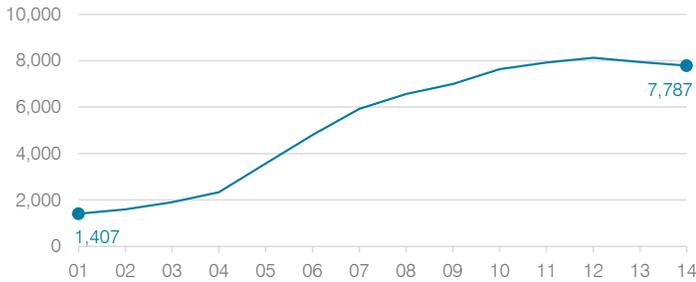
Florence Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	54.6	57.6	59.8	56.4	59.9	63.2	56.1	56.2	55.4	57.3	54.0	53.4	51.7	50.6

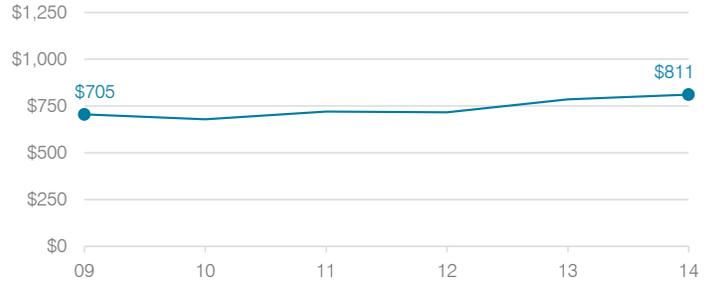
OPERATIONAL TRENDS

Fiscal years as indicated

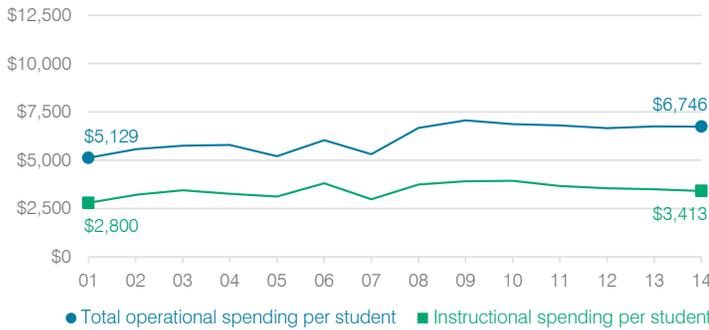
Students attending



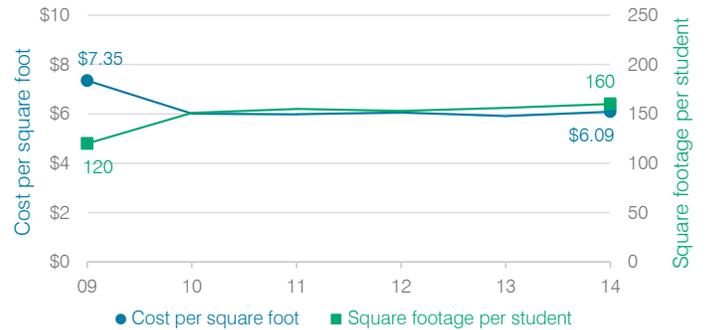
Administrative cost per student



Total operational and instructional spending per student



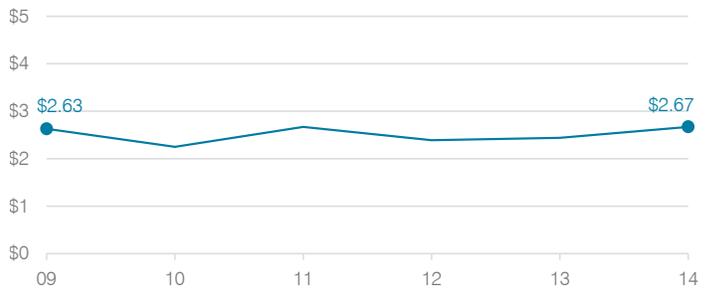
Plant cost per square foot and square footage per student



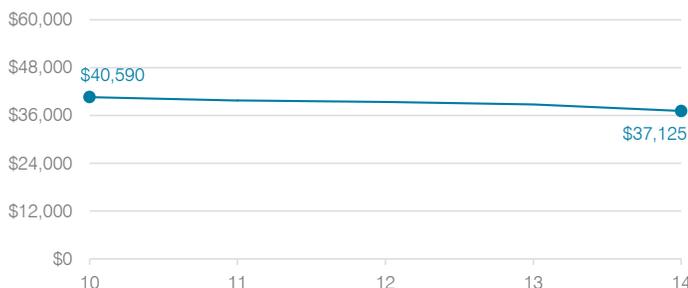
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



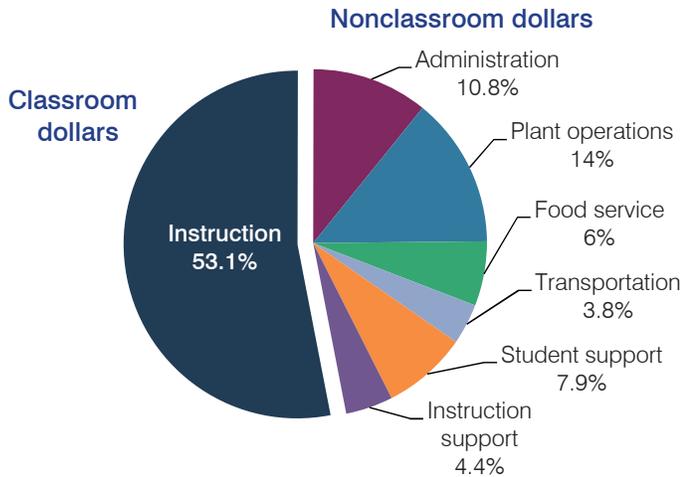
Flowing Wells Unified School District

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

District size, location: Medium-large, Suburb
 Students attending: 5,429
 Number of schools: 9

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 9 percent. Spending in the classroom decreased overall from 58.4 to 53.1 percent. Overall, spending on administration, plant operations, and student support increased and spending on food service and transportation increased slightly. Spending on instruction support remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$785	\$771	\$757
	Students per administrator	75	69	68
Plant operations	Cost per square foot	\$6.99	\$5.92	\$6.04
	Square footage per student	145	163	153
Food service	Cost per meal equivalent	\$2.73	\$2.82	\$2.69
Transportation	Cost per mile	\$5.51	\$4.98	\$3.62
	Cost per rider	\$834	\$909	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$7,094	\$7,274	\$7,182	\$7,578	\$10,667
Classroom dollars	3,708	3,864	3,829	4,073	6,495
Nonclassroom dollars:	3,386	3,410	3,353	3,505	4,172
Administration	815	785	771	757	1,160
Plant operations	993	1,016	955	923	1,008
Food service	427	438	324	405	429
Transportation	270	279	426	373	464
Student support	540	578	561	600	594
Instruction support	341	314	316	447	517

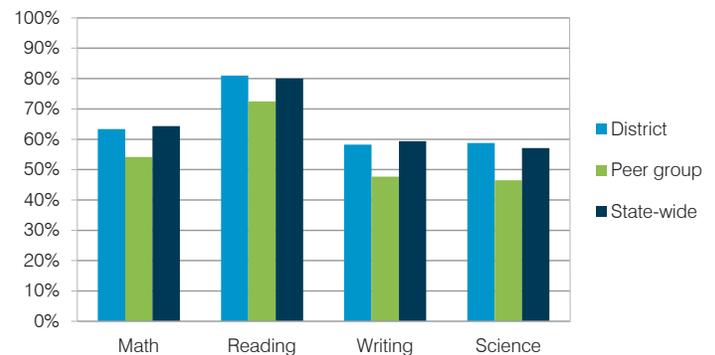
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	95%
Graduation rate (2013)	82%	78%	75%
Poverty rate (2013)	32%	32%	24%
Students per teacher	18.4	16.5	18.6
Average teacher salary	\$42,220	\$43,049	\$46,026
Amount from Proposition 301	\$4,822	\$5,173	\$4,810
Average years of teacher experience	11.1	12.0	10.9
Percentage of teachers in first 3 years	25%	19%	20%

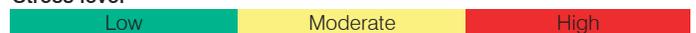
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



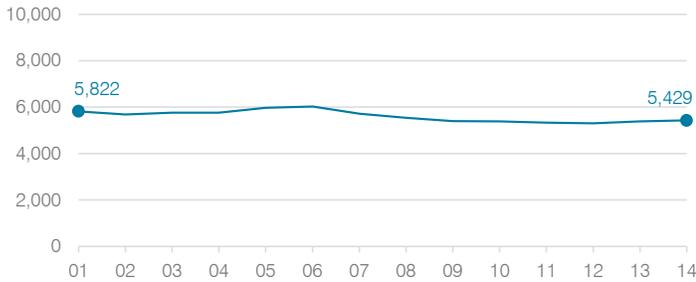
Flowing Wells Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	57.8	59.4	59.7	60.6	60.7	60.0	59.0	57.7	58.4	54.8	53.2	51.9	52.3	53.1

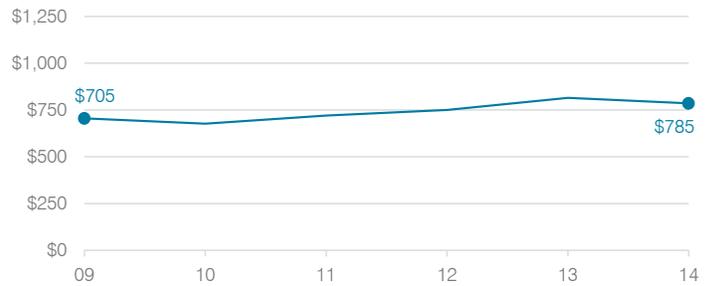
OPERATIONAL TRENDS

Fiscal years as indicated

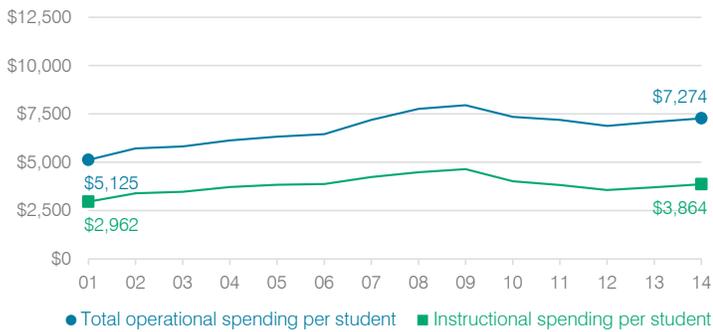
Students attending



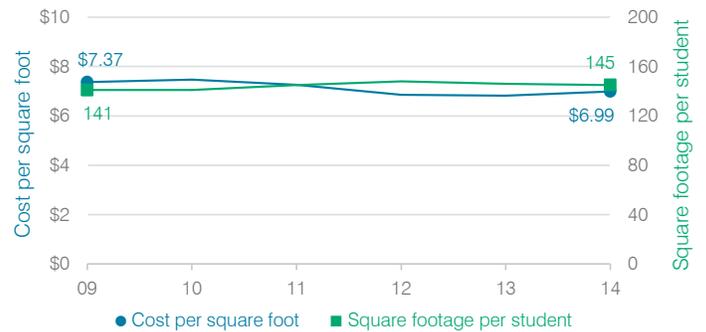
Administrative cost per student



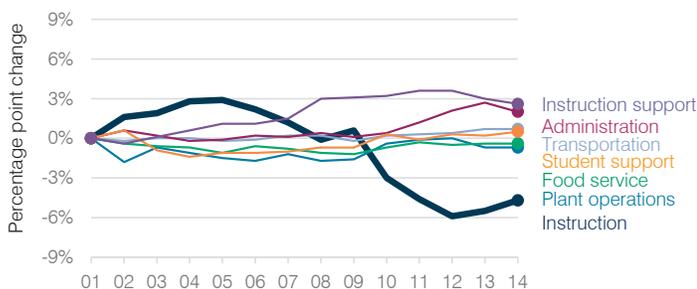
Total operational and instructional spending per student



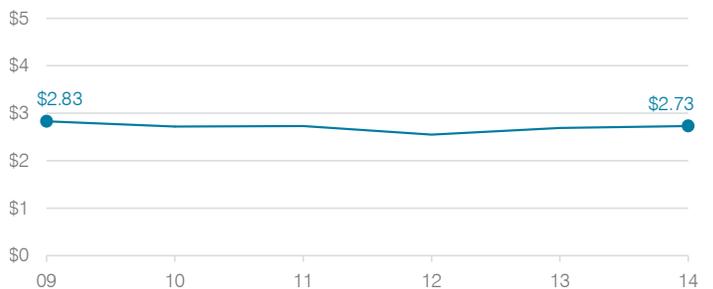
Plant cost per square foot and square footage per student



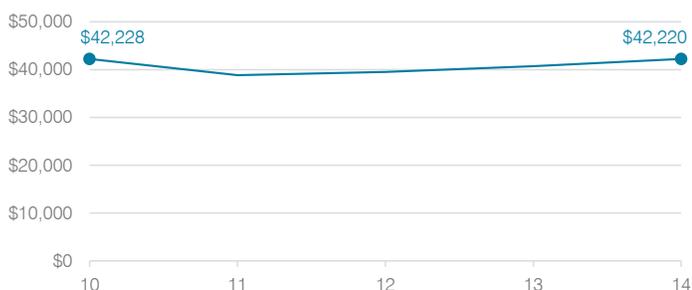
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



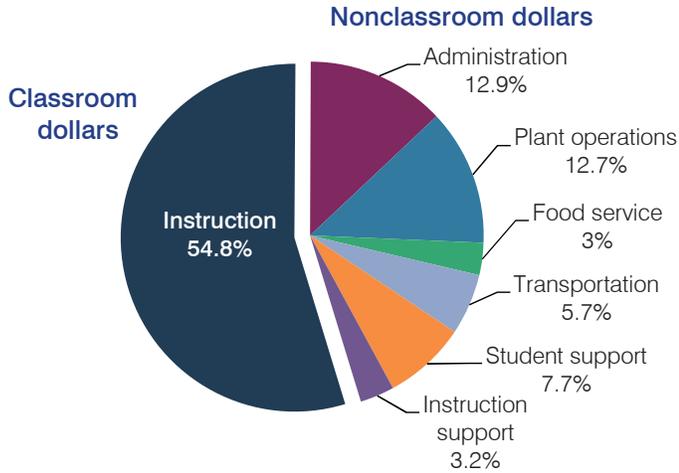
Fountain Hills Unified School District

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

District size, location: Medium, Suburb
 Students attending: 1,712
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 6 percent. Spending in the classroom decreased overall from 56.4 to 54.8 percent. Overall, spending on administration and transportation increased, while spending on instruction support decreased. Spending in all other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,051	\$771	\$757
	Students per administrator	59	69	68
Plant operations	Cost per square foot	\$4.34	\$5.92	\$6.04
	Square footage per student	238	163	153
Food service	Cost per meal equivalent	\$2.88	\$2.82	\$2.69
Transportation	Cost per mile	\$2.72	\$3.79	\$3.62
	Cost per rider	\$657	\$977	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$7,596	\$8,167	\$7,182	\$7,578	\$10,667
Classroom dollars	4,150	4,479	3,829	4,073	6,495
Nonclassroom dollars:	3,446	3,688	3,353	3,505	4,172
Administration	925	1,051	771	757	1,160
Plant operations	939	1,035	955	923	1,008
Food service	240	244	324	405	429
Transportation	519	467	426	373	464
Student support	578	633	561	600	594
Instruction support	245	258	316	447	517

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

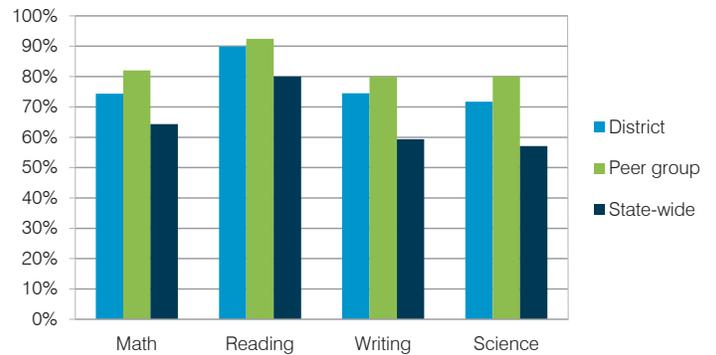
ADE-reported district and school letter grades

District grade: **B**

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

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2013)	89%	89%	75%
Poverty rate (2013)	9%	8%	24%
Students per teacher	15.8	17.6	18.6
Average teacher salary	\$39,537	\$41,745	\$46,026
Amount from Proposition 301	\$3,531	\$4,751	\$4,810
Average years of teacher experience	12.6	11.4	10.9
Percentage of teachers in first 3 years	12%	16%	20%

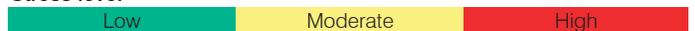
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	Impact Aid Fund reserve
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



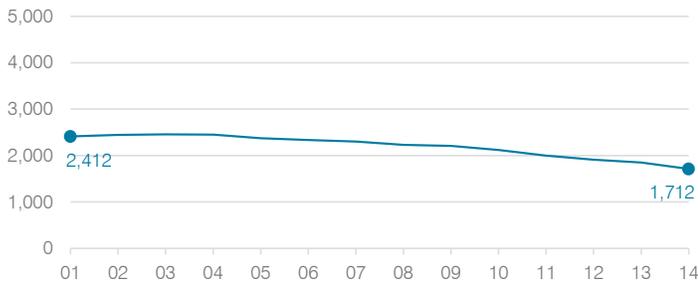
Fountain Hills Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	56.4	60.4	55.6	53.9	56.5	57.1	57.9	57.1	56.4	52.6	54.3	54.3	54.6	54.8

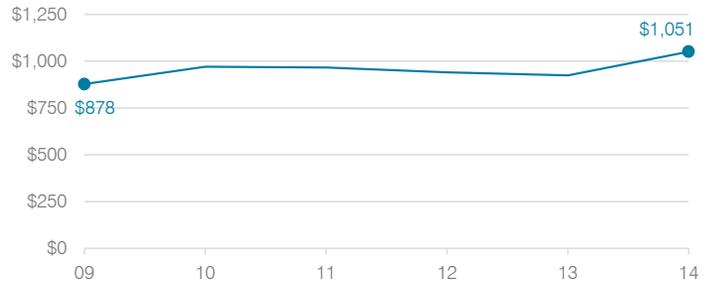
OPERATIONAL TRENDS

Fiscal years as indicated

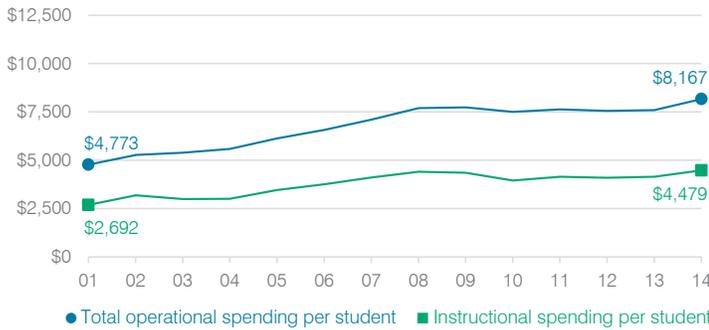
Students attending



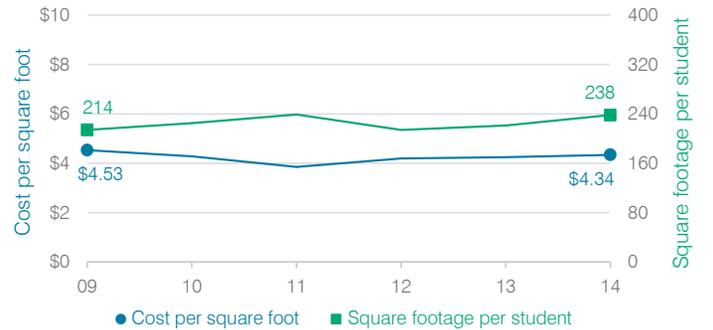
Administrative cost per student



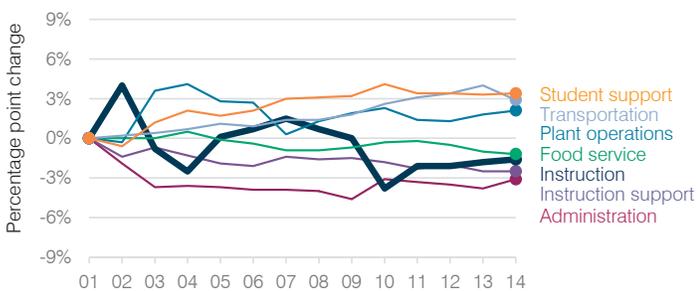
Total operational and instructional spending per student



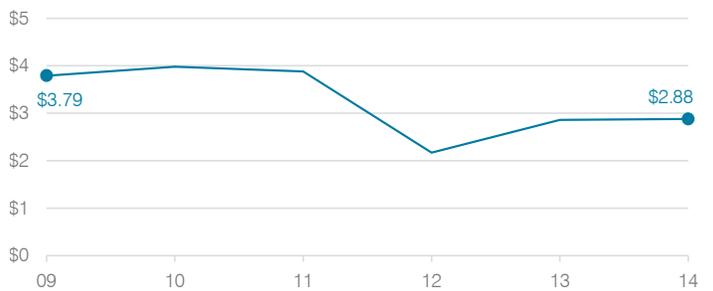
Plant cost per square foot and square footage per student



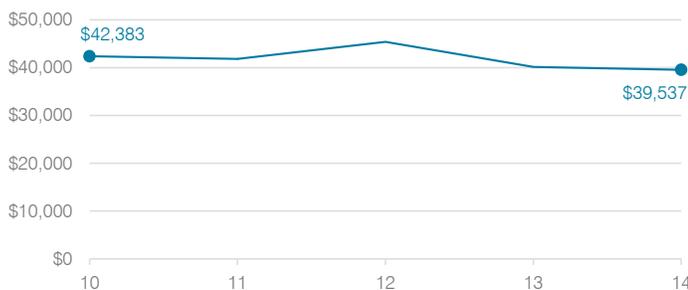
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



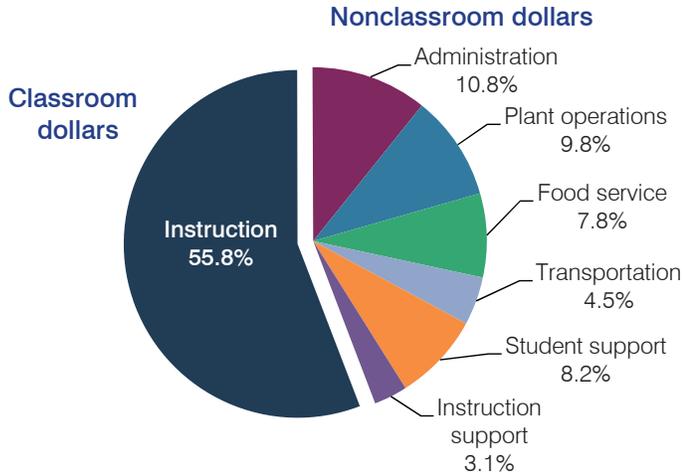
Fowler Elementary School District

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

District size, location: Medium-large, Suburb
 Students attending: 4,382
 Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 6 percent. Spending in the classroom decreased overall from 57.3 to 55.8 percent. Overall, spending on transportation increased and spending on administration increased slightly. Spending on instruction support decreased slightly, while spending on most other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$778	\$895	\$757
	Students per administrator	73	69	68
Plant operations	Cost per square foot	\$5.49	\$6.19	\$6.04
	Square footage per student	128	143	153
Food service	Cost per meal equivalent	\$2.54	\$2.48	\$2.69
Transportation	Cost per mile	\$4.76	\$6.52	\$3.62
	Cost per rider	\$764	\$710	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$6,806	\$7,162	\$7,656	\$7,578	\$10,667
Classroom dollars	3,625	3,995	3,929	4,073	6,495
Nonclassroom dollars:	3,181	3,167	3,727	3,505	4,172
Administration	742	778	895	757	1,160
Plant operations	692	702	879	923	1,008
Food service	534	557	558	405	429
Transportation	324	325	291	373	464
Student support	595	586	580	600	594
Instruction support	294	219	524	447	517

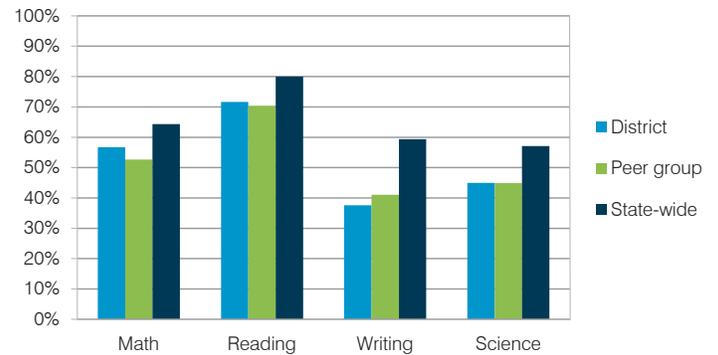
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	35%	36%	24%
Students per teacher	17.8	17.3	18.6
Average teacher salary	\$45,627	\$40,844	\$46,026
Amount from Proposition 301	\$2,547	\$3,471	\$4,810
Average years of teacher experience	9.9	9.4	10.9
Percentage of teachers in first 3 years	22%	29%	20%

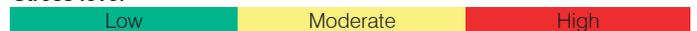
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

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

Stress level



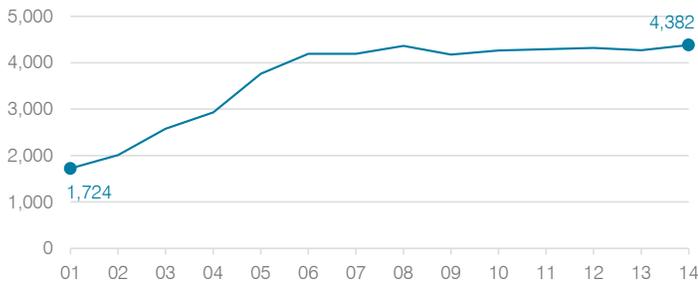
Fowler Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	56.9	56.4	60.1	60.7	60.3	57.5	60.4	57.5	57.3	57.2	55.6	53.3	53.3	55.8

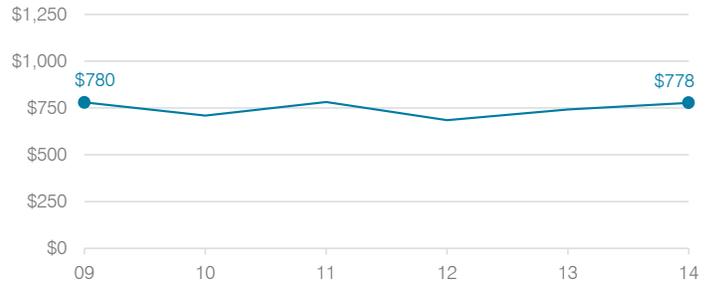
OPERATIONAL TRENDS

Fiscal years as indicated

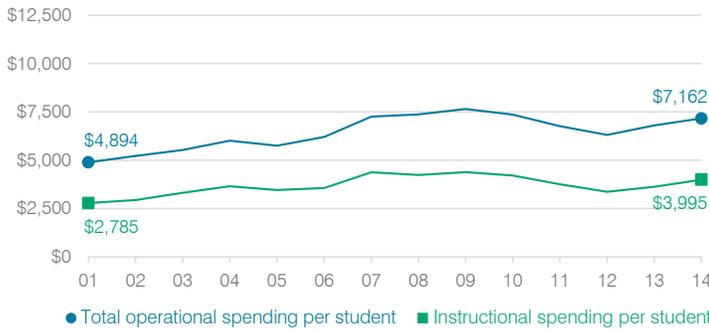
Students attending



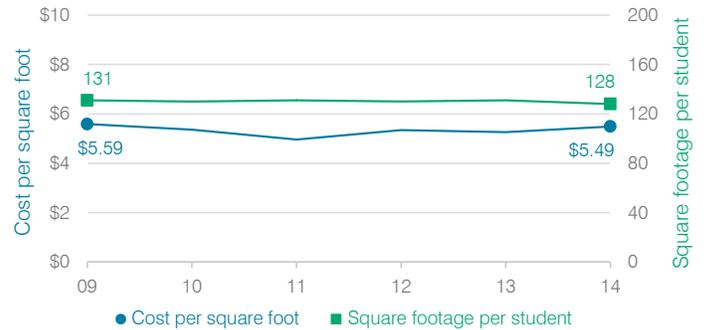
Administrative cost per student



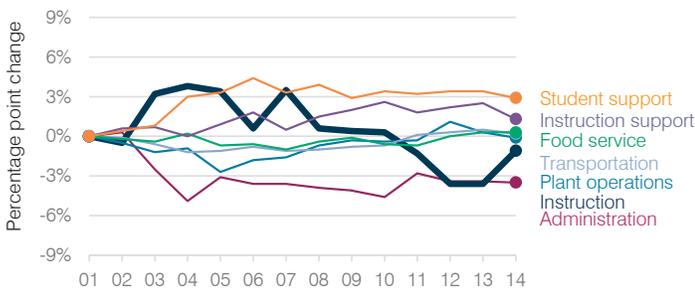
Total operational and instructional spending per student



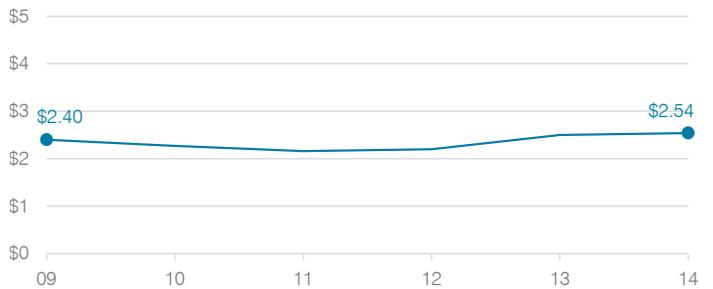
Plant cost per square foot and square footage per student



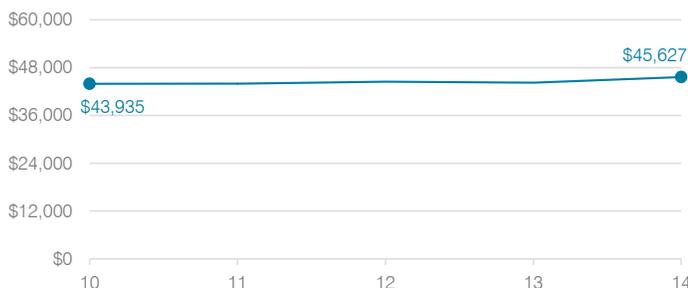
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



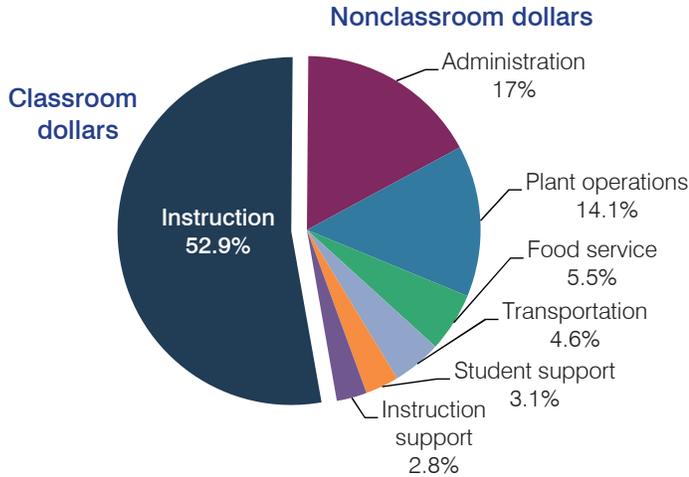
Fredonia-Moccasin Unified School District

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

District size, location: Small, Rural
 Students attending: 227
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 3 percent. Spending in the classroom varied year to year, decreasing overall from 53.4 to 52.9 percent. Overall, spending on plant operations increased and spending on transportation increased slightly. Spending on student support decreased slightly, while spending on most other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,777	\$1,534	\$757
	Students per administrator	45	45	68
Plant operations	Cost per square foot	\$3.26	\$4.68	\$6.04
	Square footage per student	450	307	153
Food service	Cost per meal equivalent	\$2.86	\$3.36	\$2.69
Transportation	Cost per mile	\$2.97	\$2.32	\$3.62
	Cost per rider	\$1,332	\$981	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$10,387	\$10,447	\$10,014	\$7,578	\$10,667
Classroom dollars	5,496	5,526	5,015	4,073	6,495
Nonclassroom dollars:	4,891	4,921	4,999	3,505	4,172
Administration	1,954	1,777	1,534	757	1,160
Plant operations	1,461	1,468	1,518	923	1,008
Food service	510	579	448	405	429
Transportation	433	481	501	373	464
Student support	275	321	626	600	594
Instruction support	258	295	372	447	517

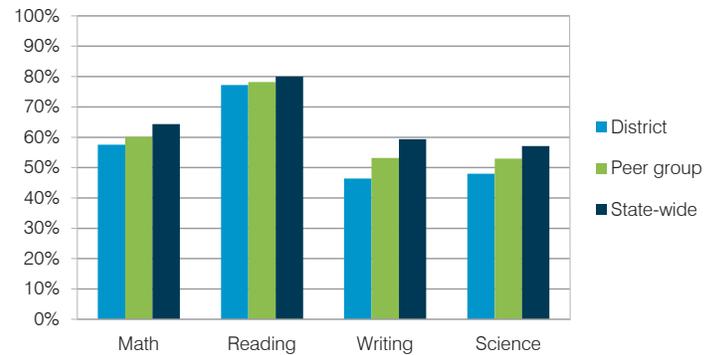
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	74%	80%	75%
Poverty rate (2013)	21%	24%	24%
Students per teacher	14.6	17.3	18.6
Average teacher salary	\$47,623	\$42,872	\$46,026
Amount from Proposition 301	\$3,466	\$5,022	\$4,810
Average years of teacher experience	10.0	12.1	10.9
Percentage of teachers in first 3 years	27%	19%	20%

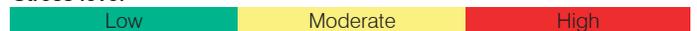
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.5%, Decreasing
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Compliant

Stress level



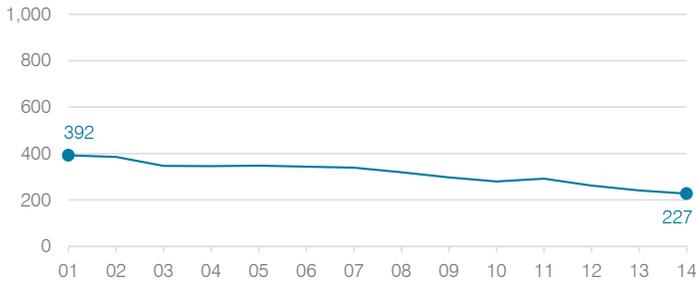
Fredonia-Moccasin Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	60.2	60.7	59.3	62.8	62.4	59.8	53.6	59.9	53.4	51.1	52.6	50.4	52.9	52.9

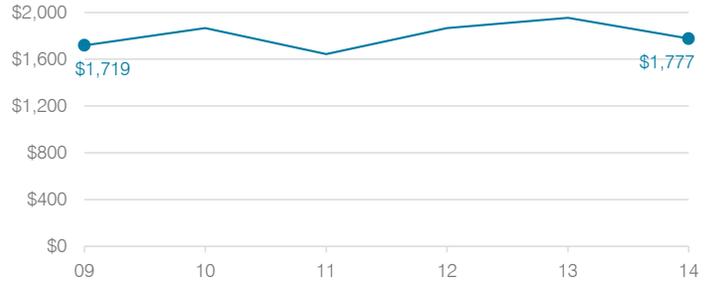
OPERATIONAL TRENDS

Fiscal years as indicated

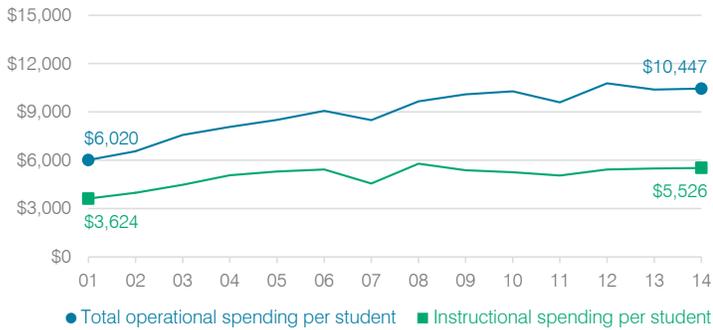
Students attending



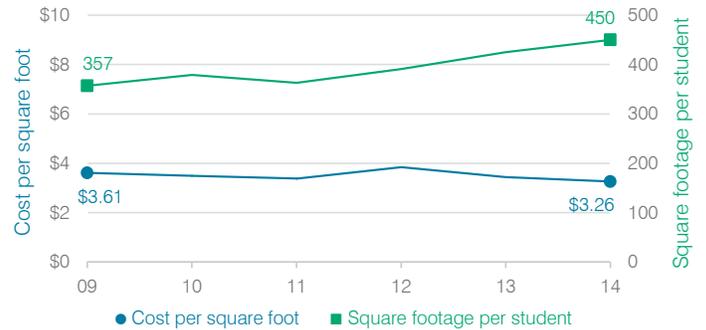
Administrative cost per student



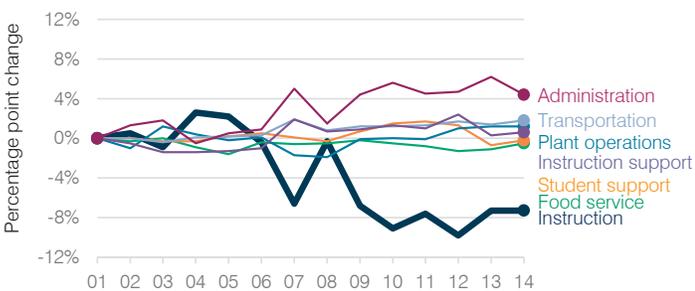
Total operational and instructional spending per student



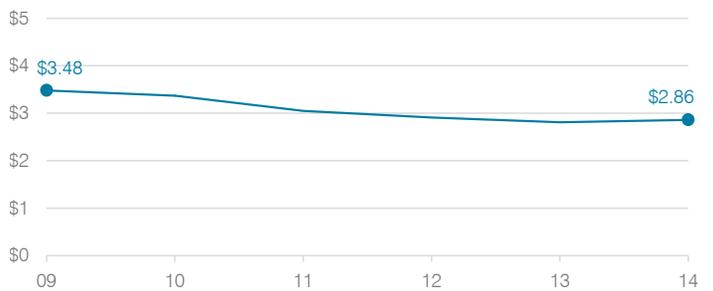
Plant cost per square foot and square footage per student



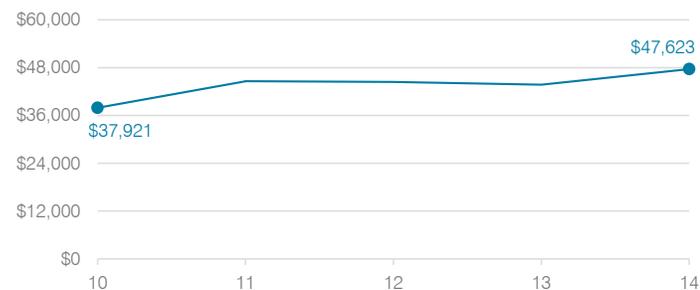
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



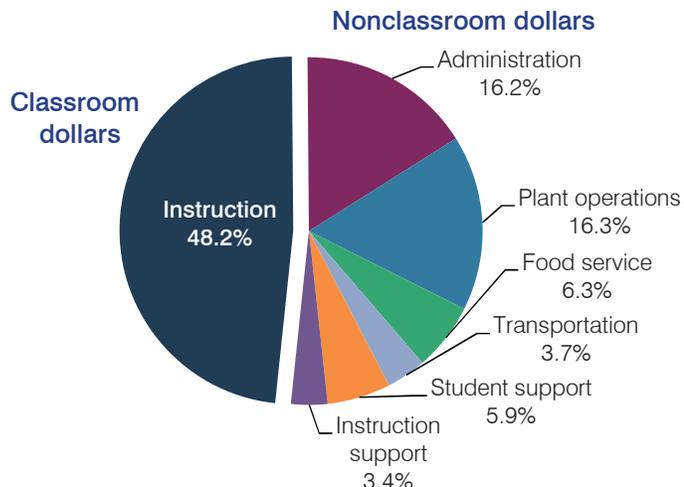
Ft. Thomas Unified School District

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

District size, location: Small, Rural
 Students attending: 543
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 1 percent. Spending in the classroom decreased overall from 51.6 to 48.2 percent. Overall, spending on plant operations increased substantially and spending on administration and student support increased. Spending on instruction support decreased substantially and spending on transportation decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,175	\$1,534	\$757
	Students per administrator	37	45	68
Plant operations	Cost per square foot	\$6.49	\$4.68	\$6.04
	Square footage per student	338	307	153
Food service	Cost per meal equivalent	\$3.68	\$3.36	\$2.69
Transportation	Cost per mile	\$2.04	\$3.45	\$3.62
	Cost per rider	\$574	\$832	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$13,350	\$13,433	\$10,014	\$7,578	\$10,667
Classroom dollars	6,333	6,473	5,015	4,073	6,495
Nonclassroom dollars:	7,017	6,960	4,999	3,505	4,172
Administration	2,217	2,175	1,534	757	1,160
Plant operations	1,832	2,190	1,518	923	1,008
Food service	771	846	448	405	429
Transportation	671	496	501	373	464
Student support	907	799	626	600	594
Instruction support	619	454	372	447	517

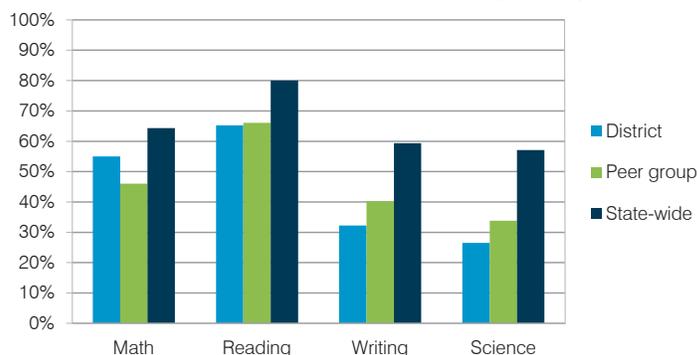
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	95%
Graduation rate (2013)	76%	73%	75%
Poverty rate (2013)	37%	45%	24%
Students per teacher	13.6	15.2	18.6
Average teacher salary	\$48,157	\$43,616	\$46,026
Amount from Proposition 301	\$4,829	\$4,111	\$4,810
Average years of teacher experience	4.1	12.2	10.9
Percentage of teachers in first 3 years	49%	18%	20%

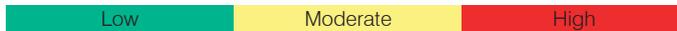
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

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

Stress level

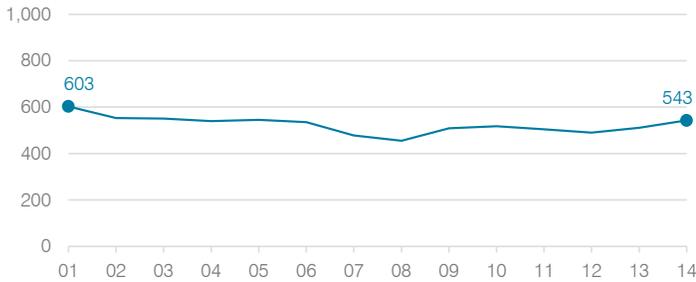


Ft. Thomas Unified School District

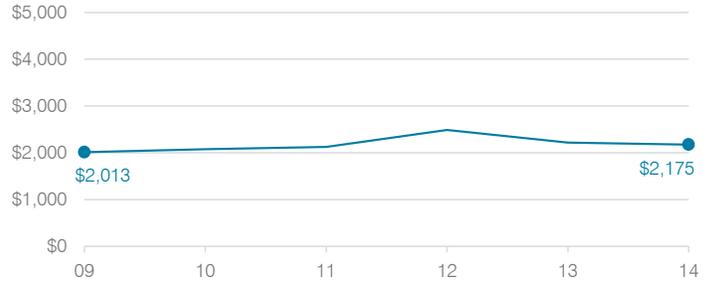
Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014
 54.0 57.8 54.1 55.2 54.5 54.7 55.3 54.6 51.6 47.0 45.5 45.2 47.4 48.2

OPERATIONAL TRENDS Fiscal years as indicated

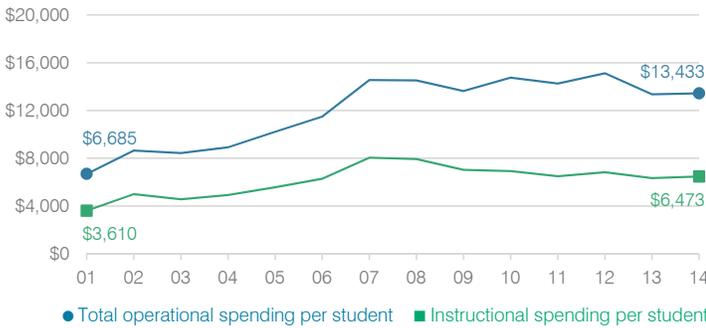
Students attending



Administrative cost per student



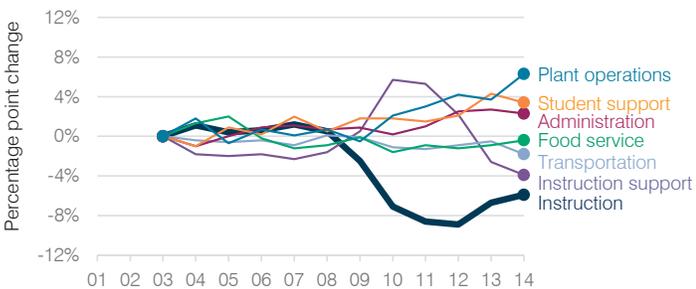
Total operational and instructional spending per student



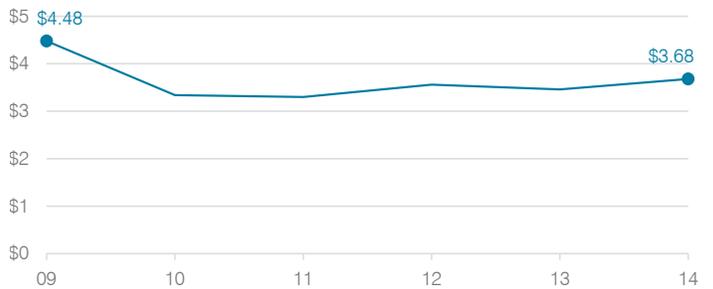
Plant cost per square foot and square footage per student



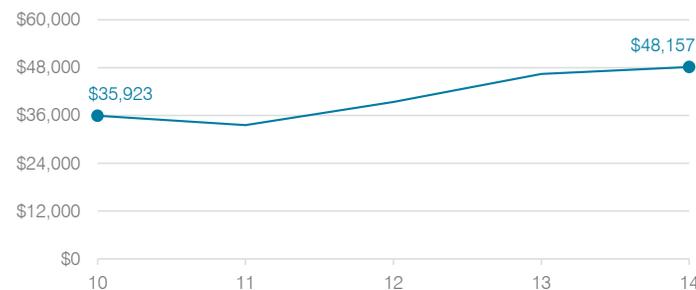
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



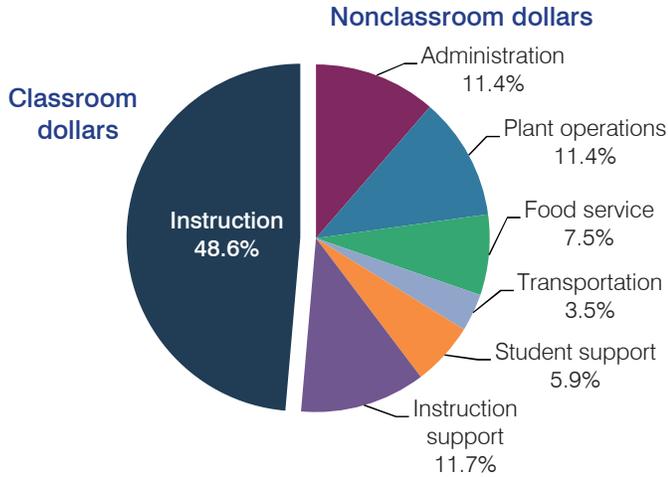
Gadsden Elementary School District

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

District size, location: Medium-large, Town
 Students attending: 5,102
 Number of schools: 8

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 3 percent. Spending in the classroom decreased overall from 49.1 to 48.6 percent. Overall, spending on instruction support increased substantially. Spending on administration and student support decreased and spending on food service decreased slightly, while spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$820	\$974	\$757
	Students per administrator	63	65	68
Plant operations	Cost per square foot	\$8.55	\$6.55	\$6.04
	Square footage per student	96	140	153
Food service	Cost per meal equivalent	\$2.57	\$2.82	\$2.69
Transportation	Cost per mile	\$3.84	\$3.73	\$3.62
	Cost per rider	\$239	\$512	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$7,119	\$7,198	\$7,678	\$7,578	\$10,667
Classroom dollars	3,451	3,499	3,796	4,073	6,495
Nonclassroom dollars:	3,668	3,699	3,882	3,505	4,172
Administration	852	820	974	757	1,160
Plant operations	837	820	902	923	1,008
Food service	543	537	549	405	429
Transportation	245	251	496	373	464
Student support	466	429	463	600	594
Instruction support	725	842	498	447	517

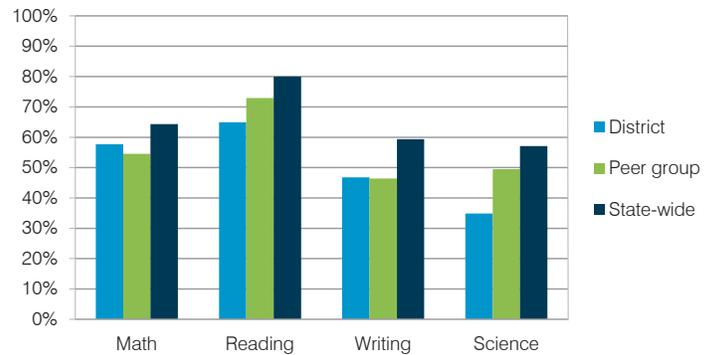
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	38%	39%	24%
Students per teacher	24.2	15.0	18.6
Average teacher salary	\$47,506	\$47,060	\$46,026
Amount from Proposition 301	\$3,000	\$3,492	\$4,810
Average years of teacher experience	8.0	11.8	10.9
Percentage of teachers in first 3 years	26%	15%	20%

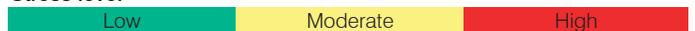
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.6%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



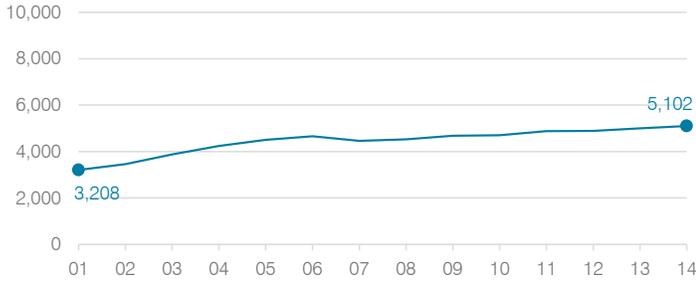
Gadsden Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	58.6	55.8	56.6	50.6	48.6	50.2	50.5	51.4	49.1	50.6	51.1	48.2	48.5	48.6

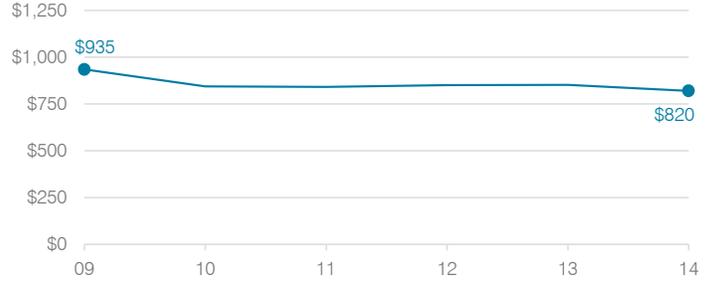
OPERATIONAL TRENDS

Fiscal years as indicated

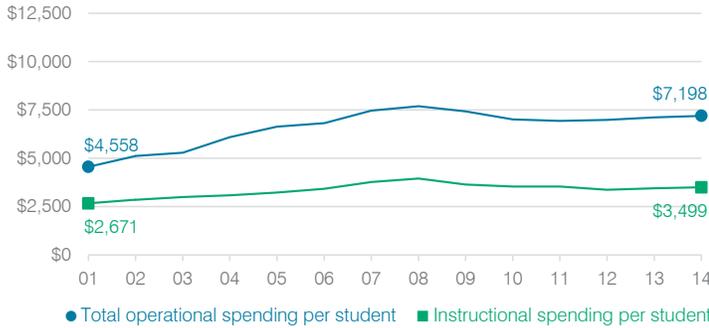
Students attending



Administrative cost per student



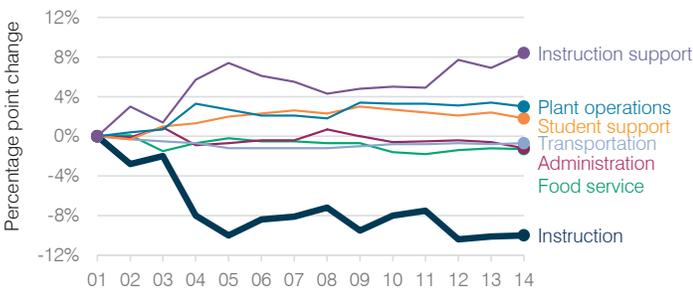
Total operational and instructional spending per student



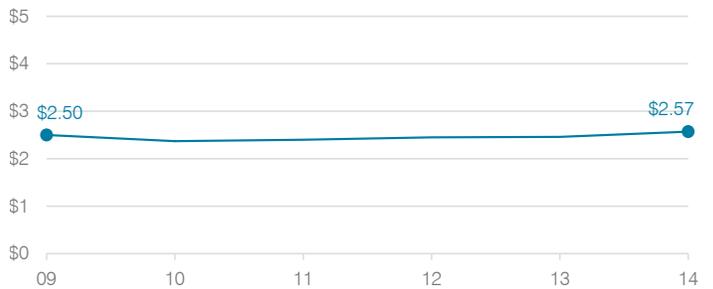
Plant cost per square foot and square footage per student



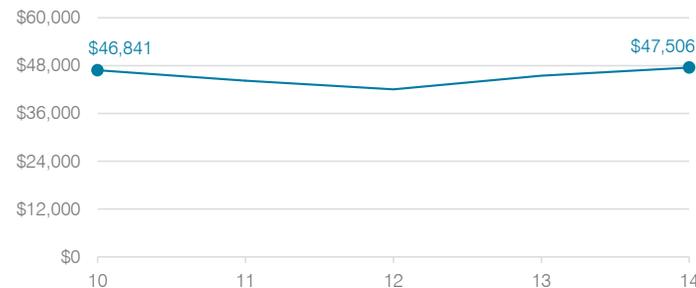
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



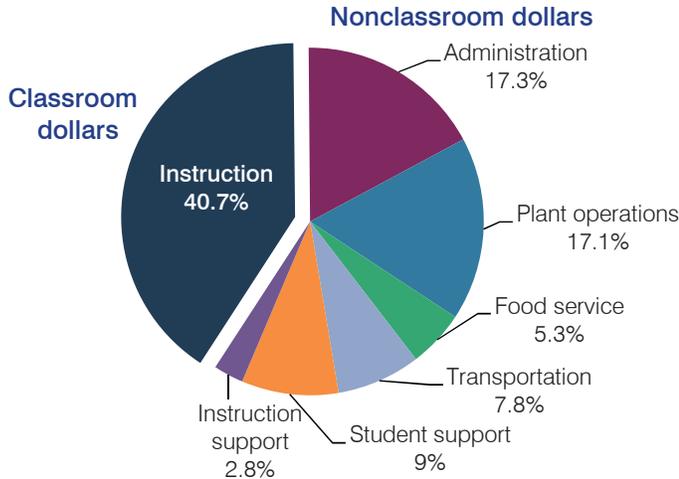
Ganado Unified School District

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

District size, location: Medium, Rural
 Students attending: 1,375
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 7 percent. Spending in the classroom decreased overall from 45.4 to 40.7 percent. Overall, spending on administration increased substantially and spending on food service increased slightly. Spending on instruction support decreased, while spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,074	\$1,016	\$757
	Students per administrator	48	54	68
Plant operations	Cost per square foot	\$4.81	\$4.71	\$6.04
	Square footage per student	428	261	153
Food service	Cost per meal equivalent	\$2.87	\$3.28	\$2.69
Transportation	Cost per mile	\$2.13	\$2.32	\$3.62
	Cost per rider	\$784	\$981	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$11,780	\$11,985	\$8,082	\$7,578	\$10,667
Classroom dollars	4,978	4,873	4,193	4,073	6,495
Nonclassroom dollars:	6,802	7,112	3,889	3,505	4,172
Administration	1,758	2,074	1,016	757	1,160
Plant operations	1,793	2,055	1,145	923	1,008
Food service	579	634	389	405	429
Transportation	999	935	477	373	464
Student support	1,266	1,074	563	600	594
Instruction support	407	340	299	447	517

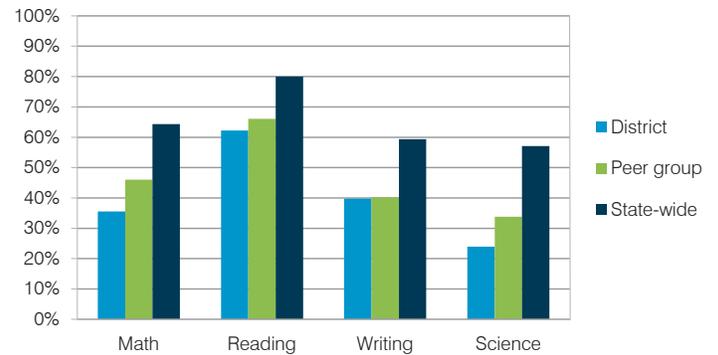
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	93%	95%
Graduation rate (2013)	56%	73%	75%
Poverty rate (2013)	48%	45%	24%
Students per teacher	14.9	15.2	18.6
Average teacher salary	\$39,446	\$43,616	\$46,026
Amount from Proposition 301	\$2,633	\$4,111	\$4,810
Average years of teacher experience	10.6	12.2	10.9
Percentage of teachers in first 3 years	14%	18%	20%

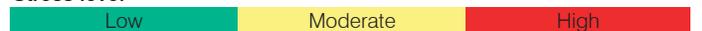
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

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

Stress level



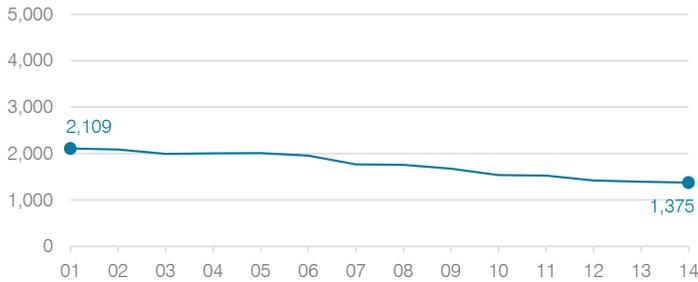
Ganado Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	46.7	48.0	48.0	47.0	43.5	46.3	46.0	46.7	45.4	43.3	42.4	41.3	42.3	40.7

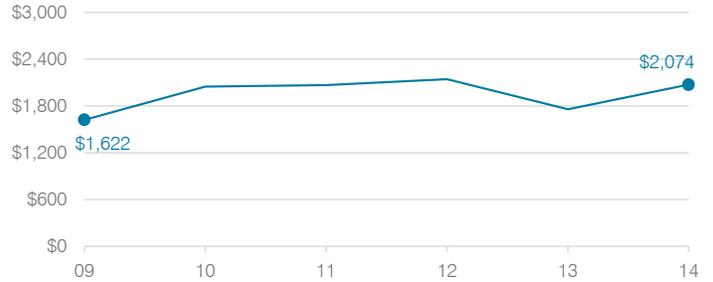
OPERATIONAL TRENDS

Fiscal years as indicated

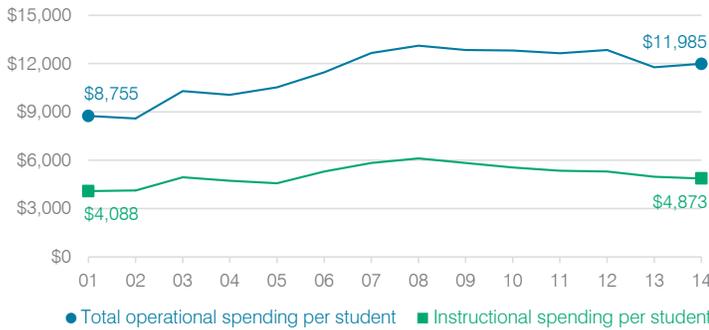
Students attending



Administrative cost per student



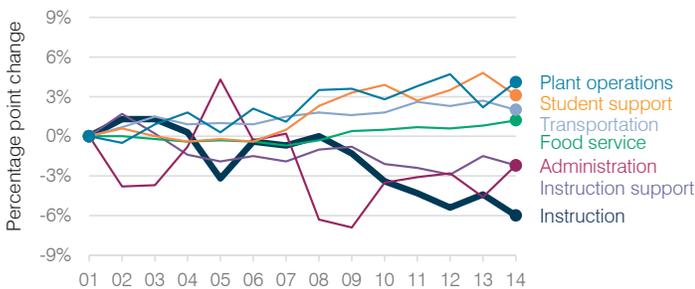
Total operational and instructional spending per student



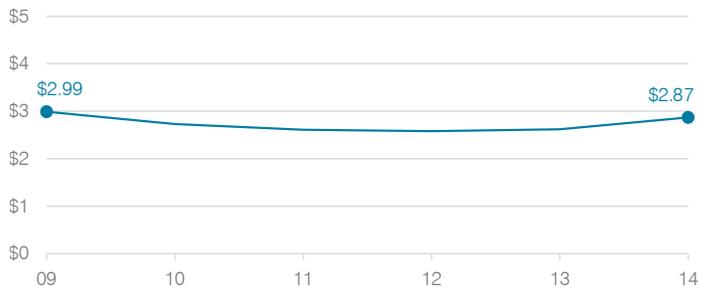
Plant cost per square foot and square footage per student



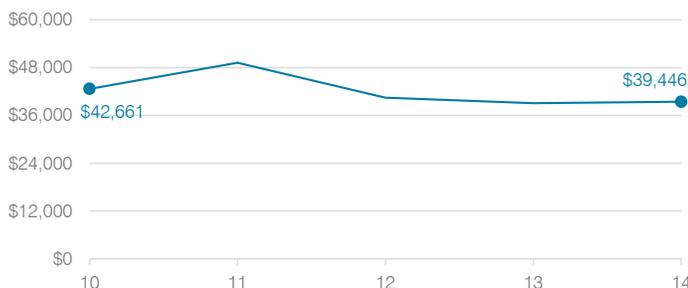
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



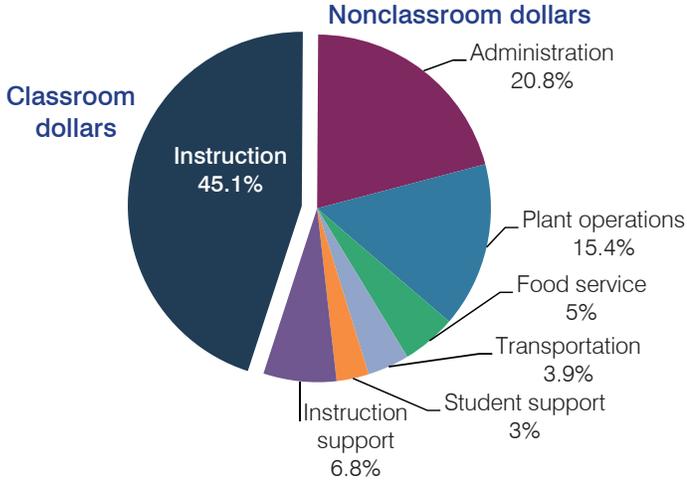
Gila Bend Unified School District

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

District size, location: Small, Rural
 Students attending: 372
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Student enrollment decreased by 21 percent, which contributed to the 41 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 47.8 to 45.1 percent. Overall, spending on administration and transportation increased substantially, while spending on student support decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,602	\$1,534	\$757
	Students per administrator	37	45	68
Plant operations	Cost per square foot	\$6.47	\$4.68	\$6.04
	Square footage per student	298	307	153
Food service	Cost per meal equivalent	\$2.29	\$3.36	\$2.69
Transportation	Cost per mile	\$2.81	\$3.45	\$3.62
	Cost per rider	\$950	\$832	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$10,756	\$12,521	\$10,014	\$7,578	\$10,667
Classroom dollars	4,723	5,643	5,015	4,073	6,495
Nonclassroom dollars:	6,033	6,878	4,999	3,505	4,172
Administration	2,590	2,602	1,534	757	1,160
Plant operations	1,726	1,931	1,518	923	1,008
Food service	567	629	448	405	429
Transportation	239	496	501	373	464
Student support	344	371	626	600	594
Instruction support	567	849	372	447	517

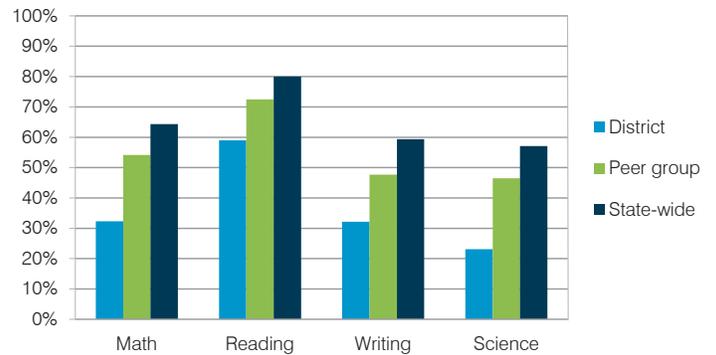
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	97%	93%	95%
Graduation rate (2013)	85%	78%	75%
Poverty rate (2013)	30%	32%	24%
Students per teacher	14.9	16.5	18.6
Average teacher salary	\$46,922	\$43,049	\$46,026
Amount from Proposition 301	\$7,416	\$5,173	\$4,810
Average years of teacher experience	11.2	12.0	10.9
Percentage of teachers in first 3 years	23%	19%	20%

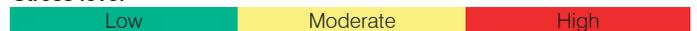
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Concentrated decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



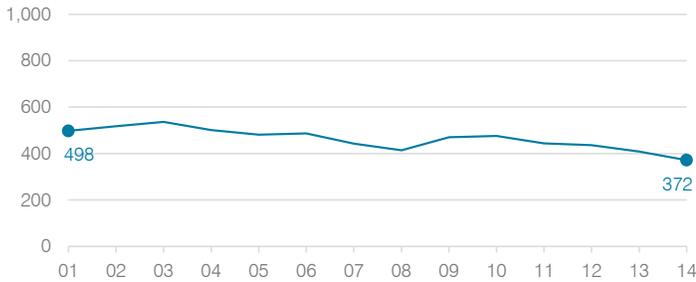
Gila Bend Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	49.4	53.3	56.4	54.0	57.3	53.0	45.6	48.8	51.2	52.0	47.2	45.4	43.9	45.1

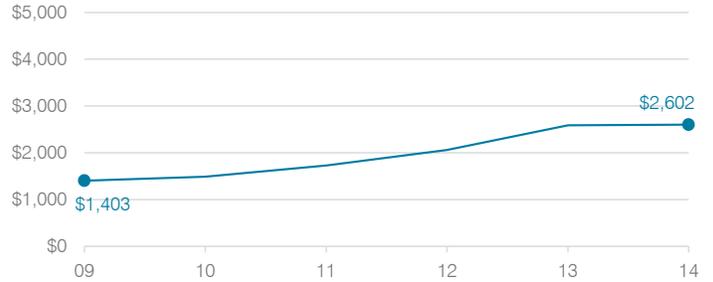
OPERATIONAL TRENDS

Fiscal years as indicated

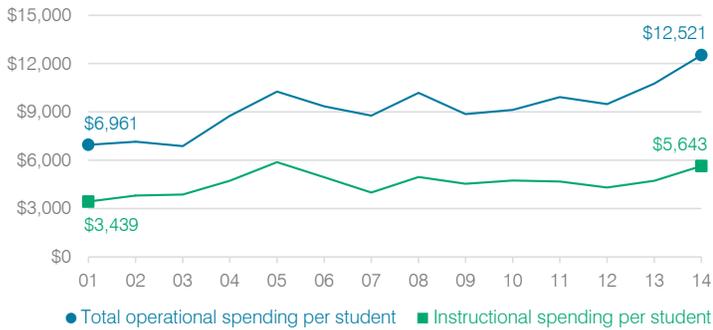
Students attending



Administrative cost per student



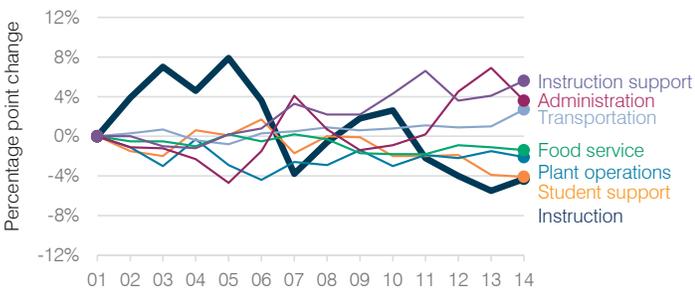
Total operational and instructional spending per student



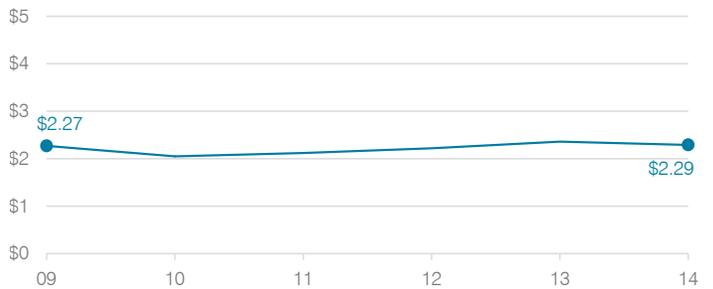
Plant cost per square foot and square footage per student



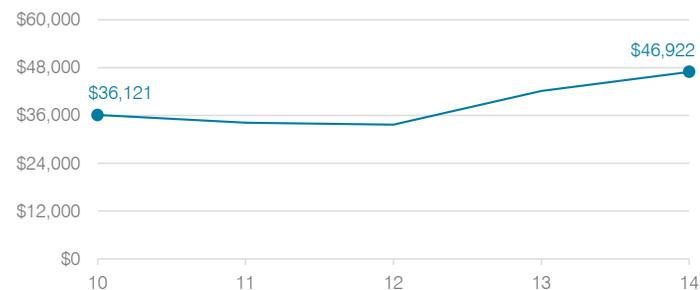
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



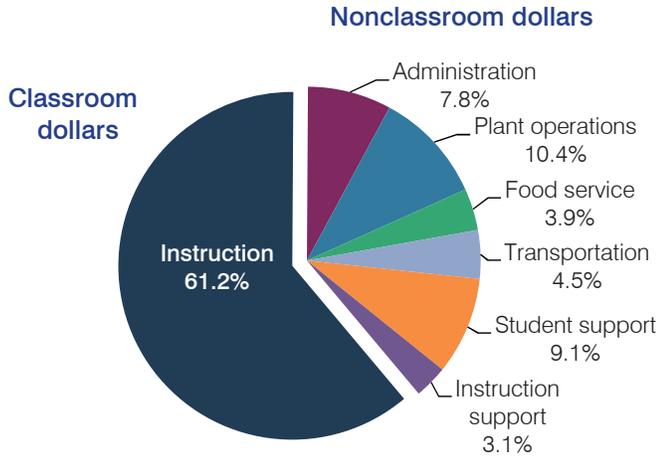
Gilbert Unified School District

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

District size, location: Very large, Suburb
 Students attending: 36,150
 Number of schools: 40

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 4 percent. Spending in the classroom decreased overall from 62.6 to 61.2 percent. Spending on student support increased and spending on administration increased slightly. Spending on plant operations decreased slightly, while spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$530	\$630	\$757
	Students per administrator	79	81	68
Plant operations	Cost per square foot	\$5.30	\$5.83	\$6.04
	Square footage per student	133	143	153
Food service	Cost per meal equivalent	\$2.37	\$2.72	\$2.69
Transportation	Cost per mile	\$3.49	\$3.54	\$3.62
	Cost per rider	\$1,052	\$1,065	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$6,791	\$6,815	\$7,208	\$7,578	\$10,667
Classroom dollars	4,121	4,171	4,086	4,073	6,495
Nonclassroom dollars:	2,670	2,644	3,122	3,505	4,172
Administration	514	530	630	757	1,160
Plant operations	756	706	831	923	1,008
Food service	275	269	330	405	429
Transportation	318	305	346	373	464
Student support	604	622	605	600	594
Instruction support	203	212	380	447	517

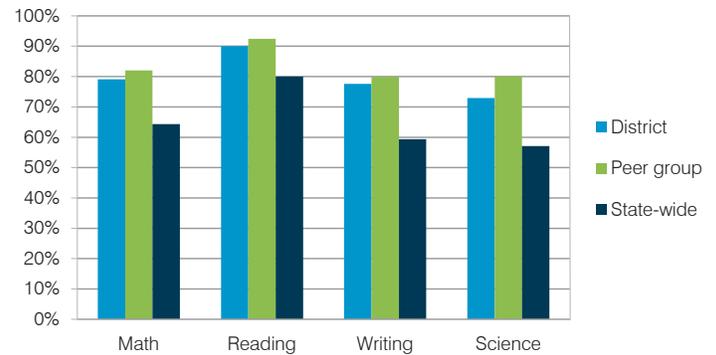
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	31	78%
B	9	22%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	97%	95%	95%
Graduation rate (2013)	85%	89%	75%
Poverty rate (2013)	10%	8%	24%
Students per teacher	16.3	17.6	18.6
Average teacher salary	\$44,380	\$41,745	\$46,026
Amount from Proposition 301	\$5,178	\$4,751	\$4,810
Average years of teacher experience	11.6	11.4	10.9
Percentage of teachers in first 3 years	14%	16%	20%

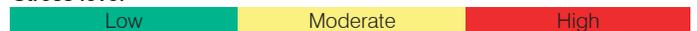
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

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

Stress level



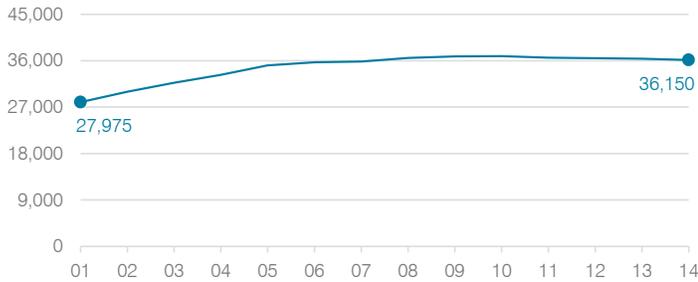
Gilbert Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	63.4	62.3	64.5	64.3	63.0	63.3	63.0	63.2	62.7	62.0	59.9	60.1	60.7	61.2

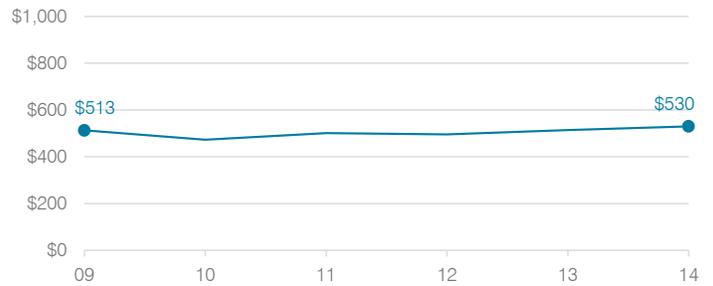
OPERATIONAL TRENDS

Fiscal years as indicated

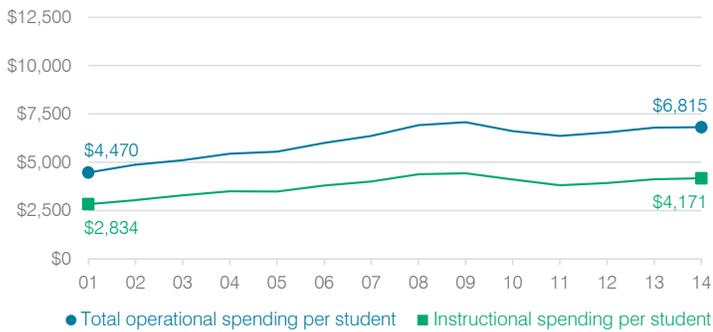
Students attending



Administrative cost per student



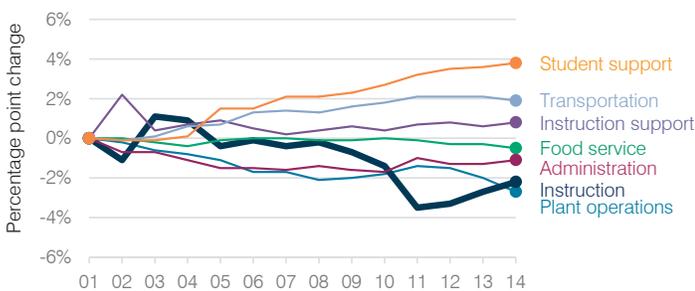
Total operational and instructional spending per student



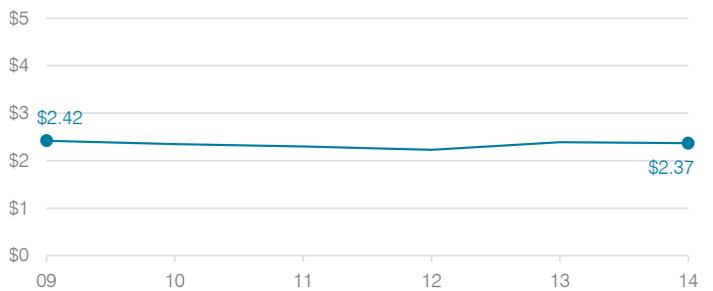
Plant cost per square foot and square footage per student



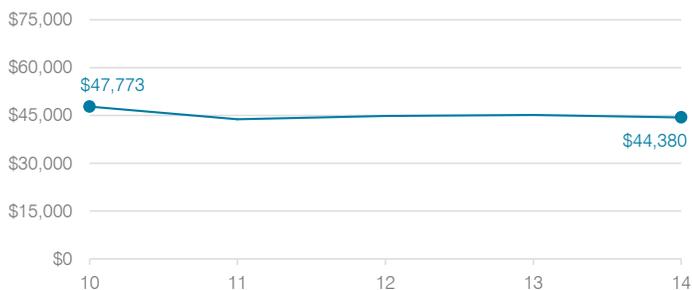
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



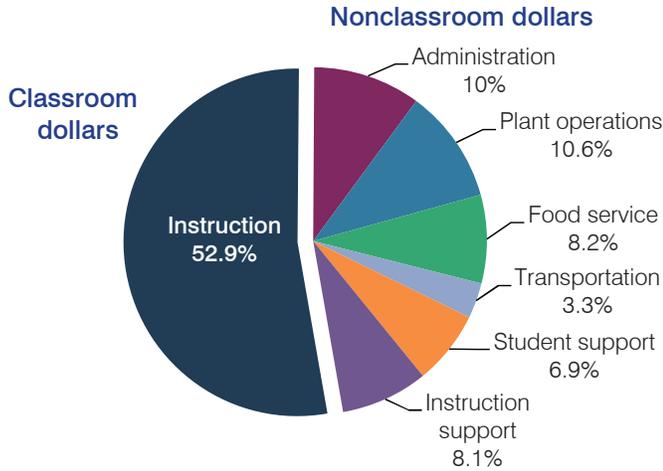
Glendale Elementary School District

Maricopa County
 Efficiency peer groups 7 and T-1, Achievement peer group 14
 Legislative district(s): 20, 29, and 30

District size, location: Large, City
 Students attending: 13,018
 Number of schools: 17

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 8 percent. Spending in the classroom varied year to year, decreasing overall from 57.1 to 52.9 percent. Spending on food service and student support increased and spending on plant operations increased slightly. Spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$684	\$726	\$757
	Students per administrator	77	77	68
Plant operations	Cost per square foot	\$6.78	\$6.09	\$6.04
	Square footage per student	107	131	153
Food service	Cost per meal equivalent	\$2.58	\$2.64	\$2.69
Transportation	Cost per mile	\$7.31	\$6.52	\$3.62
	Cost per rider	\$846	\$710	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$6,959	\$6,841	\$7,414	\$7,578	\$10,667
Classroom dollars	3,799	3,617	3,939	4,073	6,495
Nonclassroom dollars:	3,160	3,224	3,475	3,505	4,172
Administration	726	684	726	757	1,160
Plant operations	767	727	793	923	1,008
Food service	525	563	547	405	429
Transportation	227	223	308	373	464
Student support	369	469	575	600	594
Instruction support	546	558	526	447	517

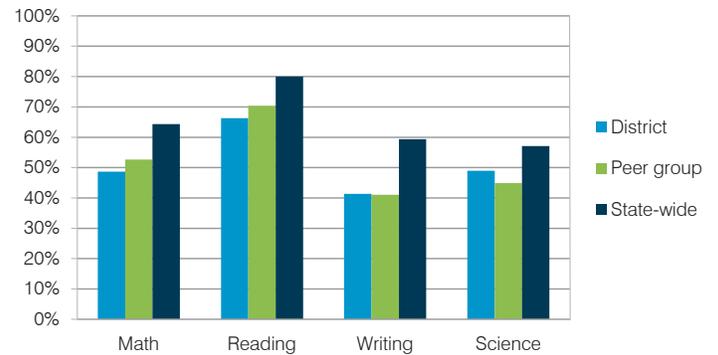
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	3	18%
C	10	59%
D	4	23%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	40%	36%	24%
Students per teacher	17.3	17.3	18.6
Average teacher salary	\$41,602	\$40,844	\$46,026
Amount from Proposition 301	\$3,944	\$3,471	\$4,810
Average years of teacher experience	7.4	9.4	10.9
Percentage of teachers in first 3 years	44%	29%	20%

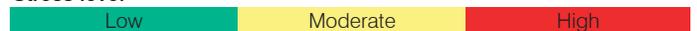
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.7%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



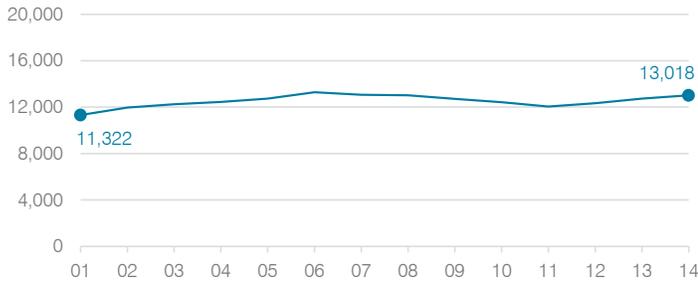
Glendale Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	62.9	59.3	59.1	58.3	55.2	56.3	56.8	56.5	57.1	55.6	54.8	55.8	54.6	52.9

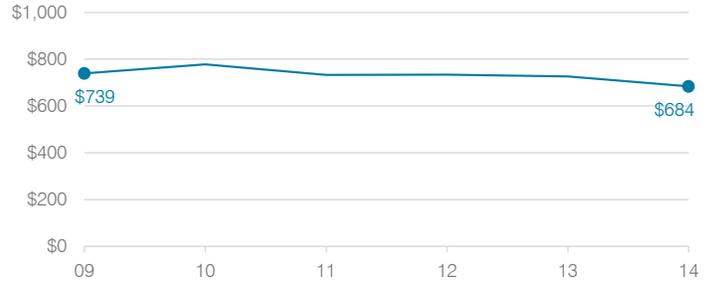
OPERATIONAL TRENDS

Fiscal years as indicated

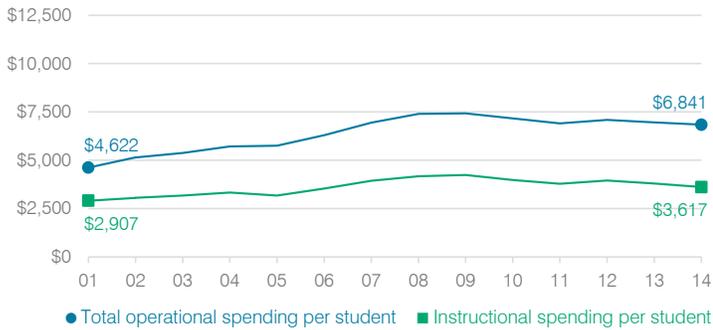
Students attending



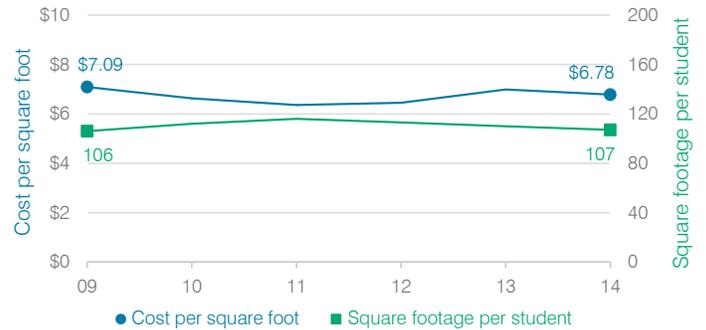
Administrative cost per student



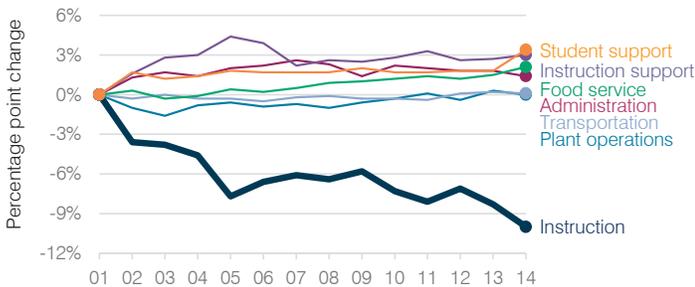
Total operational and instructional spending per student



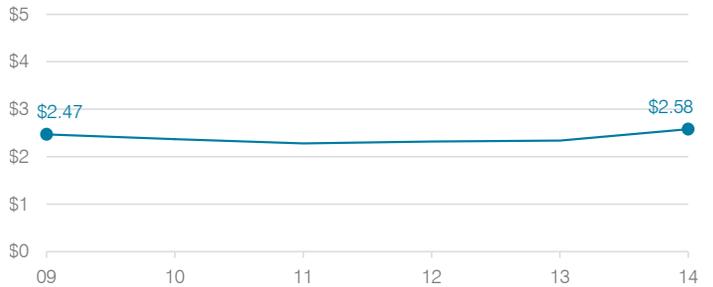
Plant cost per square foot and square footage per student



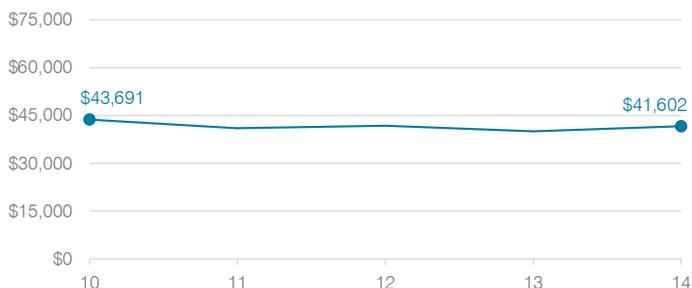
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



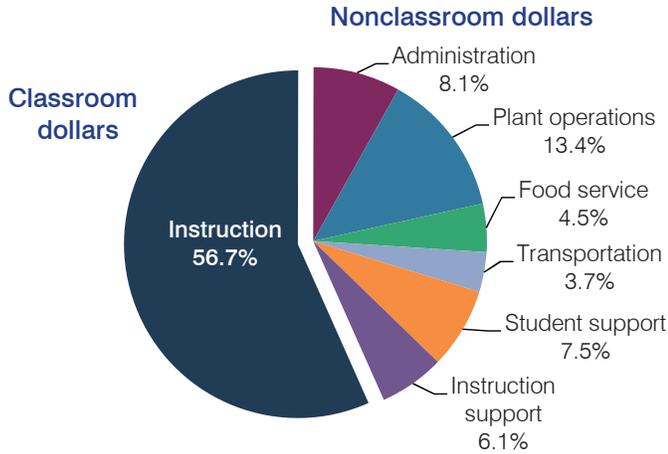
Glendale Union High School District

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

District size, location: Large, City
 Students attending: 15,051
 Number of schools: 10

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 2 percent. Spending in the classroom decreased overall from 58.6 to 56.7 percent. Spending on student support increased and spending on food service and transportation increased slightly. Spending on plant operations decreased slightly, while spending on all other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$633	\$685	\$757
	Students per administrator	77	68	68
Plant operations	Cost per square foot	\$6.72	\$6.29	\$6.04
	Square footage per student	156	147	153
Food service	Cost per meal equivalent	\$3.16	\$2.68	\$2.69
Transportation	Cost per mile	\$6.12	\$3.47	\$3.62
	Cost per rider	\$2,328	\$1,326	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$7,879	\$7,816	\$7,122	\$7,578	\$10,667
Classroom dollars	4,433	4,433	3,815	4,073	6,495
Nonclassroom dollars:	3,446	3,383	3,307	3,505	4,172
Administration	656	633	685	757	1,160
Plant operations	1,092	1,047	912	923	1,008
Food service	332	349	339	405	429
Transportation	294	290	360	373	464
Student support	594	583	533	600	594
Instruction support	478	481	478	447	517

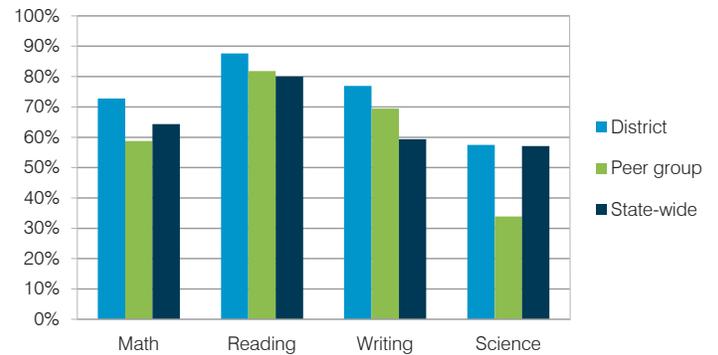
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	9	90%
B	0	0%
C	0	0%
D	0	0%
F	0	0%
Not rated	1	10%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	87%	80%	75%
Poverty rate (2013)	30%	32%	24%
Students per teacher	21.1	20.8	18.6
Average teacher salary	\$51,635	\$52,084	\$46,026
Amount from Proposition 301	\$6,067	\$6,495	\$4,810
Average years of teacher experience	11.5	11.9	10.9
Percentage of teachers in first 3 years	11%	16%	20%

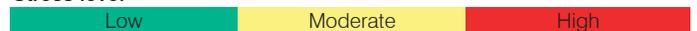
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.7%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



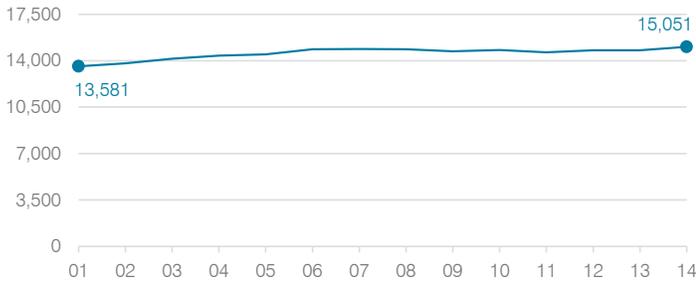
Glendale Union High School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	57.3	59.1	59.7	60.1	59.4	59.8	59.5	58.5	58.6	57.4	56.5	56.2	56.3	56.7

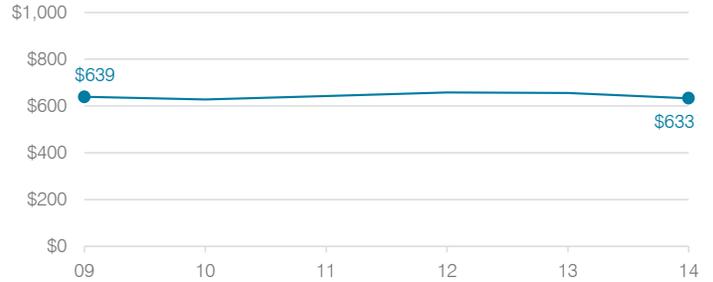
OPERATIONAL TRENDS

Fiscal years as indicated

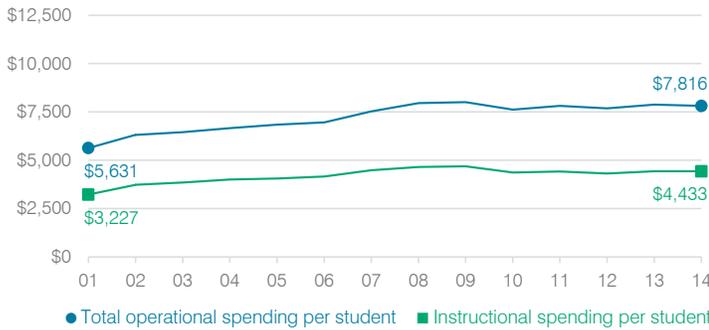
Students attending



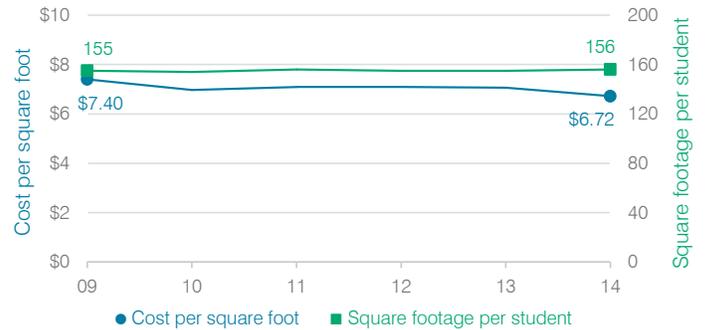
Administrative cost per student



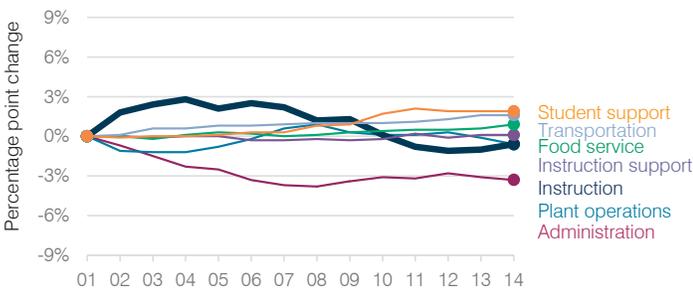
Total operational and instructional spending per student



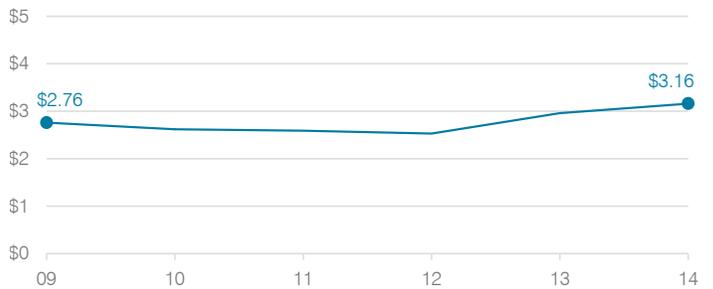
Plant cost per square foot and square footage per student



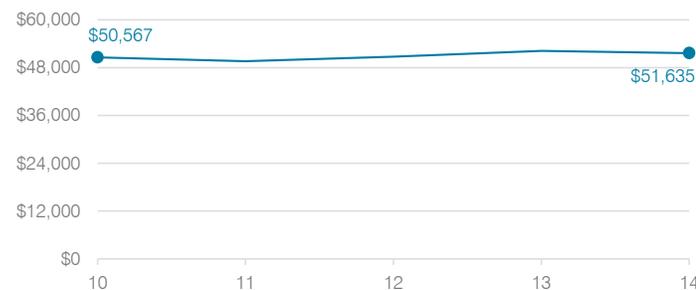
Changes in operational spending percentages



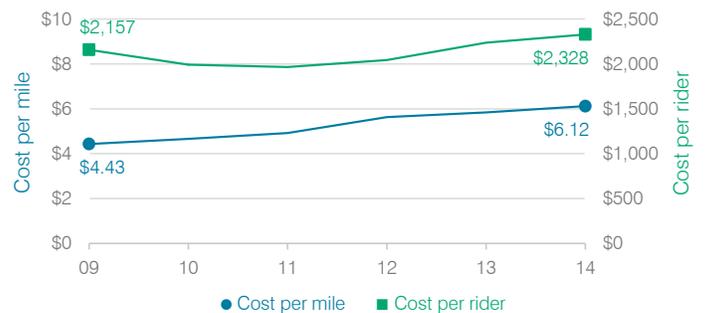
Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



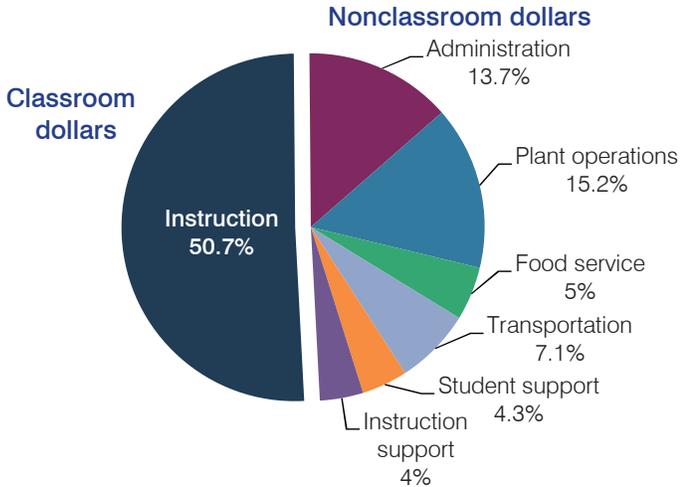
Globe Unified School District

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

District size, location: Medium, Town
 Students attending: 1,739
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 11 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 54.7 to 50.7 percent. Overall, spending on plant operations and transportation increased substantially and spending on administration increased. Spending on most other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$901	\$1,016	\$757
	Students per administrator	57	54	68
Plant operations	Cost per square foot	\$5.15	\$4.71	\$6.04
	Square footage per student	194	261	153
Food service	Cost per meal equivalent	\$3.02	\$3.28	\$2.69
Transportation	Cost per mile	\$6.37	\$3.73	\$3.62
	Cost per rider	\$686	\$512	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$6,643	\$6,570	\$8,082	\$7,578	\$10,667
Classroom dollars	3,319	3,331	4,193	4,073	6,495
Nonclassroom dollars:	3,324	3,239	3,889	3,505	4,172
Administration	970	901	1,016	757	1,160
Plant operations	992	998	1,145	923	1,008
Food service	374	331	389	405	429
Transportation	425	467	477	373	464
Student support	240	281	563	600	594
Instruction support	323	261	299	447	517

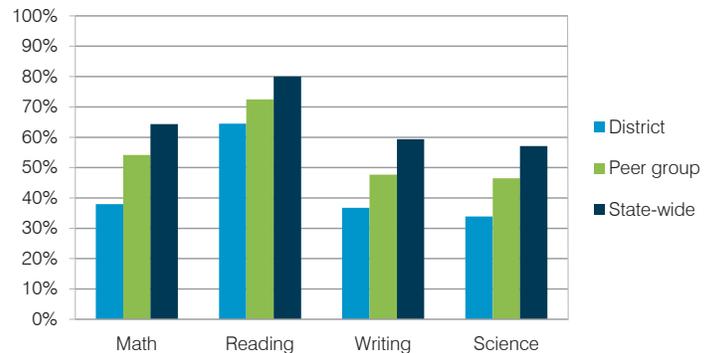
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	95%
Graduation rate (2013)	79%	78%	75%
Poverty rate (2013)	29%	32%	24%
Students per teacher	20.7	16.5	18.6
Average teacher salary	\$42,633	\$43,049	\$46,026
Amount from Proposition 301	\$5,024	\$5,173	\$4,810
Average years of teacher experience	14.1	12.0	10.9
Percentage of teachers in first 3 years	9%	19%	20%

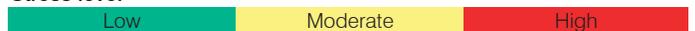
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.8%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level

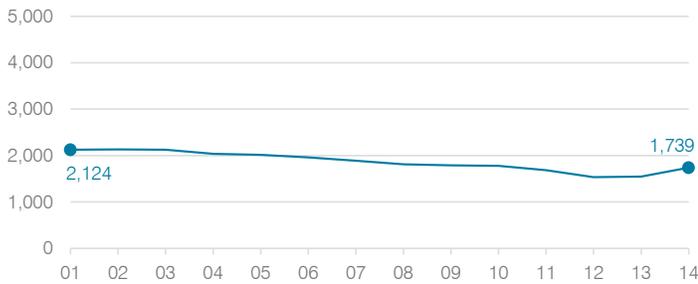


Globe Unified School District

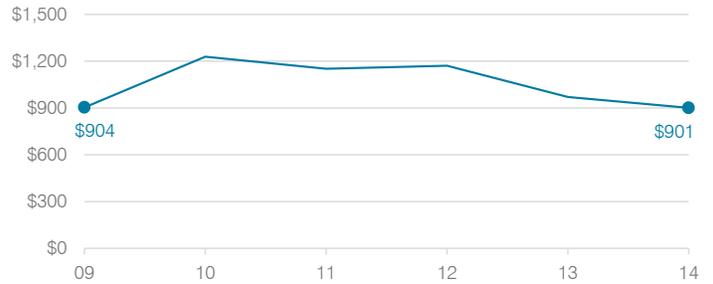
Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014
 54.1 58.5 59.0 58.1 59.4 57.8 57.0 53.7 54.7 48.9 45.1 46.3 50.0 50.7

OPERATIONAL TRENDS Fiscal years as indicated

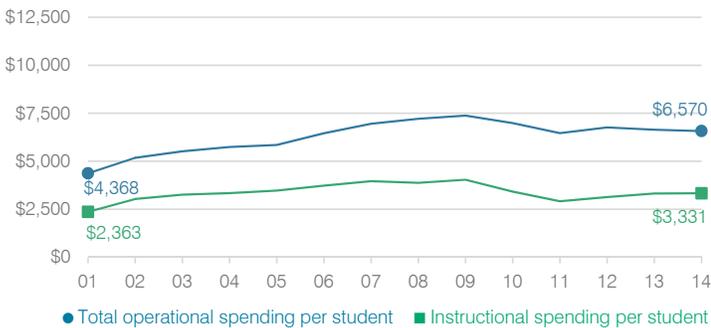
Students attending



Administrative cost per student



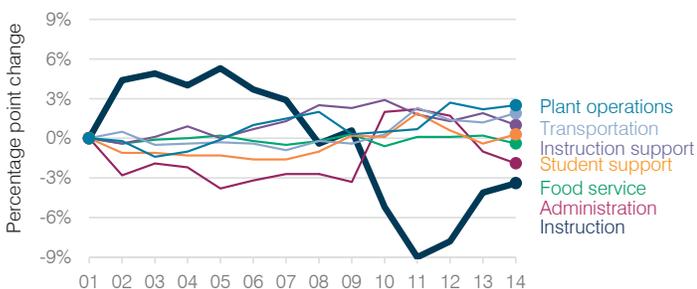
Total operational and instructional spending per student



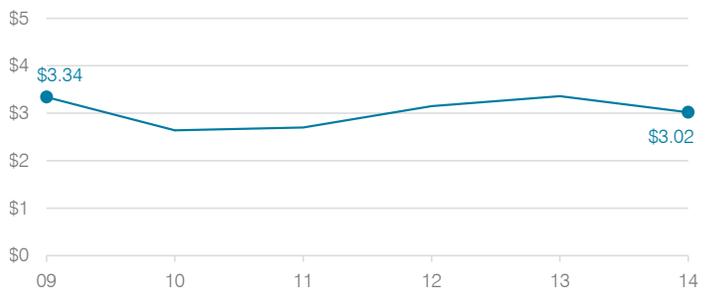
Plant cost per square foot and square footage per student



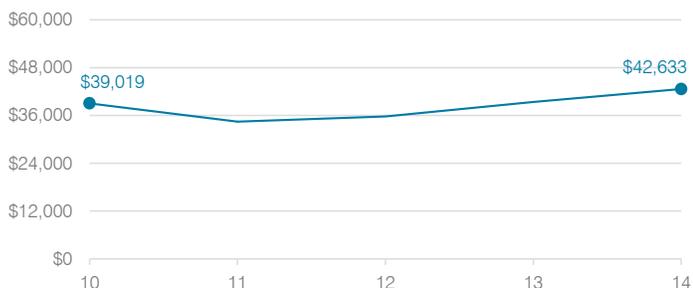
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



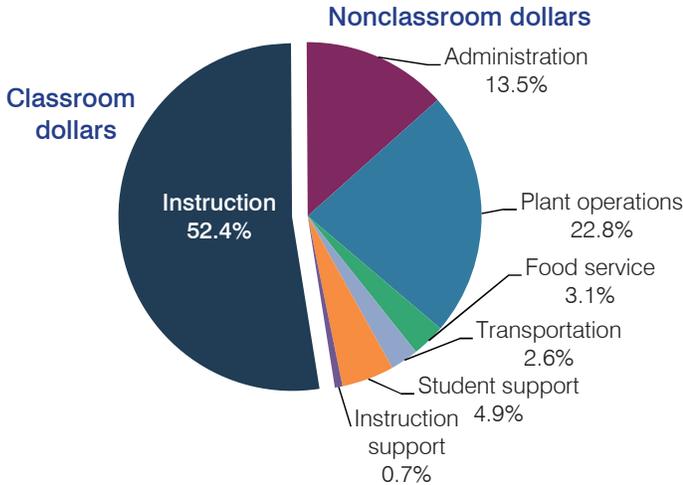
Grand Canyon Unified School District

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

District size, location: Small, Rural
 Students attending: 300
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 10 percent. Spending in the classroom varied year to year, increasing overall from 48.5 to 52.4 percent. Overall, spending on plant operations increased, while spending on administration decreased substantially and spending on transportation decreased. Spending on most other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,549	\$1,534	\$757
	Students per administrator	50	45	68
Plant operations	Cost per square foot	\$10.27	\$4.68	\$6.04
	Square footage per student	256	307	153
Food service	Cost per meal equivalent	\$2.98	\$3.36	\$2.69
Transportation	Cost per mile	\$1.26	\$2.12	\$3.62
	Cost per rider	\$329	\$1,121	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$11,642	\$11,506	\$10,014	\$7,578	\$10,667
Classroom dollars	5,548	6,025	5,015	4,073	6,495
Nonclassroom dollars:	6,094	5,481	4,999	3,505	4,172
Administration	2,032	1,549	1,534	757	1,160
Plant operations	2,570	2,629	1,518	923	1,008
Food service	311	354	448	405	429
Transportation	313	297	501	373	464
Student support	674	565	626	600	594
Instruction support	194	87	372	447	517

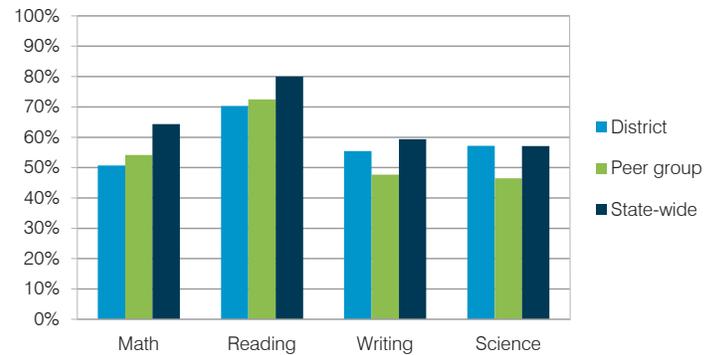
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	95%
Graduation rate (2013)	82%	78%	75%
Poverty rate (2013)	33%	32%	24%
Students per teacher	11.5	16.5	18.6
Average teacher salary	\$38,976	\$43,049	\$46,026
Amount from Proposition 301	\$4,990	\$5,173	\$4,810
Average years of teacher experience	13.1	12.0	10.9
Percentage of teachers in first 3 years	11%	19%	20%

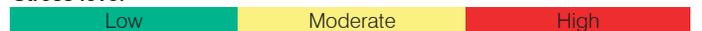
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Noncompliant

Stress level



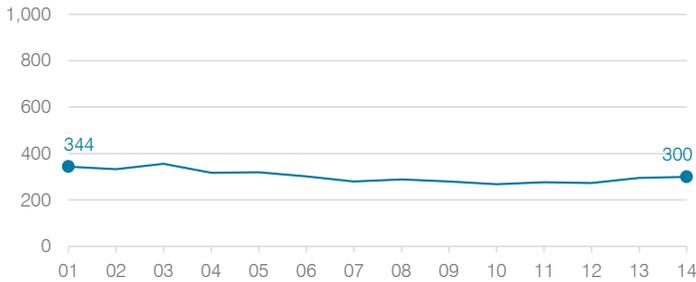
Grand Canyon Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	53.1	52.5	52.7	53.5	53.7	49.2	48.1	45.9	48.5	48.8	46.7	50.0	47.7	52.4

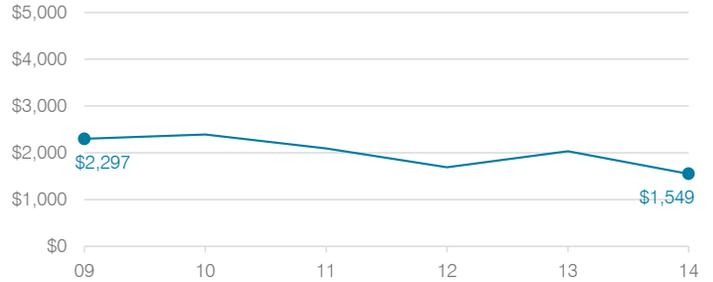
OPERATIONAL TRENDS

Fiscal years as indicated

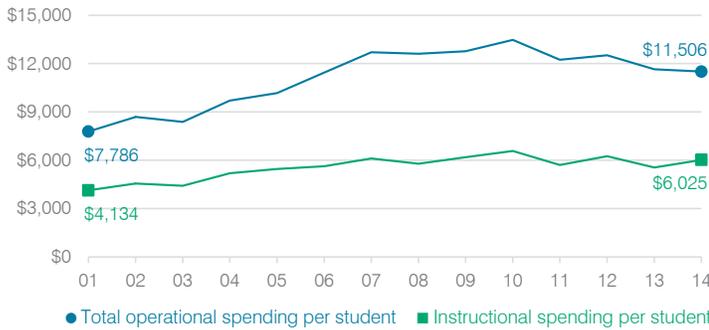
Students attending



Administrative cost per student



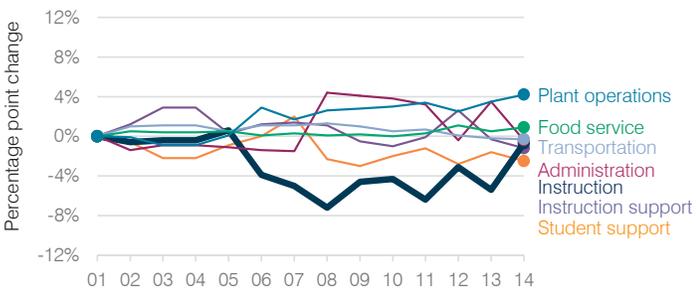
Total operational and instructional spending per student



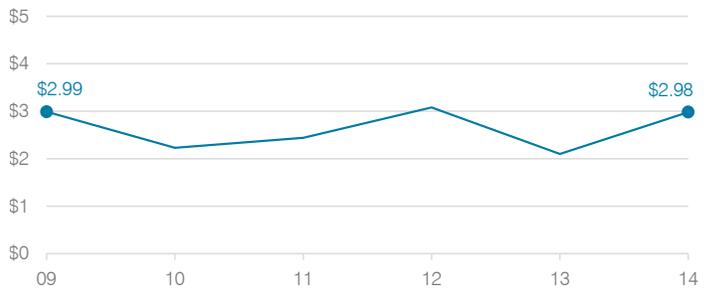
Plant cost per square foot and square footage per student



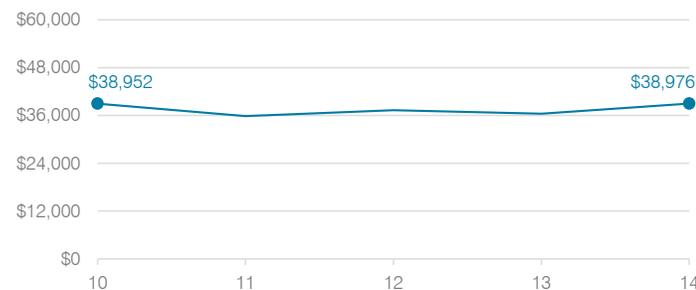
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Hackberry Elementary School District

Mohave County

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

Legislative district(s): 5

District size, location:

Very small, Rural

Students attending:

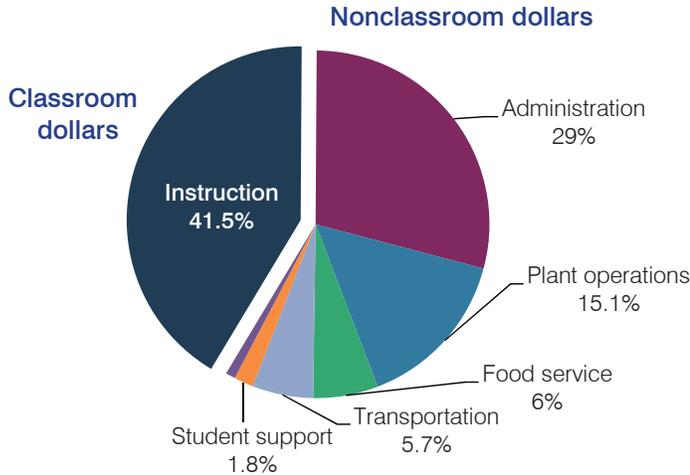
35

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 6 percent. Spending in the classroom varied year to year, increasing overall from 40.9 to 41.5 percent. Spending on most nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on administration and plant operations increased substantially, while spending on instruction support decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$5,949	\$2,835	\$757
	Students per administrator	10	28	68
Plant operations	Cost per square foot	\$6.24	\$6.51	\$6.04
	Square footage per student	496	351	153
Food service	Cost per meal equivalent	\$6.66	\$5.02	\$2.69
Transportation	Cost per mile	\$3.21	\$1.61	\$3.62
	Cost per rider	\$2,057	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$20,988	\$20,504	\$16,101	\$7,578	\$10,667
Classroom dollars	8,205	8,517	8,231	4,073	6,495
Nonclassroom dollars:	12,783	11,987	7,870	3,505	4,172
Administration	6,277	5,949	2,835	757	1,160
Plant operations	3,731	3,092	2,137	923	1,008
Food service	1,291	1,235	901	405	429
Transportation	1,112	1,173	1,072	373	464
Student support	359	356	536	600	594
Instruction support	13	182	389	447	517

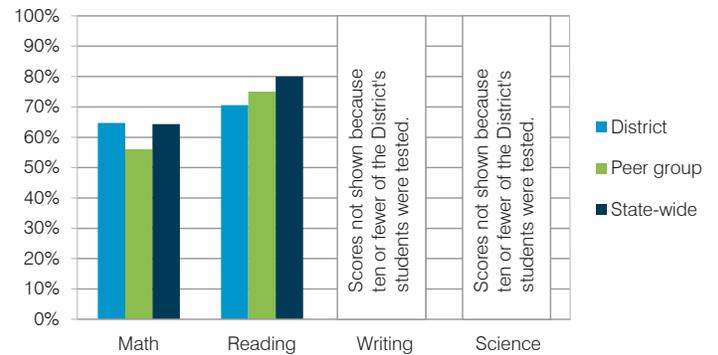
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	32%	30%	24%
Students per teacher	17.5	13.0	18.6
Average teacher salary	N/A	\$44,780	\$46,026
Amount from Proposition 301	N/A	\$3,720	\$4,810
Average years of teacher experience	N/A	14.2	10.9
Percentage of teachers in first 3 years	N/A	15%	20%

Financial stress assessment

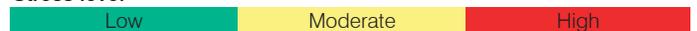
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

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

Stress level



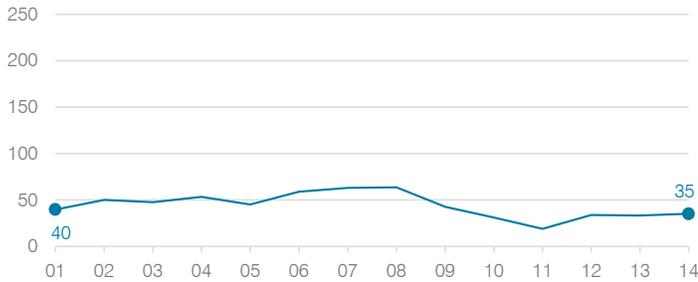
Hackberry Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	47.0	43.9	55.9	52.5	55.0	56.7	41.9	41.2	40.9	34.7	34.2	38.5	39.1	41.5

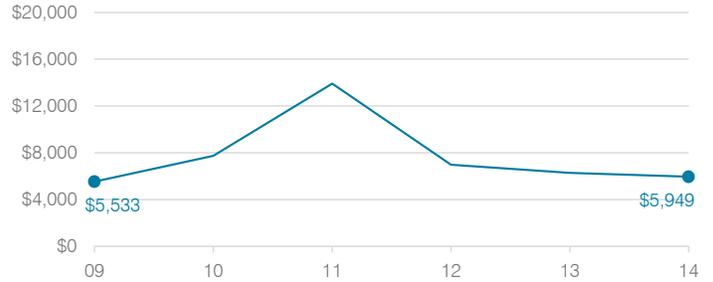
OPERATIONAL TRENDS

Fiscal years as indicated

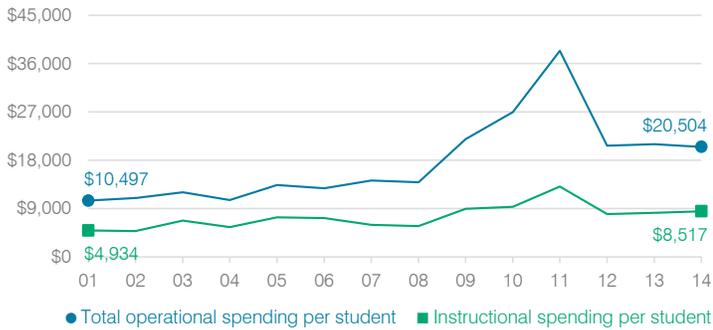
Students attending



Administrative cost per student



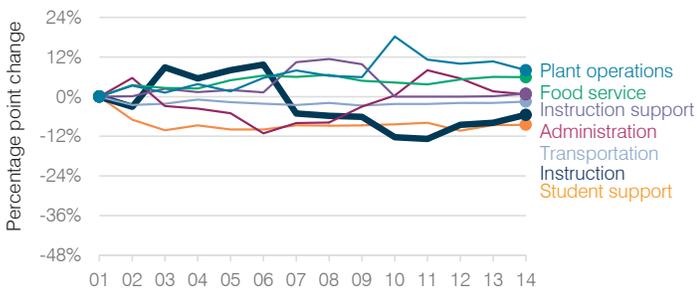
Total operational and instructional spending per student



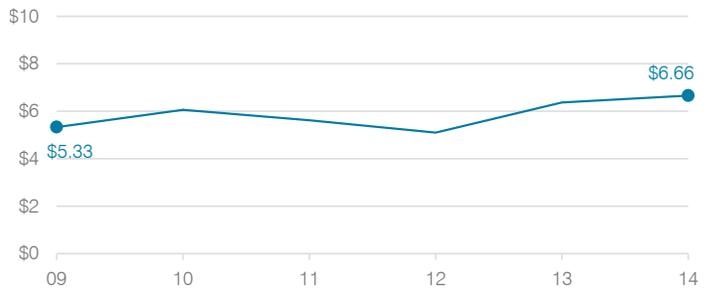
Plant cost per square foot and square footage per student



Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



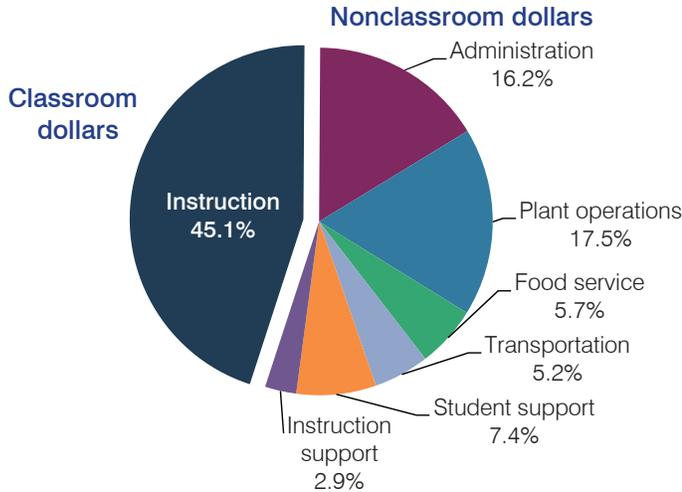
Hayden-Winkelman Unified School District

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

District size, location: Small, Rural
 Students attending: 272
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 9 percent. Spending in the classroom varied year to year, decreasing overall from 47.4 to 45.1 percent. Overall, spending on administration and student support increased substantially, while spending on food service and instruction support decreased and spending on plant operations decreased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,687	\$1,534	\$757
	Students per administrator	34	45	68
Plant operations	Cost per square foot	\$2.96	\$4.68	\$6.04
	Square footage per student	616	307	153
Food service	Cost per meal equivalent	\$3.06	\$3.36	\$2.69
Transportation	Cost per mile	\$2.22	\$2.61	\$3.62
	Cost per rider	\$762	\$774	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$11,865	\$10,421	\$10,014	\$7,578	\$10,667
Classroom dollars	5,191	4,701	5,015	4,073	6,495
Nonclassroom dollars:	6,674	5,720	4,999	3,505	4,172
Administration	1,597	1,687	1,534	757	1,160
Plant operations	2,363	1,821	1,518	923	1,008
Food service	599	595	448	405	429
Transportation	632	549	501	373	464
Student support	900	768	626	600	594
Instruction support	583	300	372	447	517

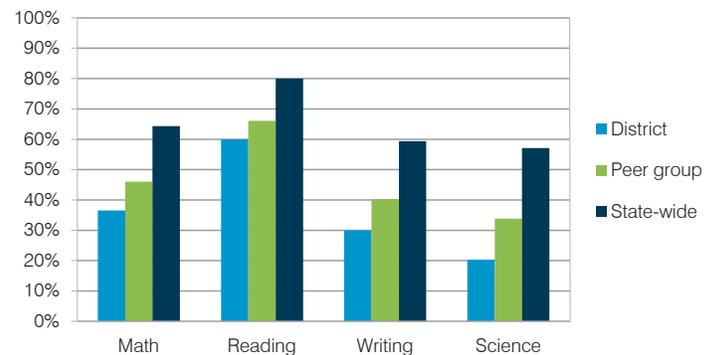
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	95%
Graduation rate (2013)	74%	73%	75%
Poverty rate (2013)	40%	45%	24%
Students per teacher	14.3	15.2	18.6
Average teacher salary	\$38,742	\$43,616	\$46,026
Amount from Proposition 301	\$5,896	\$4,111	\$4,810
Average years of teacher experience	18.1	12.2	10.9
Percentage of teachers in first 3 years	0%	18%	20%

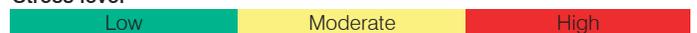
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	1.4%, Varying
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant

Stress level



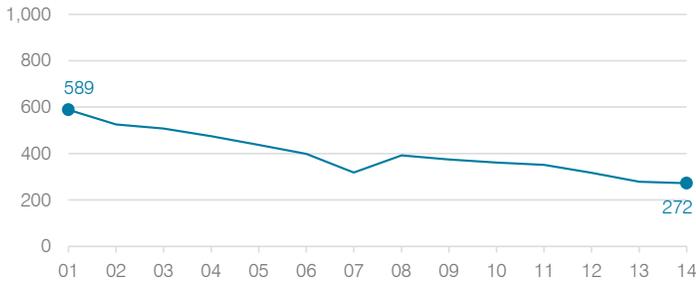
Hayden-Winkelman Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	53.3	54.1	52.9	51.2	50.3	52.2	50.7	51.5	47.4	48.8	45.7	46.1	43.8	45.1

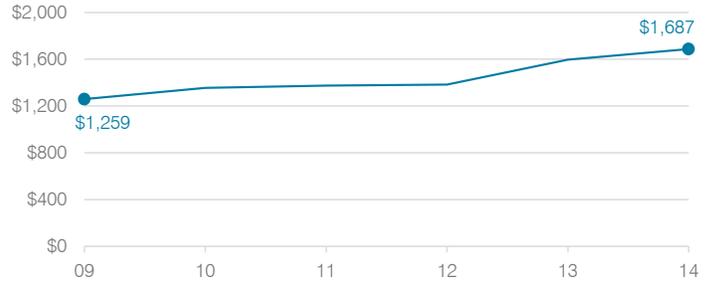
OPERATIONAL TRENDS

Fiscal years as indicated

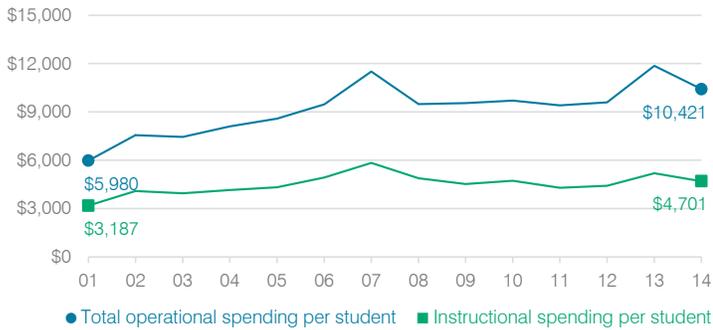
Students attending



Administrative cost per student



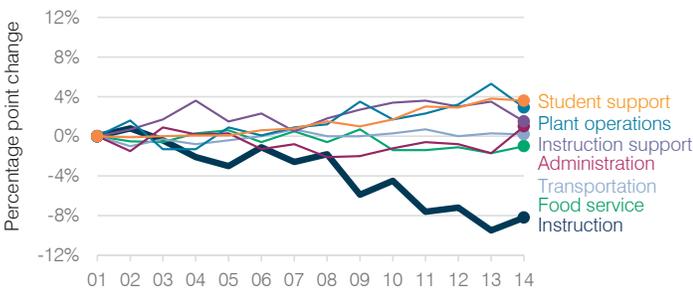
Total operational and instructional spending per student



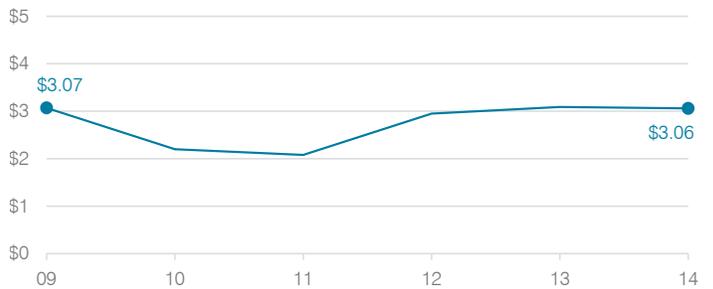
Plant cost per square foot and square footage per student



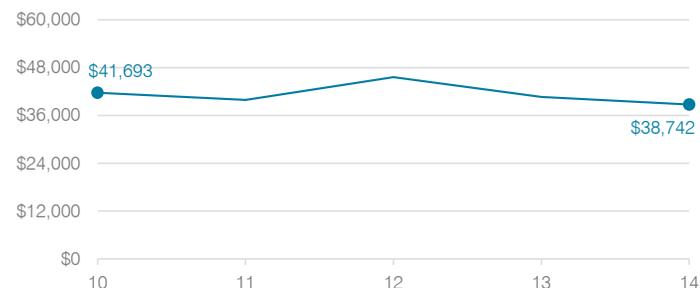
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



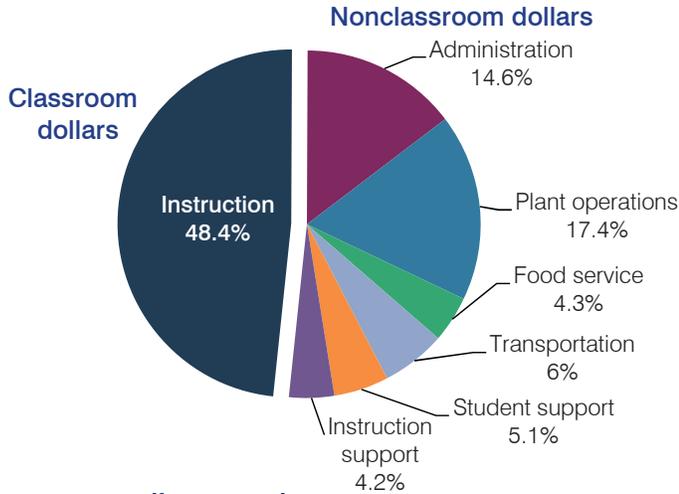
Heber-Overgaard Unified School District

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

District size, location: Small, Rural
 Students attending: 456
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 6 percent. Spending in the classroom increased overall from 46 to 48.4 percent. Overall, spending on administration increased slightly, while spending on food service and instruction support decreased and spending on plant operations decreased slightly. Spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,388	\$1,534	\$757
	Students per administrator	43	45	68
Plant operations	Cost per square foot	\$4.73	\$4.68	\$6.04
	Square footage per student	351	307	153
Food service	Cost per meal equivalent	\$3.64	\$3.36	\$2.69
Transportation	Cost per mile	\$1.89	\$2.32	\$3.62
	Cost per rider	\$741	\$981	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$9,437	\$9,531	\$10,014	\$7,578	\$10,667
Classroom dollars	4,566	4,615	5,015	4,073	6,495
Nonclassroom dollars:	4,871	4,916	4,999	3,505	4,172
Administration	1,366	1,388	1,534	757	1,160
Plant operations	1,652	1,660	1,518	923	1,008
Food service	429	405	448	405	429
Transportation	594	576	501	373	464
Student support	460	489	626	600	594
Instruction support	370	398	372	447	517

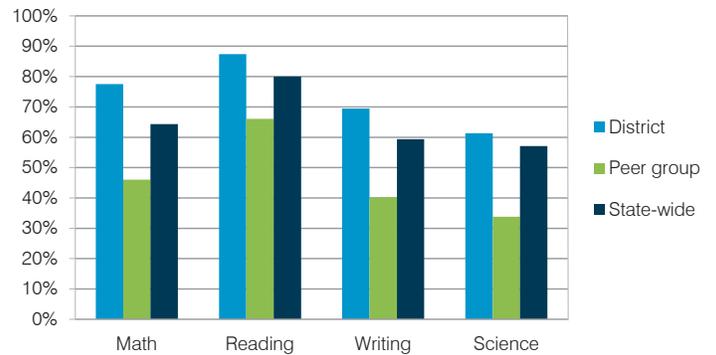
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	95%
Graduation rate (2013)	89%	73%	75%
Poverty rate (2013)	42%	45%	24%
Students per teacher	15.2	15.2	18.6
Average teacher salary	\$39,822	\$43,616	\$46,026
Amount from Proposition 301	\$5,381	\$4,111	\$4,810
Average years of teacher experience	13.1	12.2	10.9
Percentage of teachers in first 3 years	13%	18%	20%

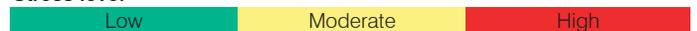
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



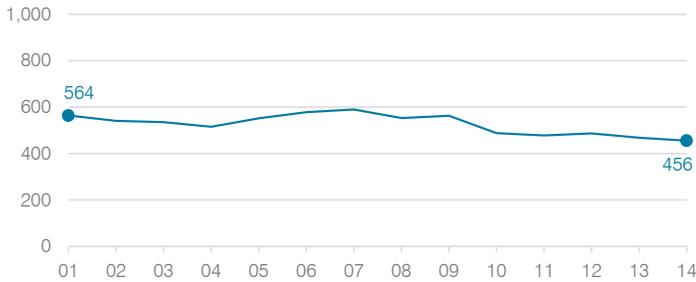
Heber-Overgaard Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	50.2	53.3	55.1	52.3	51.7	49.8	47.7	48.0	46.1	49.6	50.8	48.4	48.4	48.4

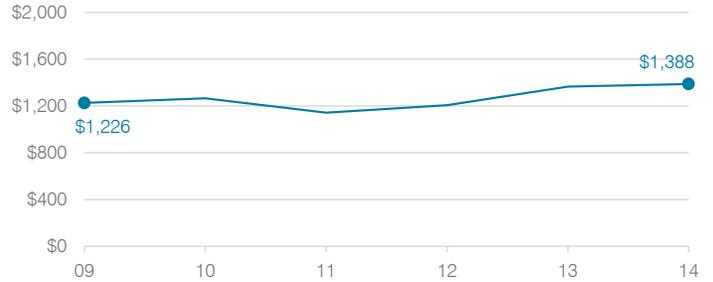
OPERATIONAL TRENDS

Fiscal years as indicated

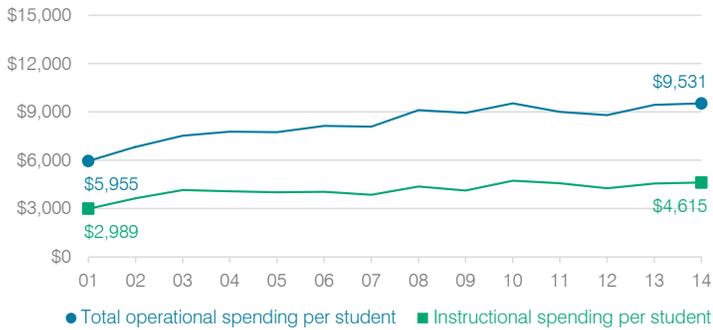
Students attending



Administrative cost per student



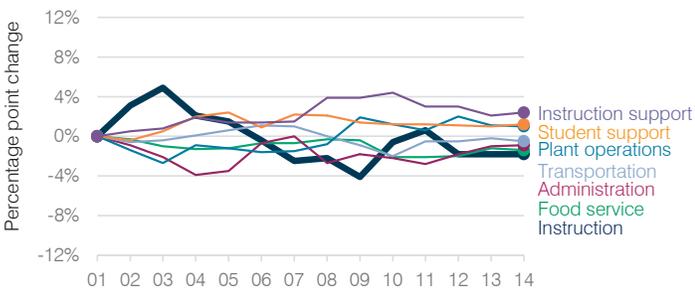
Total operational and instructional spending per student



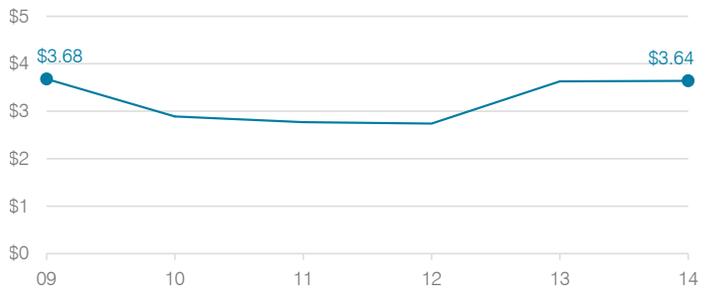
Plant cost per square foot and square footage per student



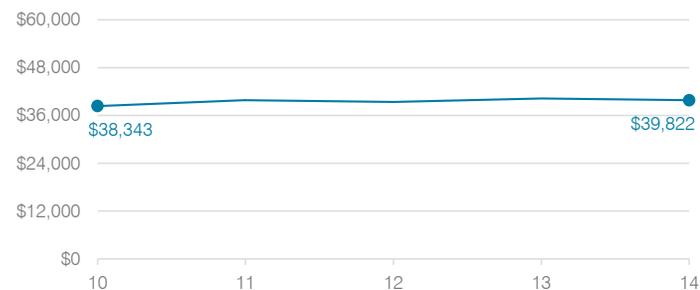
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



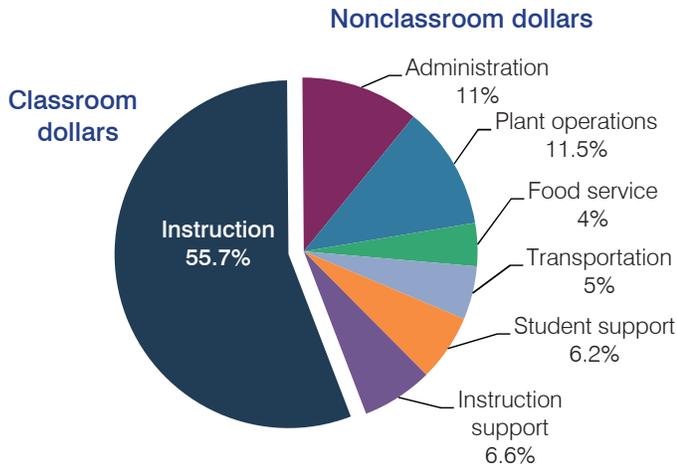
Higley Unified School District

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

District size, location: Large, Suburb
 Students attending: 10,654
 Number of schools: 12

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 6 percent. Spending in the classroom increased slightly overall from 55 to 55.7 percent. Overall, spending on instruction support increased, while spending on student support decreased and spending on plant operations decreased slightly. Spending on all other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$672	\$685	\$757
	Students per administrator	85	68	68
Plant operations	Cost per square foot	\$4.45	\$6.29	\$6.04
	Square footage per student	157	147	153
Food service	Cost per meal equivalent	\$2.51	\$2.68	\$2.69
Transportation	Cost per mile	\$4.00	\$3.54	\$3.62
	Cost per rider	\$968	\$1,065	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$5,965	\$6,114	\$7,122	\$7,578	\$10,667
Classroom dollars	3,336	3,405	3,815	4,073	6,495
Nonclassroom dollars:	2,629	2,709	3,307	3,505	4,172
Administration	669	672	685	757	1,160
Plant operations	656	701	912	923	1,008
Food service	247	246	339	405	429
Transportation	267	307	360	373	464
Student support	363	378	533	600	594
Instruction support	427	405	478	447	517

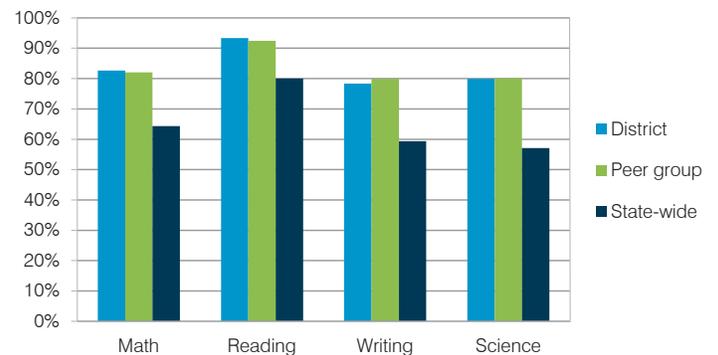
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	12	100%
B	0	0%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	88%	89%	75%
Poverty rate (2013)	9%	8%	24%
Students per teacher	20.3	17.6	18.6
Average teacher salary	\$44,751	\$41,745	\$46,026
Amount from Proposition 301	\$4,570	\$4,751	\$4,810
Average years of teacher experience	8.4	11.4	10.9
Percentage of teachers in first 3 years	19%	16%	20%

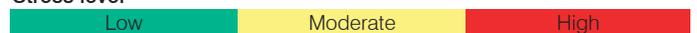
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	2.8%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



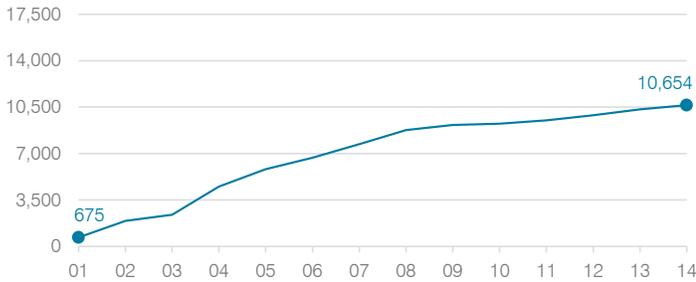
Higley Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	60.2	56.1	58.2	59.9	65.4	58.6	57.7	57.0	55.0	54.9	54.2	55.3	55.9	55.7

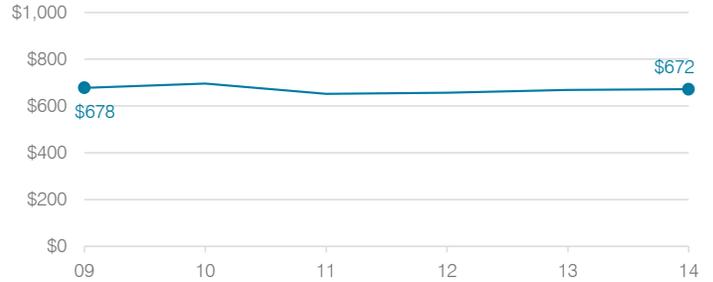
OPERATIONAL TRENDS

Fiscal years as indicated

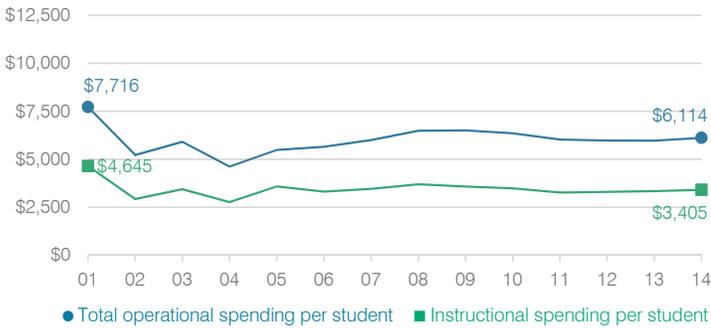
Students attending



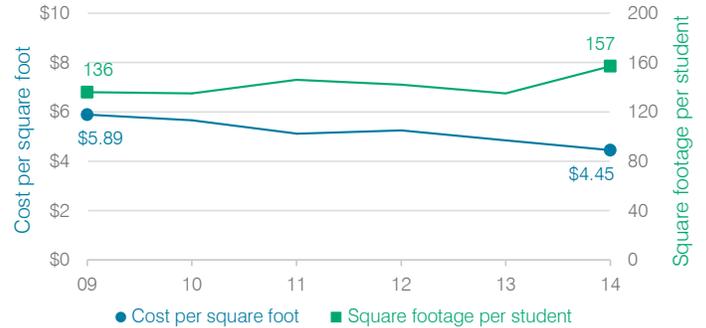
Administrative cost per student



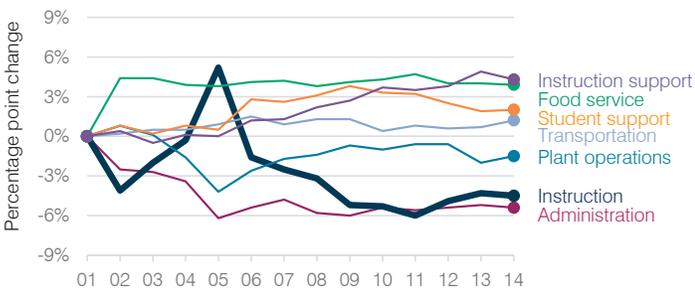
Total operational and instructional spending per student



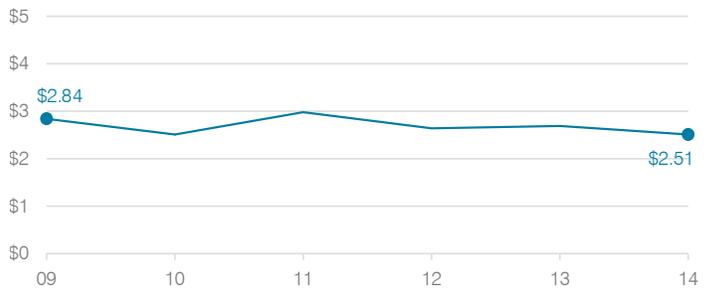
Plant cost per square foot and square footage per student



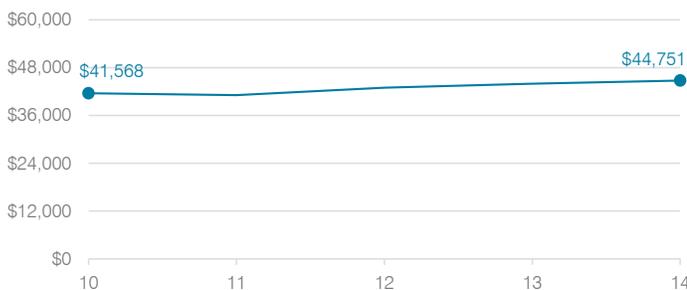
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Hillside Elementary School District

Yavapai County

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

Legislative district(s): 1

District size, location:

Very small, Rural

Students attending:

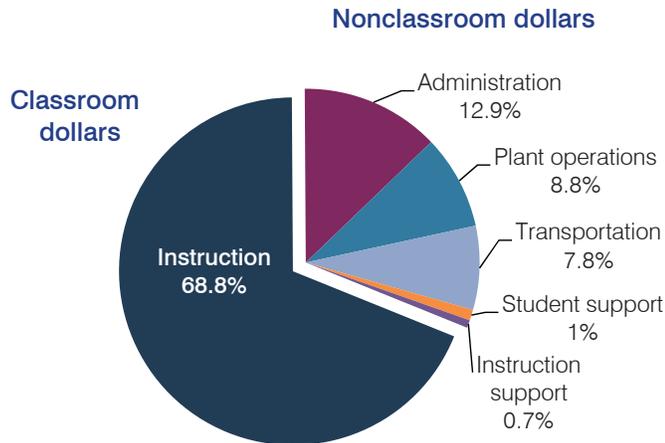
27

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 4 percent. Spending in the classroom varied year to year, increasing overall from 64.8 to 68.8 percent. Spending on nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on transportation increased substantially, while spending on plant operations decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,673	\$2,835	\$757
	Students per administrator	24	28	68
Plant operations	Cost per square foot	\$4.21	\$6.51	\$6.04
	Square footage per student	270	351	153
Food service	Cost per meal equivalent	N/A	\$5.02	\$2.69
Transportation	Cost per mile	\$2.53	\$1.61	\$3.62
	Cost per rider	\$1,424	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$10,307	\$12,985	\$16,101	\$7,578	\$10,667
Classroom dollars	5,951	8,932	8,231	4,073	6,495
Nonclassroom dollars:	4,356	4,053	7,870	3,505	4,172
Administration	2,076	1,673	2,835	757	1,160
Plant operations	1,253	1,137	2,137	923	1,008
Food service	0	0	901	405	429
Transportation	575	1,012	1,072	373	464
Student support	255	137	536	600	594
Instruction support	197	94	389	447	517

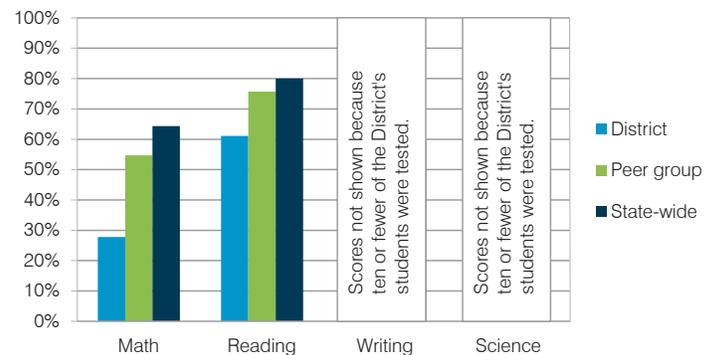
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	18%	20%	24%
Students per teacher	13.4	12.3	18.6
Average teacher salary	N/A	\$43,736	\$46,026
Amount from Proposition 301	N/A	\$3,455	\$4,810
Average years of teacher experience	N/A	11.8	10.9
Percentage of teachers in first 3 years	N/A	15%	20%

Financial stress assessment

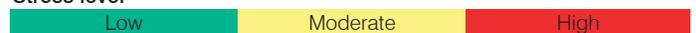
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	< \$1,000, isolated
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.9%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Not assessed

Stress level



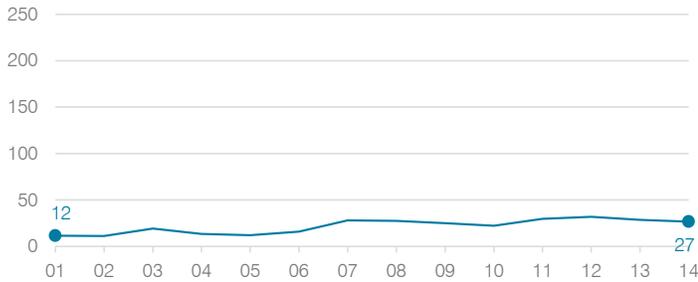
Hillside Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	50.1	52.1	53.8	57.5	56.0	64.5	68.9	67.9	64.8	63.7	58.2	59.7	57.7	68.8

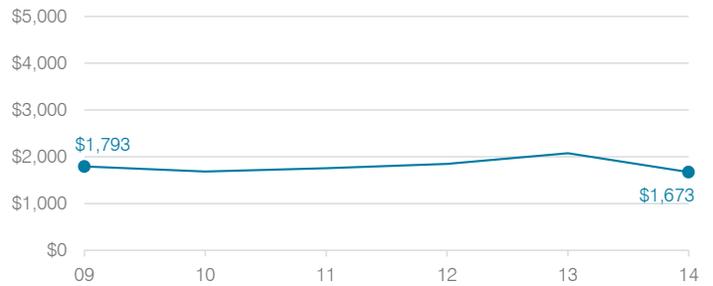
OPERATIONAL TRENDS

Fiscal years as indicated

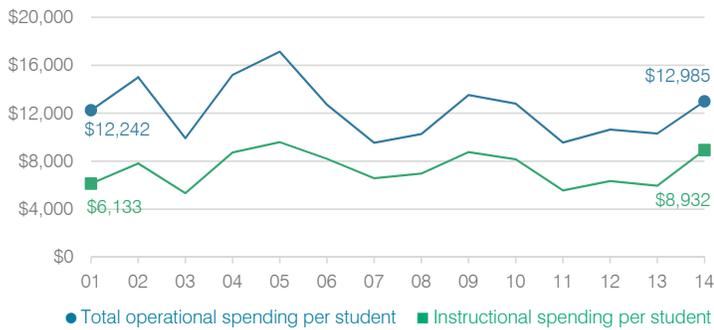
Students attending



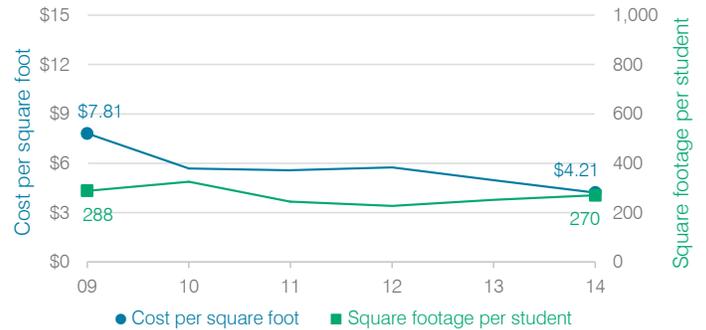
Administrative cost per student



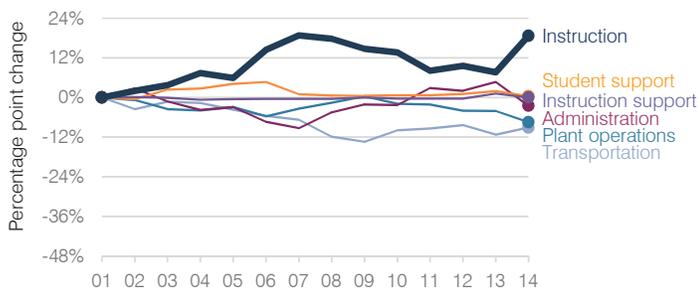
Total operational and instructional spending per student



Plant cost per square foot and square footage per student



Changes in operational spending percentages



Food service cost per meal

Food service cost per meal trend is not shown because the District did not operate a food service program during all or a substantial portion of fiscal years 2009 through 2014.

Average teacher salary

Average teacher salary trend is not shown because the District had two or fewer teachers during all or a substantial portion of fiscal years 2010 through 2014.

Transportation costs per mile and per rider



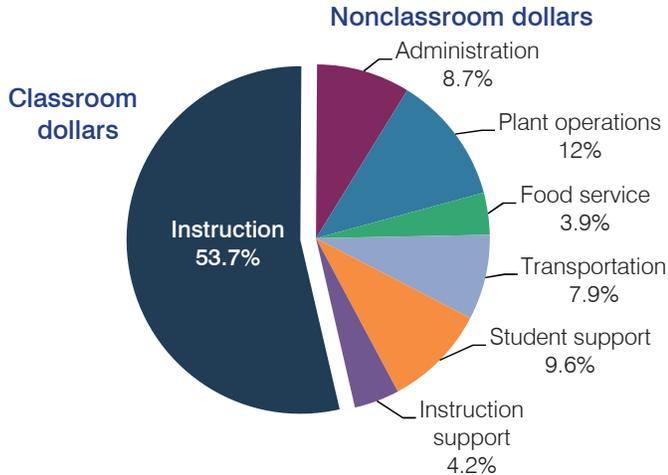
Holbrook Unified School District

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

District size, location: Medium-large, Town
 Students attending: 2,040
 Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 1 percent. Spending in the classroom decreased from 56.1 to 53.7 percent. Spending on transportation increased substantially and spending on student support increased. Spending on administration and instruction support decreased slightly, while spending on most other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$884	\$789	\$757
	Students per administrator	59	67	68
Plant operations	Cost per square foot	\$6.16	\$5.46	\$6.04
	Square footage per student	198	188	153
Food service	Cost per meal equivalent	\$2.83	\$2.76	\$2.69
Transportation	Cost per mile	\$1.64	\$2.12	\$3.62
	Cost per rider	\$816	\$1,121	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$9,634	\$10,131	\$7,573	\$7,578	\$10,667
Classroom dollars	5,125	5,438	3,914	4,073	6,495
Nonclassroom dollars:	4,509	4,693	3,659	3,505	4,172
Administration	811	884	789	757	1,160
Plant operations	1,199	1,221	1,009	923	1,008
Food service	399	395	386	405	429
Transportation	727	796	406	373	464
Student support	918	969	607	600	594
Instruction support	455	428	462	447	517

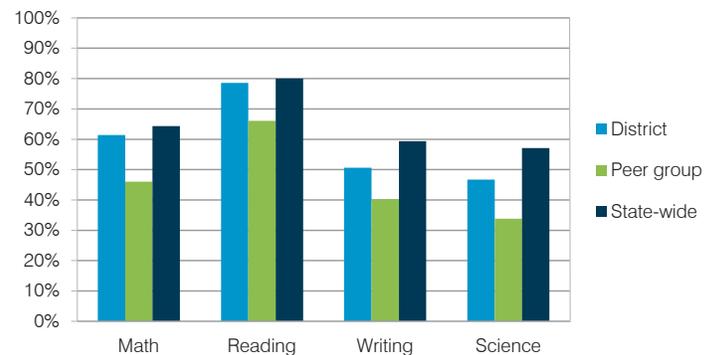
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	95%
Graduation rate (2013)	80%	73%	75%
Poverty rate (2013)	43%	45%	24%
Students per teacher	13.6	15.2	18.6
Average teacher salary	\$45,917	\$43,616	\$46,026
Amount from Proposition 301	\$4,224	\$4,111	\$4,810
Average years of teacher experience	11.9	12.2	10.9
Percentage of teachers in first 3 years	17%	18%	20%

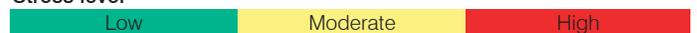
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

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

Stress level



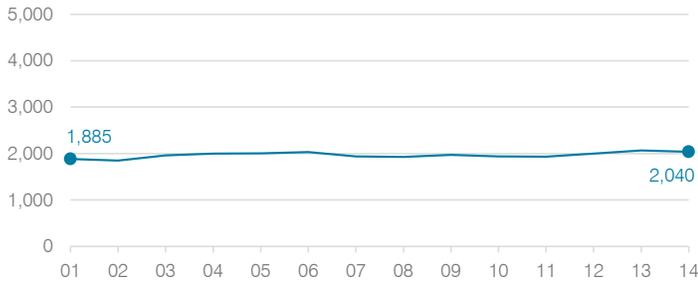
Holbrook Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	57.3	56.5	57.2	54.6	55.6	55.4	56.7	57.0	56.1	54.9	54.8	54.4	53.2	53.7

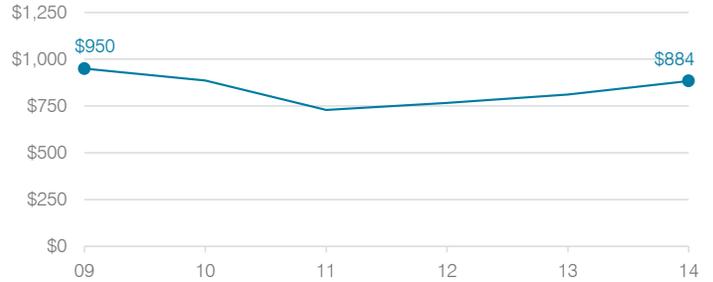
OPERATIONAL TRENDS

Fiscal years as indicated

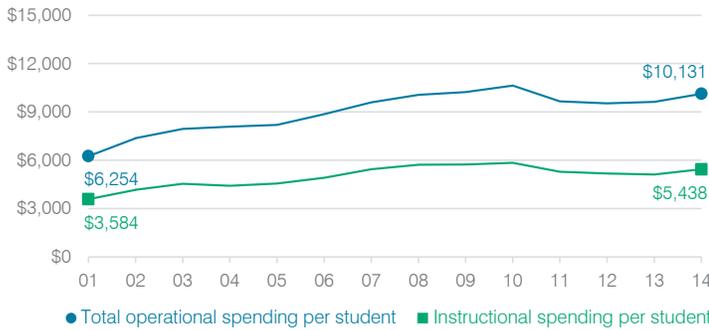
Students attending



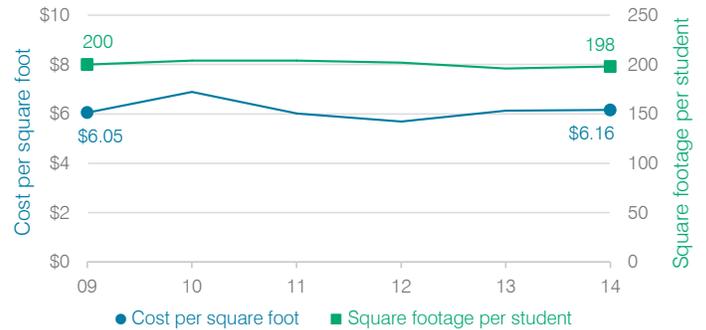
Administrative cost per student



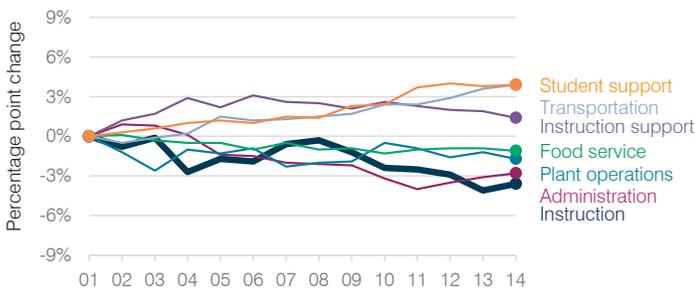
Total operational and instructional spending per student



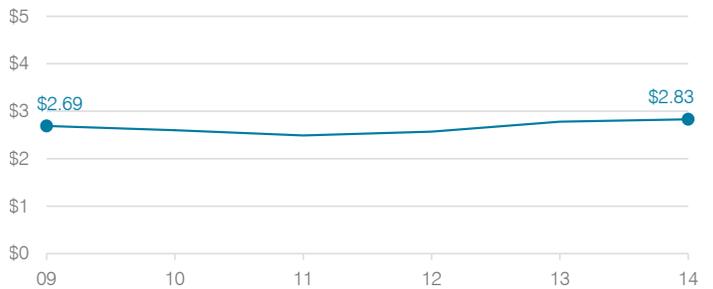
Plant cost per square foot and square footage per student



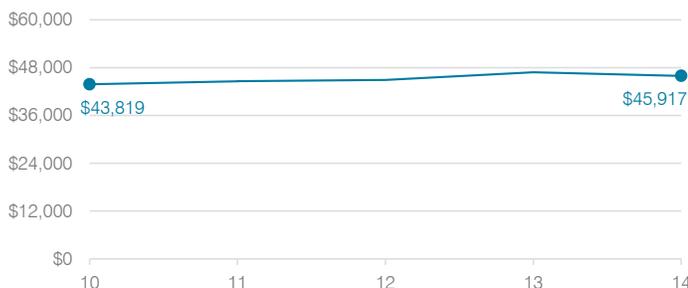
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



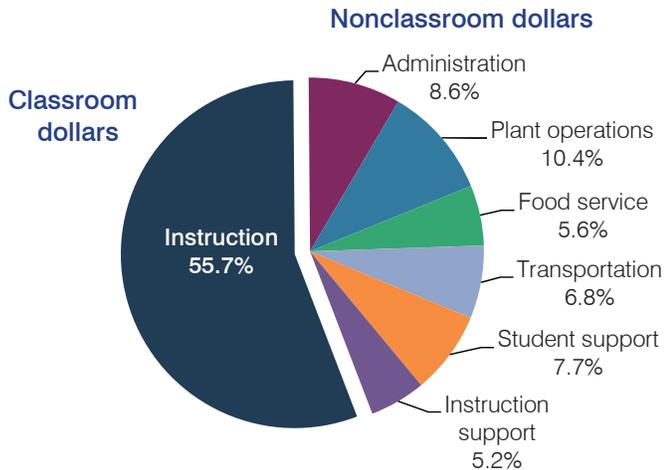
Humboldt Unified School District

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

District size, location: Medium-large, Suburb
 Students attending: 5,561
 Number of schools: 9

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 4 percent. Spending in the classroom decreased from 61.4 to 55.7 percent. Spending on transportation and instruction support increased and spending on administration, plant operations, and student support increased slightly. Spending on food service remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$567	\$771	\$757
	Students per administrator	90	69	68
Plant operations	Cost per square foot	\$4.72	\$5.92	\$6.04
	Square footage per student	145	163	153
Food service	Cost per meal equivalent	\$2.57	\$2.82	\$2.69
Transportation	Cost per mile	\$2.97	\$3.54	\$3.62
	Cost per rider	\$966	\$1,065	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$6,646	\$6,604	\$7,182	\$7,578	\$10,667
Classroom dollars	3,723	3,675	3,829	4,073	6,495
Nonclassroom dollars:	2,923	2,929	3,353	3,505	4,172
Administration	553	567	771	757	1,160
Plant operations	710	685	955	923	1,008
Food service	375	374	324	405	429
Transportation	447	449	426	373	464
Student support	516	512	561	600	594
Instruction support	322	342	316	447	517

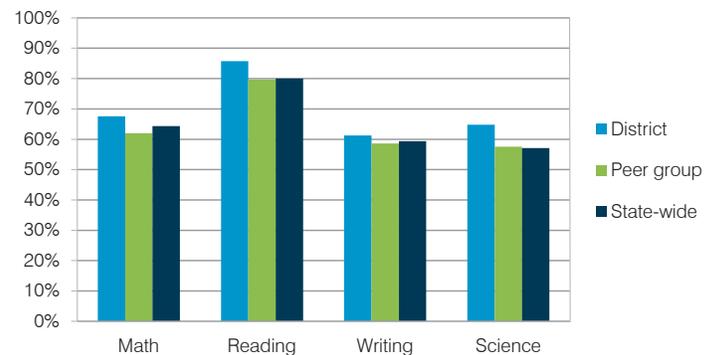
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	82%	80%	75%
Poverty rate (2013)	18%	23%	24%
Students per teacher	20.4	18.6	18.6
Average teacher salary	\$41,953	\$45,840	\$46,026
Amount from Proposition 301	\$5,838	\$5,396	\$4,810
Average years of teacher experience	10.5	11.7	10.9
Percentage of teachers in first 3 years	21%	19%	20%

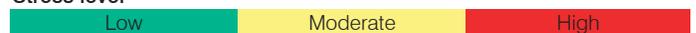
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.8%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



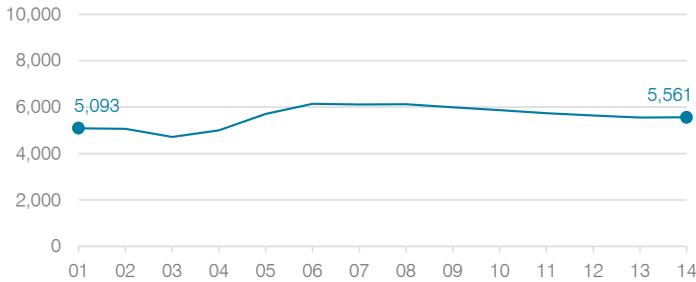
Humboldt Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	57.5	59.5	58.5	57.6	60.5	59.3	61.8	60.1	61.4	59.1	56.3	56.0	56.0	55.7

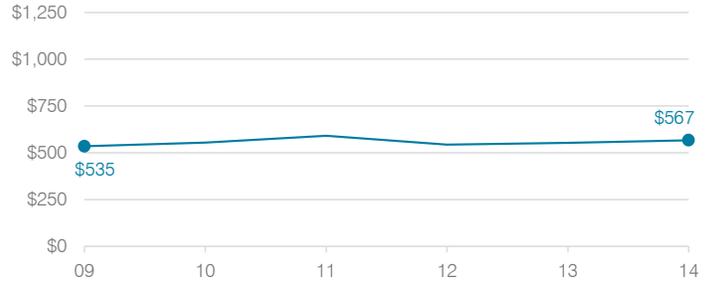
OPERATIONAL TRENDS

Fiscal years as indicated

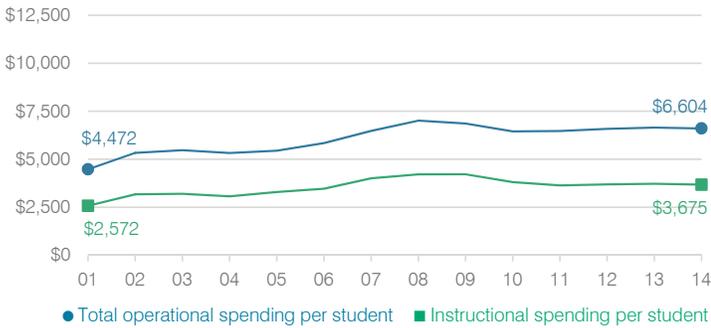
Students attending



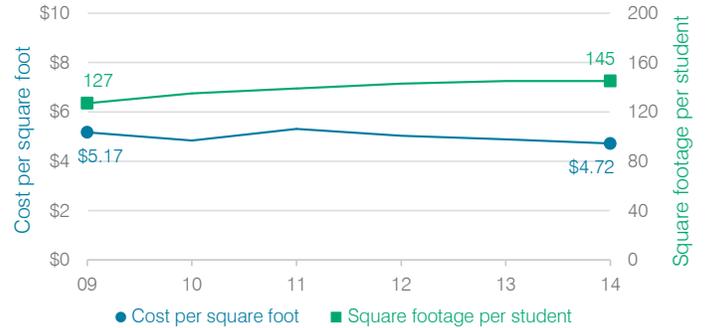
Administrative cost per student



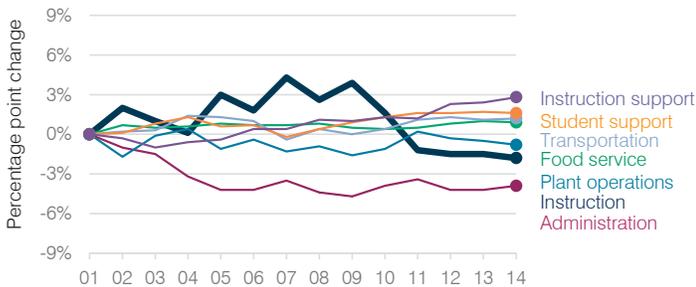
Total operational and instructional spending per student



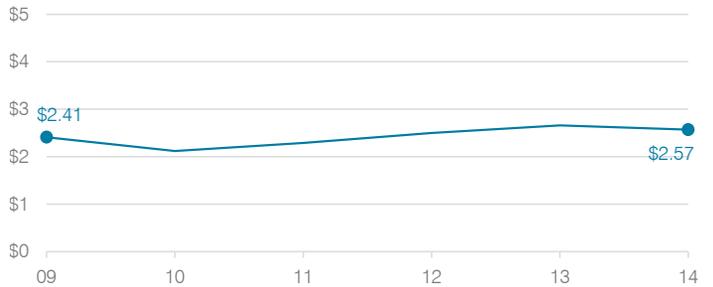
Plant cost per square foot and square footage per student



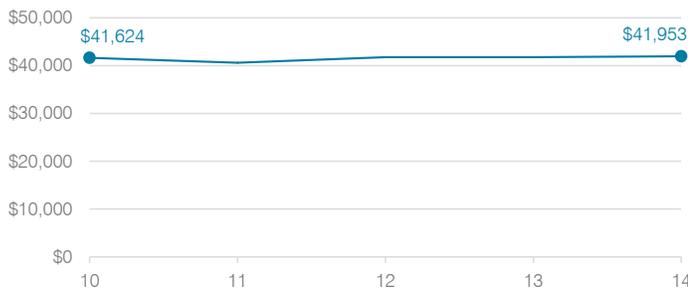
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Hyder Elementary School District

Yuma County

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

Legislative district(s): 13

District size, location:

Very small, Rural

Students attending:

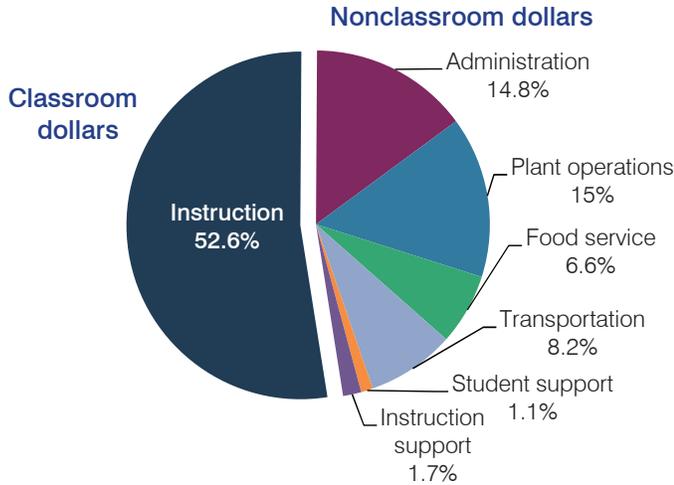
95

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Student enrollment decreased by 27 percent, which contributed to the 25 percent increase in total spending per pupil. Spending in the classroom decreased overall from 53.6 to 52.6 percent. Spending on nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on administration increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,469	\$2,835	\$757
	Students per administrator	32	28	68
Plant operations	Cost per square foot	\$5.04	\$6.51	\$6.04
	Square footage per student	497	351	153
Food service	Cost per meal equivalent	\$3.58	\$5.02	\$2.69
Transportation	Cost per mile	\$1.63	\$1.61	\$3.62
	Cost per rider	\$1,298	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$17,164	\$16,728	\$16,101	\$7,578	\$10,667
Classroom dollars	8,908	8,800	8,231	4,073	6,495
Nonclassroom dollars:	8,256	7,928	7,870	3,505	4,172
Administration	2,503	2,469	2,835	757	1,160
Plant operations	2,482	2,504	2,137	923	1,008
Food service	1,248	1,103	901	405	429
Transportation	1,457	1,376	1,072	373	464
Student support	238	185	536	600	594
Instruction support	328	291	389	447	517

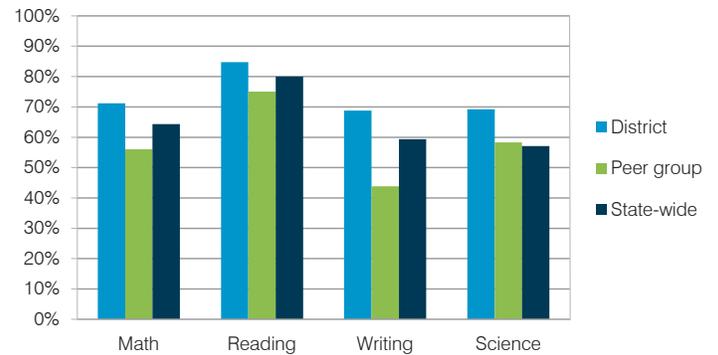
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	31%	30%	24%
Students per teacher	10.8	13.0	18.6
Average teacher salary	\$52,442	\$44,780	\$46,026
Amount from Proposition 301	\$1,525	\$3,720	\$4,810
Average years of teacher experience	24.1	14.2	10.9
Percentage of teachers in first 3 years	0%	15%	20%

Financial stress assessment

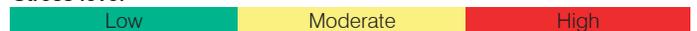
Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Assessment

Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	1.5%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



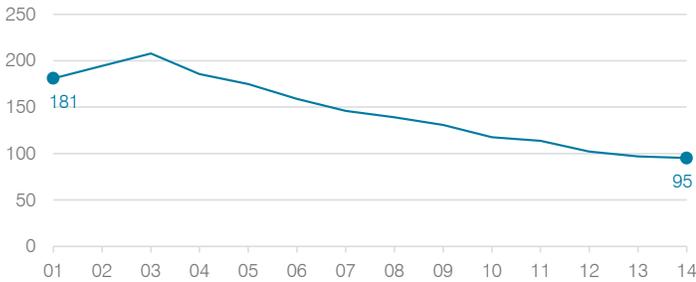
Hyder Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	49.8	50.5	53.1	55.1	55.1	55.8	44.9	52.2	53.6	55.2	54.1	54.1	51.9	52.6

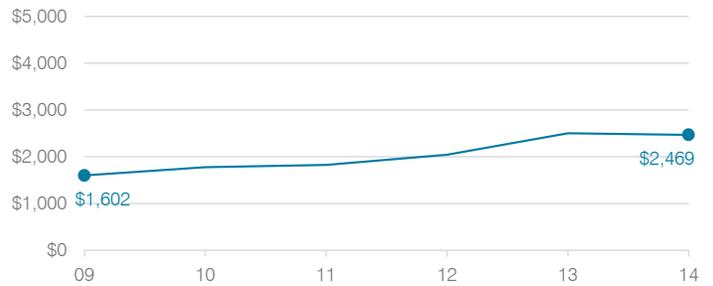
OPERATIONAL TRENDS

Fiscal years as indicated

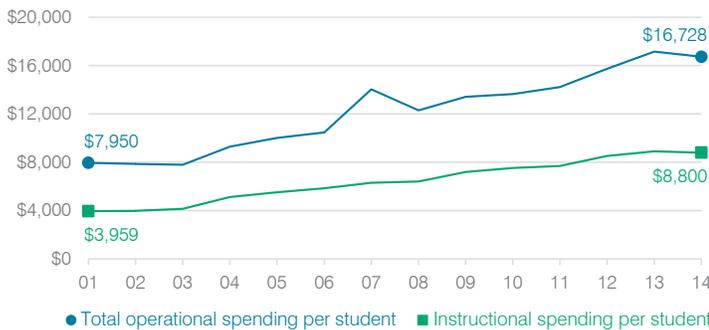
Students attending



Administrative cost per student



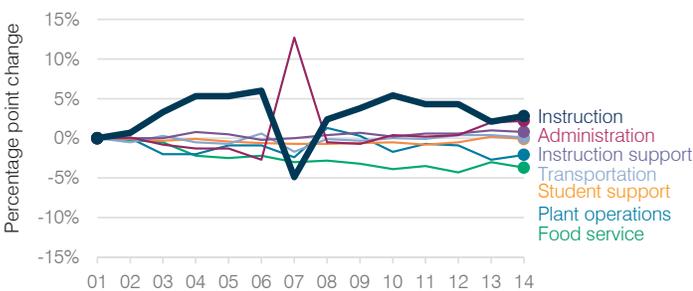
Total operational and instructional spending per student



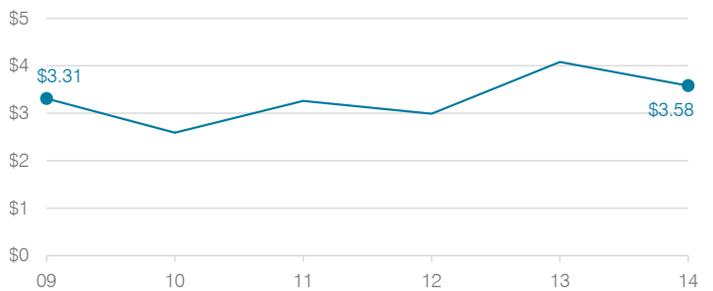
Plant cost per square foot and square footage per student



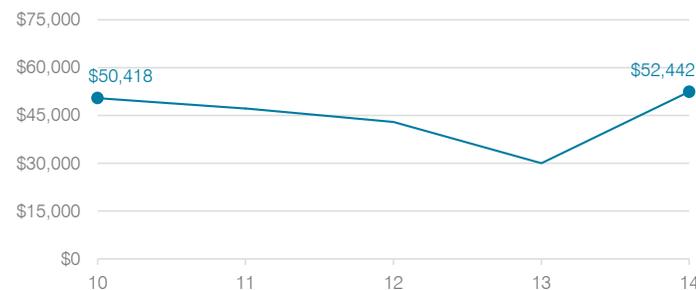
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



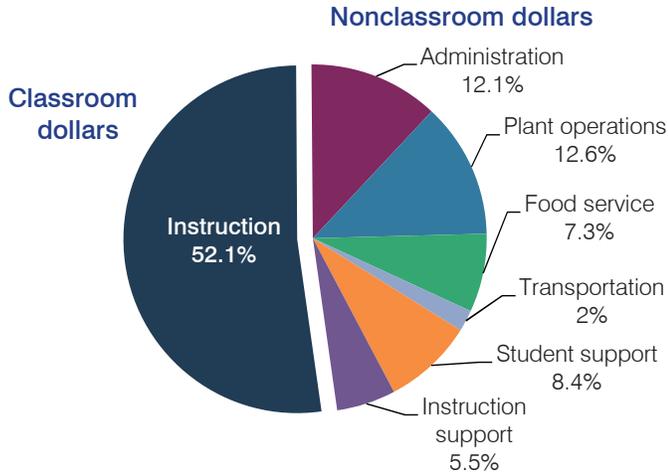
Isaac Elementary School District

Maricopa County
 Efficiency peer groups 8 and T-2, Achievement peer group 15
 Legislative district(s): 19, 29, and 30

District size, location: Medium-large, City
 Students attending: 6,717
 Number of schools: 10

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 5 percent. Spending in the classroom varied year to year, decreasing overall from 55.8 to 52.1 percent. Overall, spending on administration and plant operations increased substantially and spending on food service increased slightly. Spending on student support and instruction support decreased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,008	\$895	\$757
	Students per administrator	83	69	68
Plant operations	Cost per square foot	\$8.99	\$6.19	\$6.04
	Square footage per student	117	143	153
Food service	Cost per meal equivalent	\$2.43	\$2.48	\$2.69
Transportation	Cost per mile	\$6.85	\$4.98	\$3.62
	Cost per rider	\$1,361	\$909	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$7,949	\$8,348	\$7,656	\$7,578	\$10,667
Classroom dollars	4,120	4,351	3,929	4,073	6,495
Nonclassroom dollars:	3,829	3,997	3,727	3,505	4,172
Administration	854	1,008	895	757	1,160
Plant operations	1,114	1,048	879	923	1,008
Food service	592	613	558	405	429
Transportation	166	171	291	373	464
Student support	639	697	580	600	594
Instruction support	464	460	524	447	517

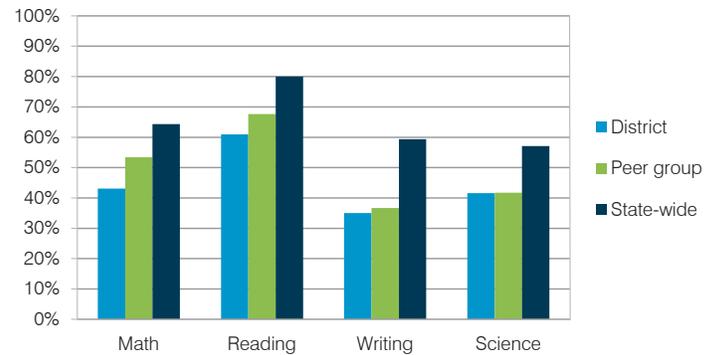
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	10%
C	5	50%
D	4	40%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	52%	52%	24%
Students per teacher	17.3	18.2	18.6
Average teacher salary	\$46,623	\$47,973	\$46,026
Amount from Proposition 301	\$3,723	\$4,193	\$4,810
Average years of teacher experience	9.0	8.8	10.9
Percentage of teachers in first 3 years	30%	33%	20%

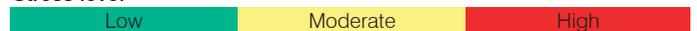
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



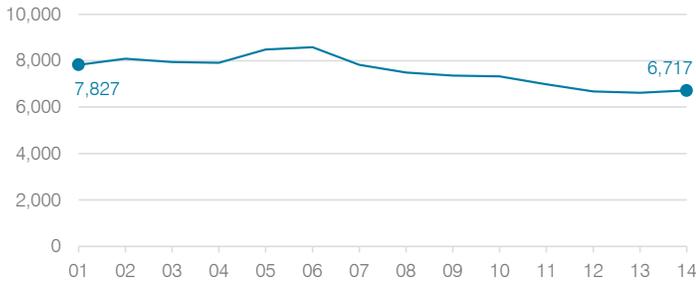
Isaac Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	56.3	56.9	58.0	58.3	55.5	56.9	56.3	56.8	55.8	49.7	49.5	51.9	51.8	52.1

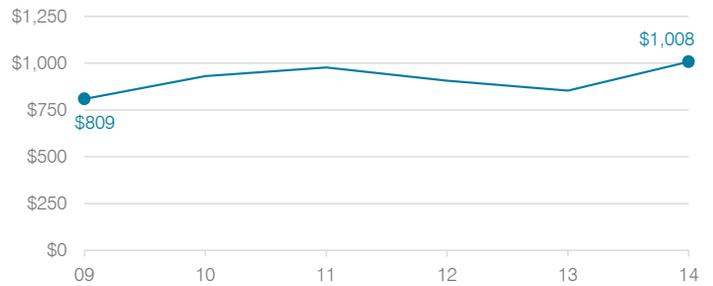
OPERATIONAL TRENDS

Fiscal years as indicated

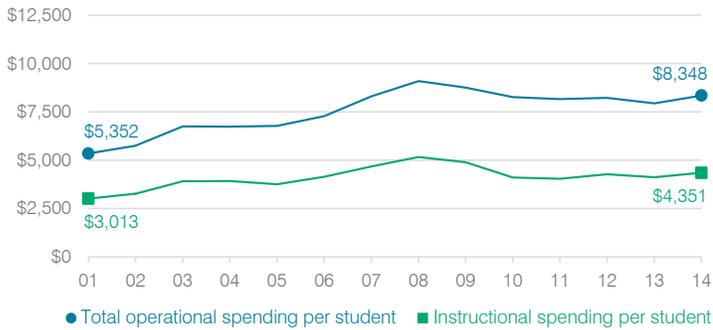
Students attending



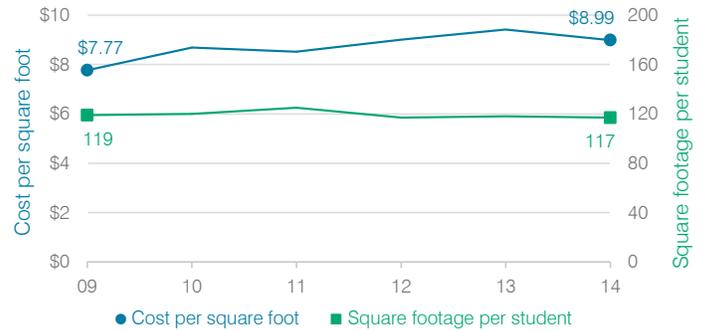
Administrative cost per student



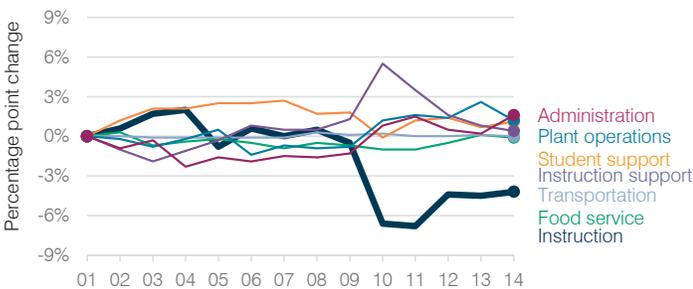
Total operational and instructional spending per student



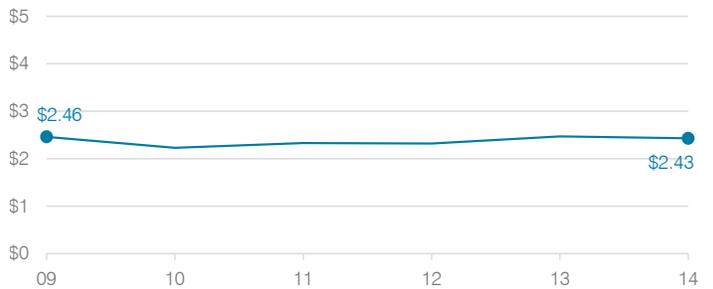
Plant cost per square foot and square footage per student



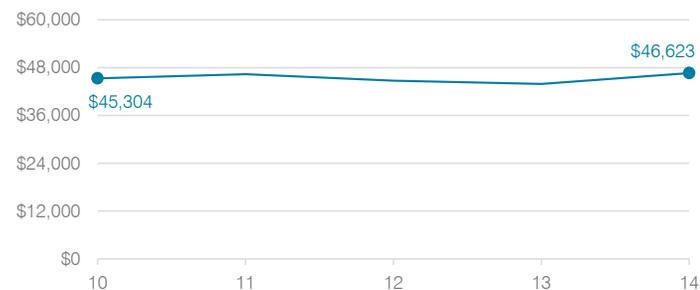
Changes in operational spending percentages



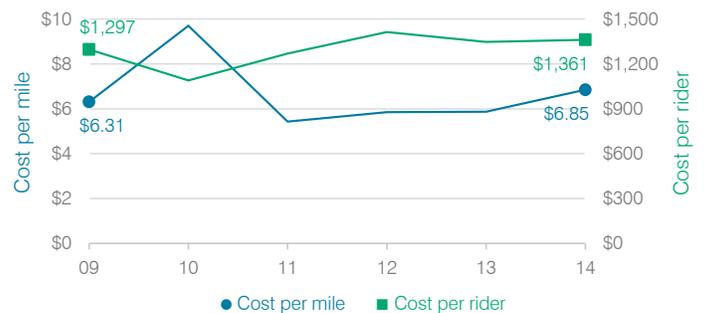
Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



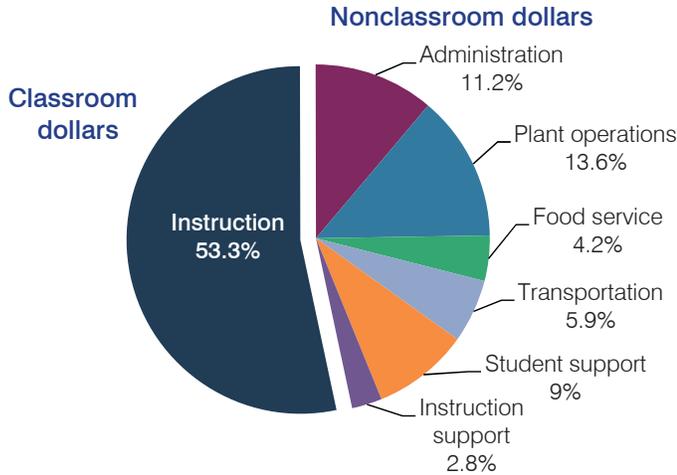
J.O. Combs Unified School District

Pinal County
 Efficiency peer groups 4 and T-7, Achievement peer group 5
 Legislative district(s): 8 and 16

District size, location: Medium-large, Rural
 Students attending: 4,302
 Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 8 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 55.3 to 53.3 percent. Overall, spending on plant operations and student support increased substantially, while spending on instruction support decreased substantially and spending on administration decreased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$680	\$789	\$757
	Students per administrator	74	67	68
Plant operations	Cost per square foot	\$5.43	\$5.46	\$6.04
	Square footage per student	152	188	153
Food service	Cost per meal equivalent	\$2.35	\$2.76	\$2.69
Transportation	Cost per mile	\$3.01	\$3.45	\$3.62
	Cost per rider	\$849	\$832	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$6,041	\$6,072	\$7,573	\$7,578	\$10,667
Classroom dollars	3,216	3,239	3,914	4,073	6,495
Nonclassroom dollars:	2,825	2,833	3,659	3,505	4,172
Administration	676	680	789	757	1,160
Plant operations	813	825	1,009	923	1,008
Food service	256	252	386	405	429
Transportation	344	356	406	373	464
Student support	550	546	607	600	594
Instruction support	186	174	462	447	517

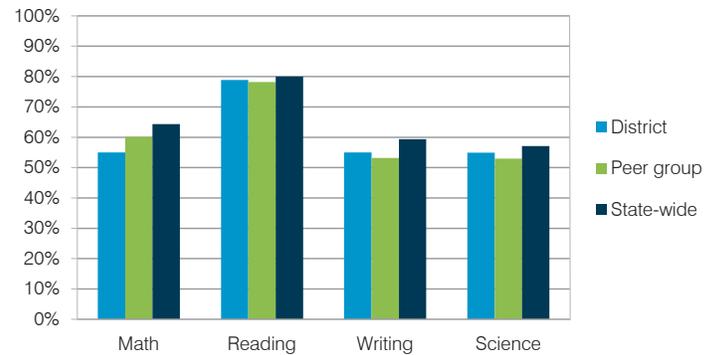
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	75%	80%	75%
Poverty rate (2013)	20%	24%	24%
Students per teacher	20.9	17.3	18.6
Average teacher salary	\$36,045	\$42,872	\$46,026
Amount from Proposition 301	\$4,633	\$5,022	\$4,810
Average years of teacher experience	7.3	12.1	10.9
Percentage of teachers in first 3 years	41%	19%	20%

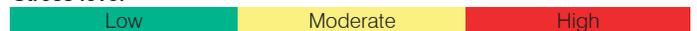
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

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

Stress level



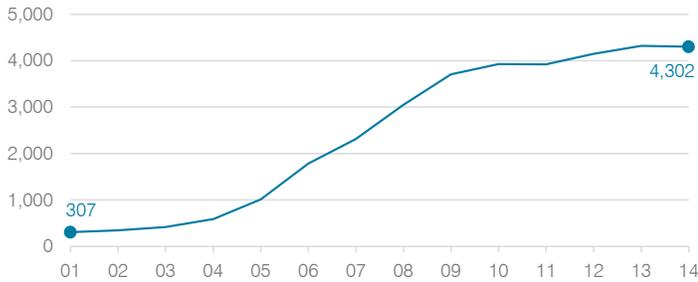
J.O. Combs Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	50.5	50.4	51.6	52.3	56.2	59.8	59.1	53.1	55.3	50.7	51.2	50.9	53.2	53.3

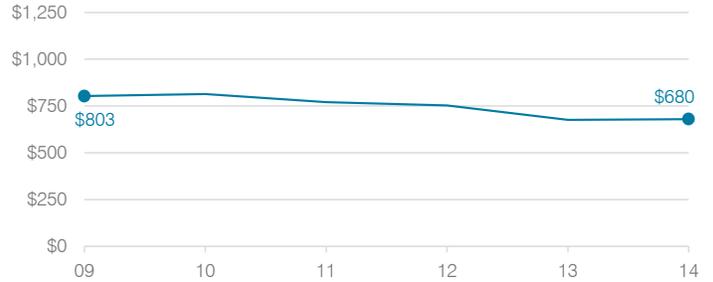
OPERATIONAL TRENDS

Fiscal years as indicated

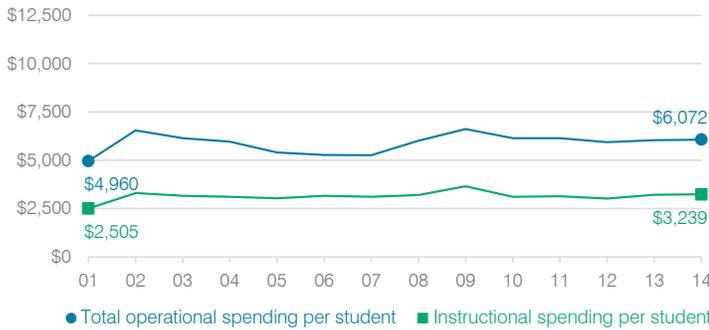
Students attending



Administrative cost per student



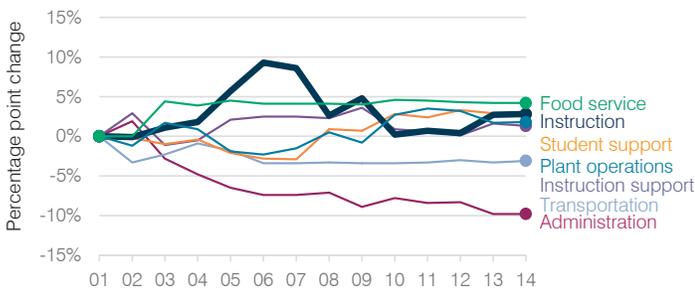
Total operational and instructional spending per student



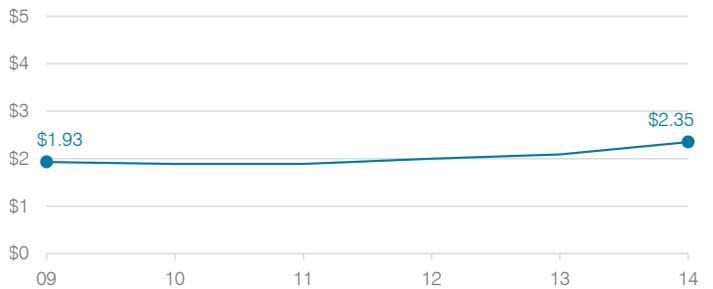
Plant cost per square foot and square footage per student



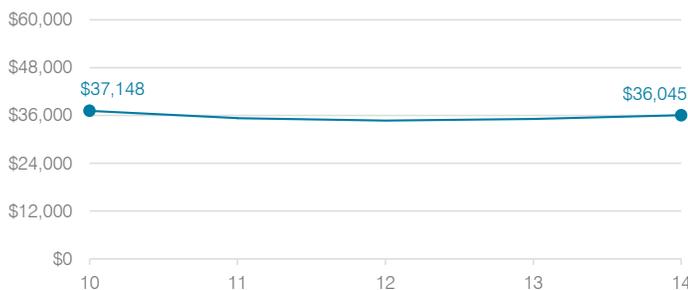
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Joseph City Unified School District

Navajo County

Efficiency peer groups 6 and T-10, Achievement peer group 7

Legislative district(s): 6 and 7

District size, location:

Small, Rural

Students attending:

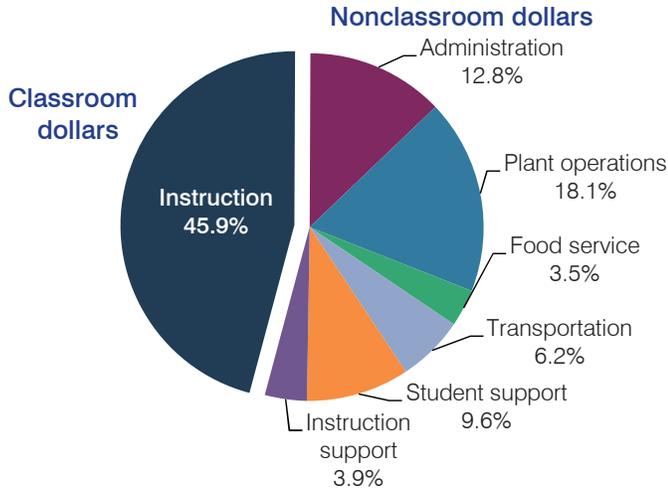
385

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 8 percent. Spending in the classroom decreased overall from 48.3 to 45.9 percent. Overall, spending on administration and plant operations increased and spending on food service increased slightly. Spending on transportation decreased, while spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,587	\$1,534	\$757
	Students per administrator	36	45	68
Plant operations	Cost per square foot	\$4.09	\$4.68	\$6.04
	Square footage per student	549	307	153
Food service	Cost per meal equivalent	\$4.58	\$3.36	\$2.69
Transportation	Cost per mile	\$2.28	\$2.12	\$3.62
	Cost per rider	\$774	\$1,121	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$11,684	\$12,401	\$10,014	\$7,578	\$10,667
Classroom dollars	5,477	5,693	5,015	4,073	6,495
Nonclassroom dollars:	6,207	6,708	4,999	3,505	4,172
Administration	1,375	1,587	1,534	757	1,160
Plant operations	2,102	2,247	1,518	923	1,008
Food service	459	437	448	405	429
Transportation	691	764	501	373	464
Student support	1,134	1,187	626	600	594
Instruction support	446	486	372	447	517

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

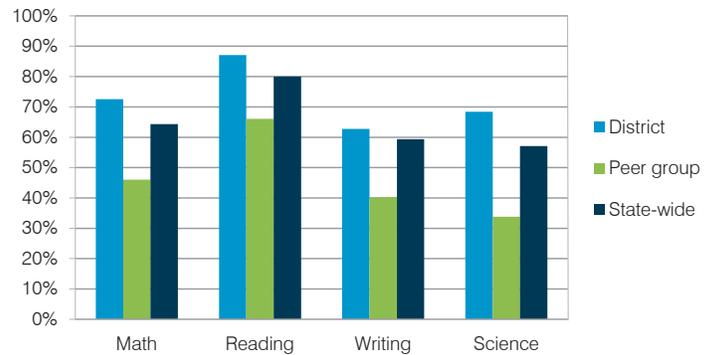
ADE-reported district and school letter grades

District grade: **A**

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

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	95%
Graduation rate (2013)	100%	73%	75%
Poverty rate (2013)	48%	45%	24%
Students per teacher	13.0	15.2	18.6
Average teacher salary	\$40,516	\$43,616	\$46,026
Amount from Proposition 301	\$3,974	\$4,111	\$4,810
Average years of teacher experience	14.0	12.2	10.9
Percentage of teachers in first 3 years	17%	18%	20%

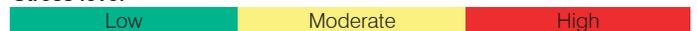
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.8%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



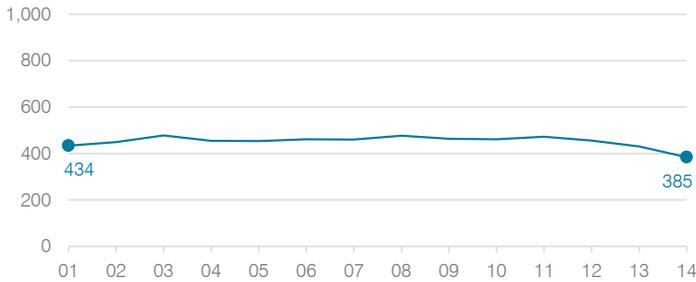
Joseph City Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	48.8	54.6	60.2	55.5	55.0	54.0	50.9	49.4	48.3	49.6	48.1	47.8	46.9	45.9

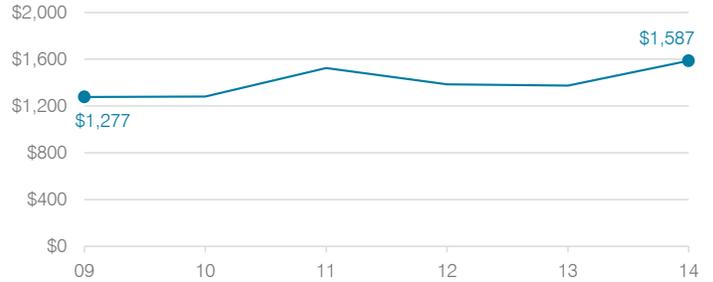
OPERATIONAL TRENDS

Fiscal years as indicated

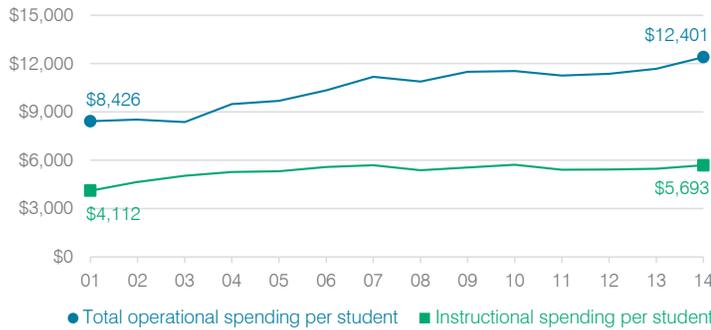
Students attending



Administrative cost per student



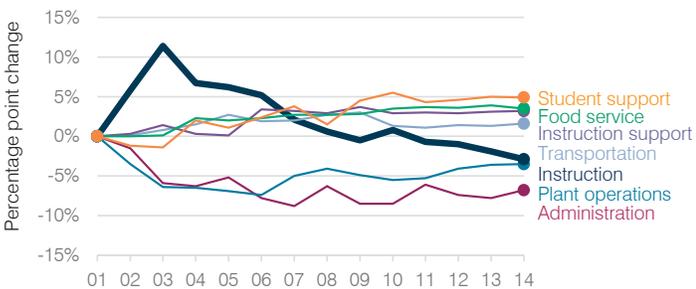
Total operational and instructional spending per student



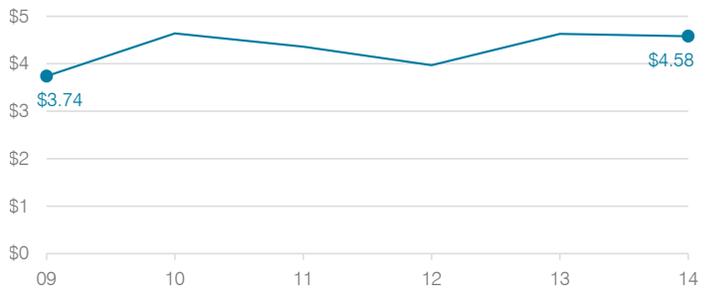
Plant cost per square foot and square footage per student



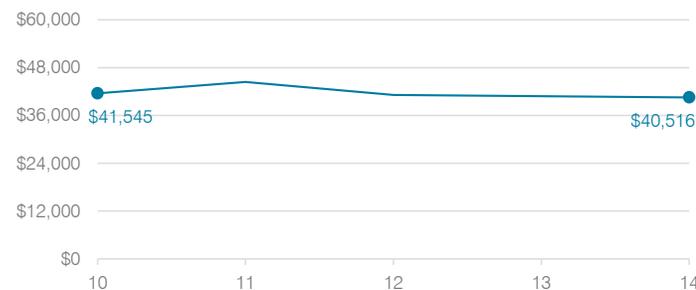
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



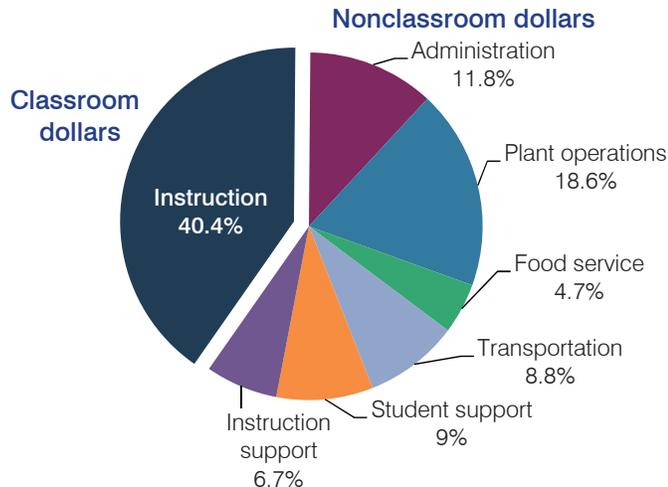
Kayenta Unified School District

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

District size, location: Medium, Rural
 Students attending: 1,776
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 6 percent. Spending in the classroom decreased from 42.1 to 40.4 percent. Overall, spending on administration increased substantially, spending on transportation increased, and spending on instruction support increased slightly. Spending on plant operations decreased substantially and spending on student support decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,424	\$1,016	\$757
	Students per administrator	43	54	68
Plant operations	Cost per square foot	\$7.05	\$4.71	\$6.04
	Square footage per student	316	261	153
Food service	Cost per meal equivalent	\$2.84	\$3.28	\$2.69
Transportation	Cost per mile	\$2.72	\$2.12	\$3.62
	Cost per rider	\$1,757	\$1,121	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$11,258	\$12,028	\$8,082	\$7,578	\$10,667
Classroom dollars	4,538	4,861	4,193	4,073	6,495
Nonclassroom dollars:	6,720	7,167	3,889	3,505	4,172
Administration	1,246	1,424	1,016	757	1,160
Plant operations	2,171	2,232	1,145	923	1,008
Food service	514	569	389	405	429
Transportation	1,044	1,062	477	373	464
Student support	1,139	1,078	563	600	594
Instruction support	606	802	299	447	517

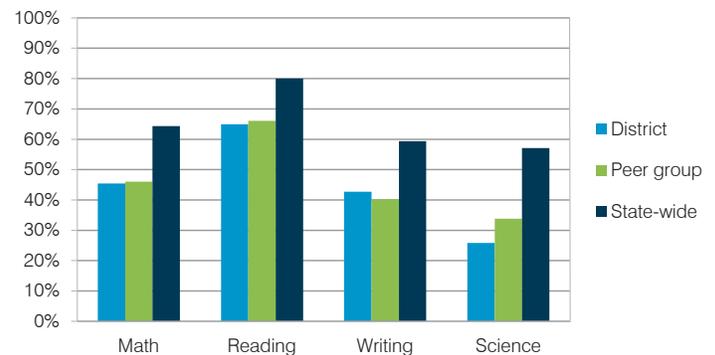
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	95%
Graduation rate (2013)	71%	73%	75%
Poverty rate (2013)	52%	45%	24%
Students per teacher	14.8	15.2	18.6
Average teacher salary	\$46,589	\$43,616	\$46,026
Amount from Proposition 301	\$2,561	\$4,111	\$4,810
Average years of teacher experience	15.4	12.2	10.9
Percentage of teachers in first 3 years	7%	18%	20%

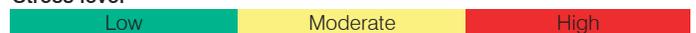
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Concentrated decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	Impact Aid Fund reserve
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



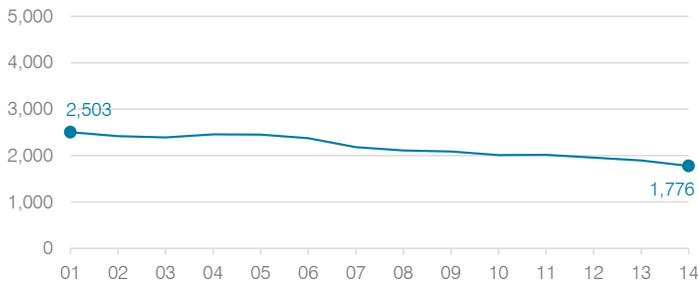
Kayenta Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	55.1	49.9	46.7	47.9	46.9	44.5	45.3	43.1	42.1	41.3	41.6	41.3	40.3	40.4

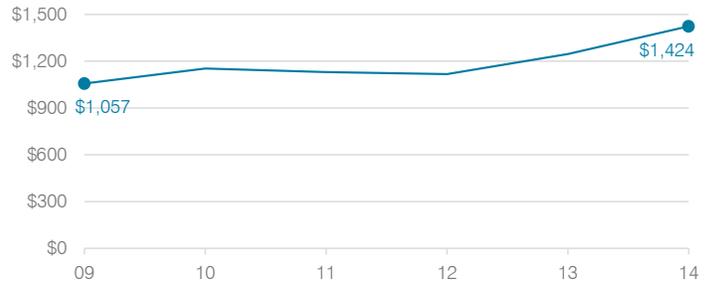
OPERATIONAL TRENDS

Fiscal years as indicated

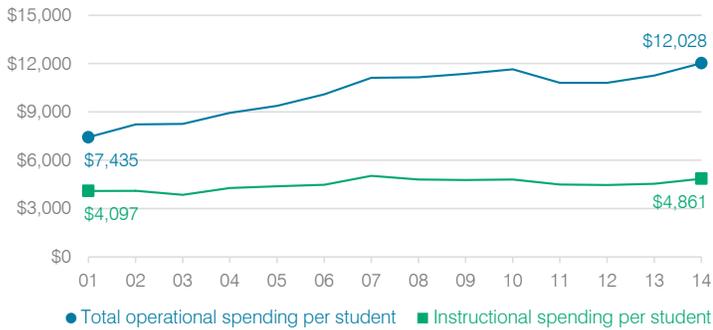
Students attending



Administrative cost per student



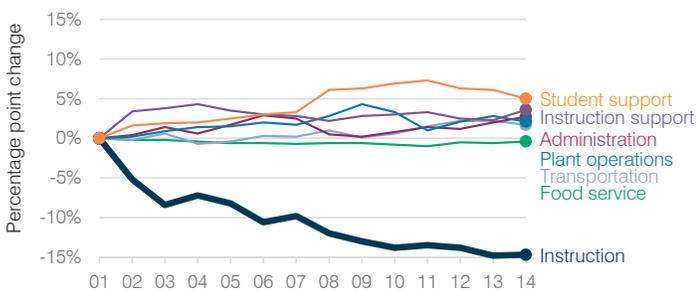
Total operational and instructional spending per student



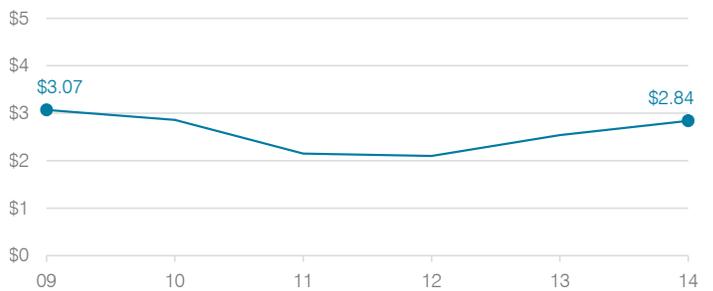
Plant cost per square foot and square footage per student



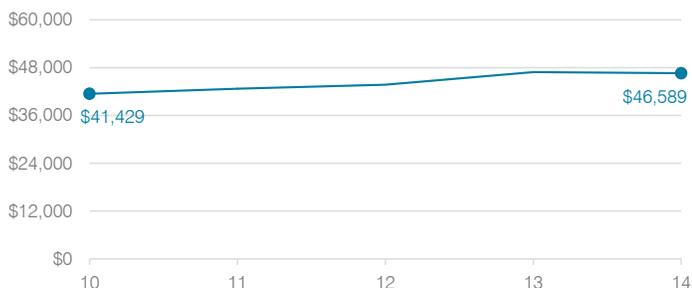
Changes in operational spending percentages



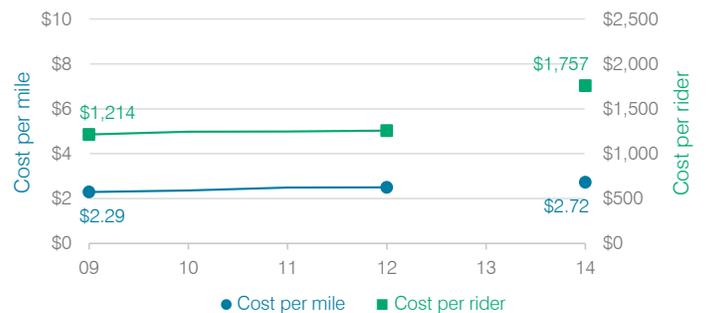
Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



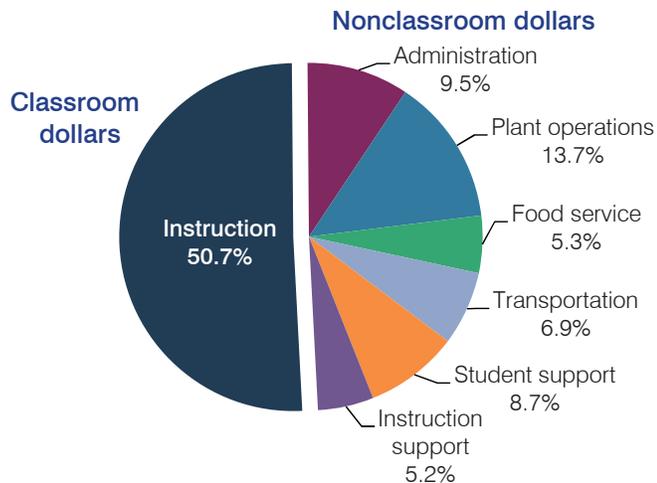
Kingman Unified School District

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

District size, location: Medium-large, Town
 Students attending: 6,497
 Number of schools: 11

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 8 percent. Spending in the classroom decreased from 53.6 to 50.7 percent. Spending on transportation and instruction support increased and spending on administration and food service increased slightly. Spending on student support decreased, while spending on plant operations remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$681	\$789	\$757
	Students per administrator	64	67	68
Plant operations	Cost per square foot	\$4.98	\$5.46	\$6.04
	Square footage per student	197	188	153
Food service	Cost per meal equivalent	\$2.86	\$2.76	\$2.69
Transportation	Cost per mile	\$1.96	\$2.32	\$3.62
	Cost per rider	\$980	\$981	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$6,884	\$7,152	\$7,573	\$7,578	\$10,667
Classroom dollars	3,480	3,629	3,914	4,073	6,495
Nonclassroom dollars:	3,404	3,523	3,659	3,505	4,172
Administration	704	681	789	757	1,160
Plant operations	930	979	1,009	923	1,008
Food service	340	380	386	405	429
Transportation	472	492	406	373	464
Student support	599	621	607	600	594
Instruction support	359	370	462	447	517

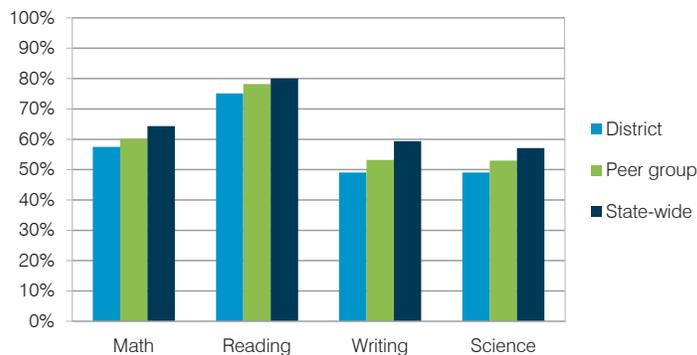
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	9%
B	4	36%
C	6	55%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	95%
Graduation rate (2013)	75%	80%	75%
Poverty rate (2013)	25%	24%	24%
Students per teacher	20.4	17.3	18.6
Average teacher salary	\$42,395	\$42,872	\$46,026
Amount from Proposition 301	\$6,805	\$5,022	\$4,810
Average years of teacher experience	11.2	12.1	10.9
Percentage of teachers in first 3 years	15%	19%	20%

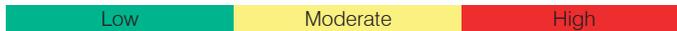
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.0%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



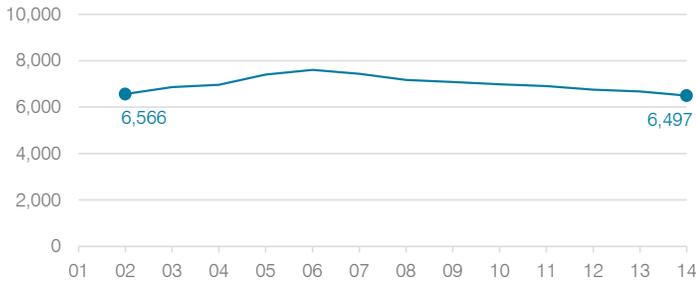
Kingman Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	N/A	55.8	57.0	56.4	56.7	55.8	54.9	55.2	53.6	53.2	53.1	52.6	50.5	50.7

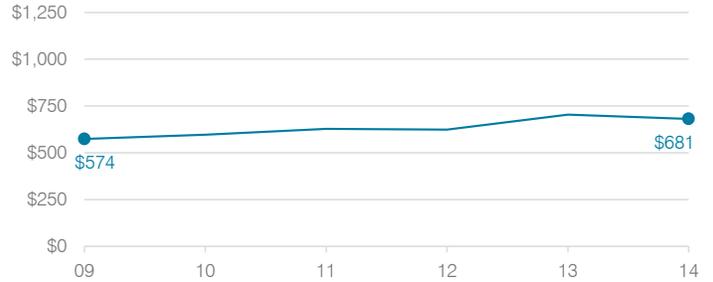
OPERATIONAL TRENDS

Fiscal years as indicated

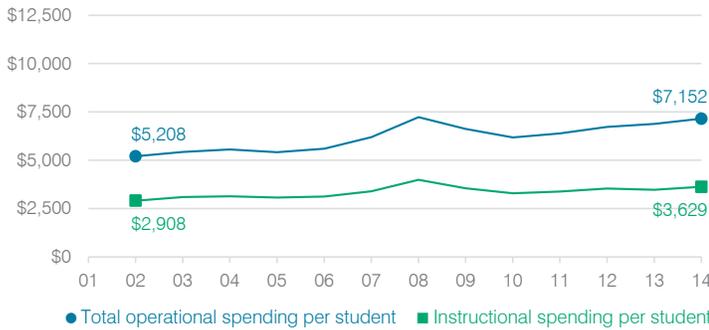
Students attending



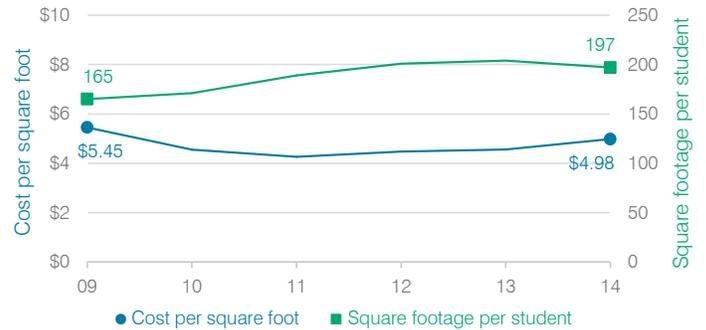
Administrative cost per student



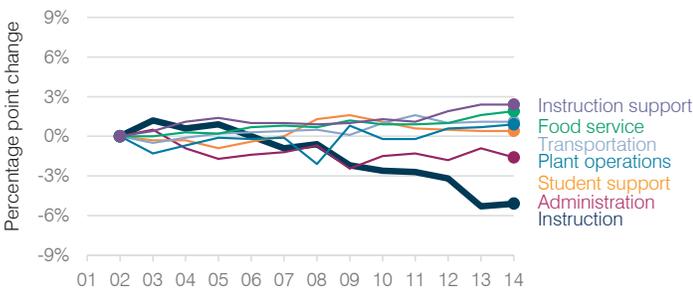
Total operational and instructional spending per student



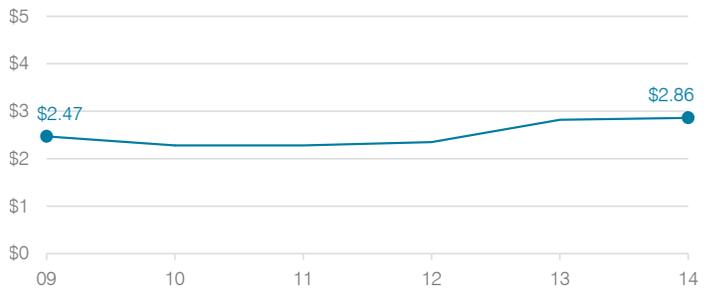
Plant cost per square foot and square footage per student



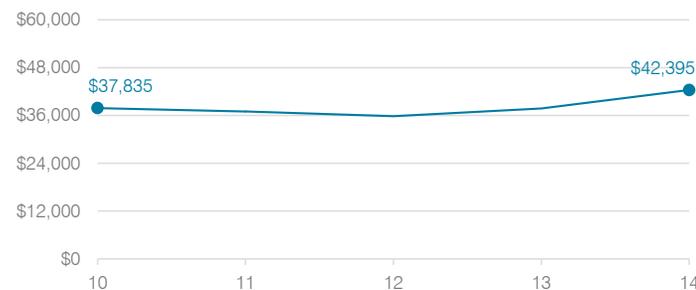
Changes in operational spending percentages



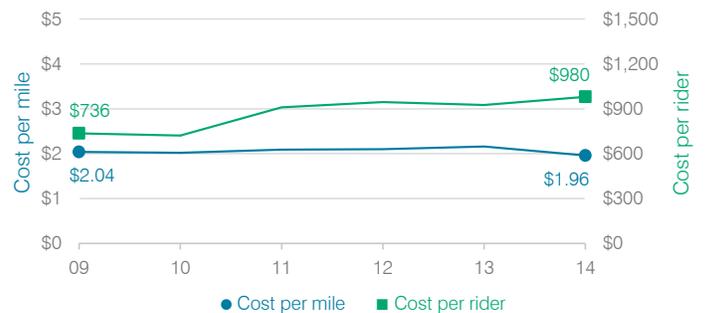
Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Kirkland Elementary School District

Yavapai County

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

Legislative district(s): 1

District size, location:

Very small, Rural

Students attending:

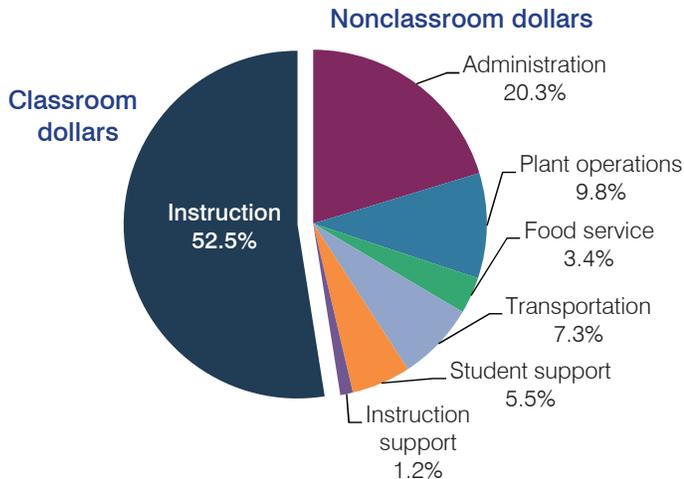
65

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 10 percent. Spending in the classroom varied year to year, decreasing slightly overall from 52.7 to 52.5 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration increased substantially, while spending on food service decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,135	\$2,835	\$757
	Students per administrator	37	28	68
Plant operations	Cost per square foot	\$9.29	\$6.51	\$6.04
	Square footage per student	162	351	153
Food service	Cost per meal equivalent	\$4.32	\$5.02	\$2.69
Transportation	Cost per mile	\$1.53	\$1.61	\$3.62
	Cost per rider	\$772	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$14,373	\$15,415	\$16,101	\$7,578	\$10,667
Classroom dollars	7,613	8,087	8,231	4,073	6,495
Nonclassroom dollars:	6,760	7,328	7,870	3,505	4,172
Administration	2,280	3,135	2,835	757	1,160
Plant operations	1,108	1,504	2,137	923	1,008
Food service	669	522	901	405	429
Transportation	1,379	1,123	1,072	373	464
Student support	813	851	536	600	594
Instruction support	511	193	389	447	517

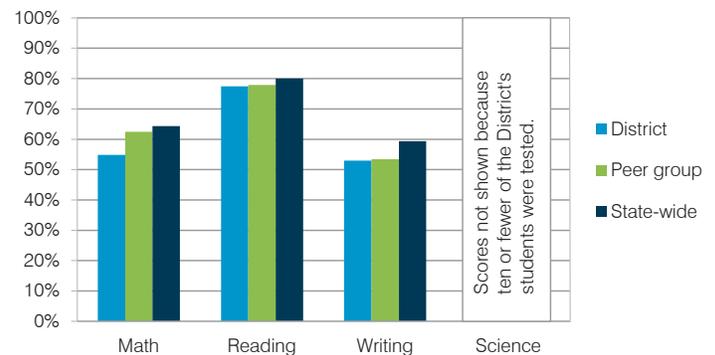
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	26%	25%	24%
Students per teacher	9.2	13.1	18.6
Average teacher salary	\$42,105	\$45,915	\$46,026
Amount from Proposition 301	\$3,085	\$3,467	\$4,810
Average years of teacher experience	10.4	12.1	10.9
Percentage of teachers in first 3 years	14%	13%	20%

Financial stress assessment

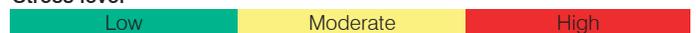
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



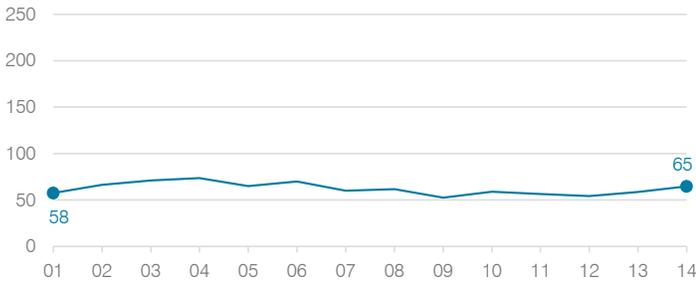
Kirkland Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	65.9	53.9	55.0	56.7	55.6	53.0	52.9	51.8	52.7	52.5	52.9	57.8	53.0	52.5

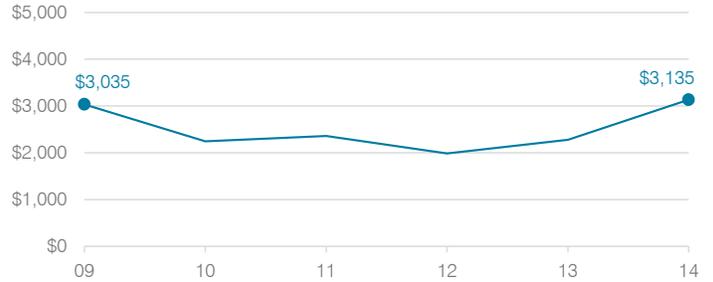
OPERATIONAL TRENDS

Fiscal years as indicated

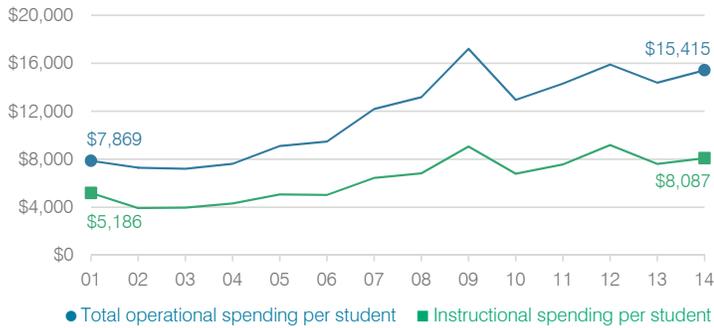
Students attending



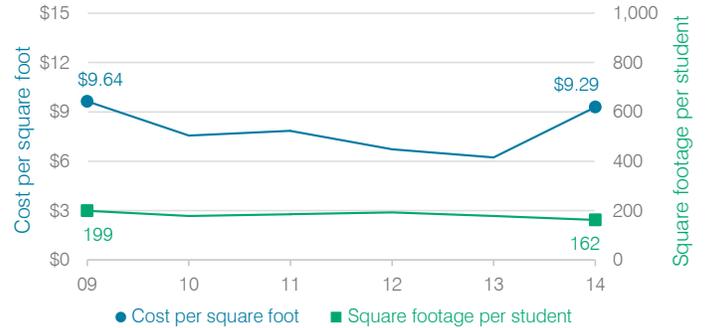
Administrative cost per student



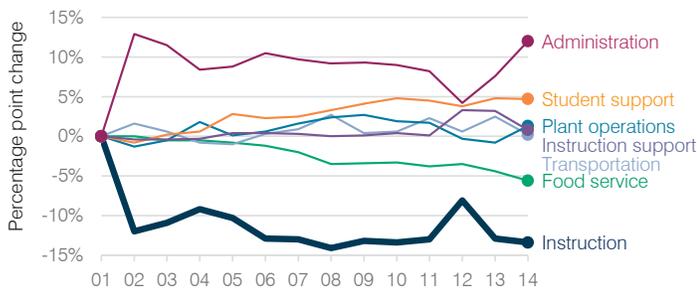
Total operational and instructional spending per student



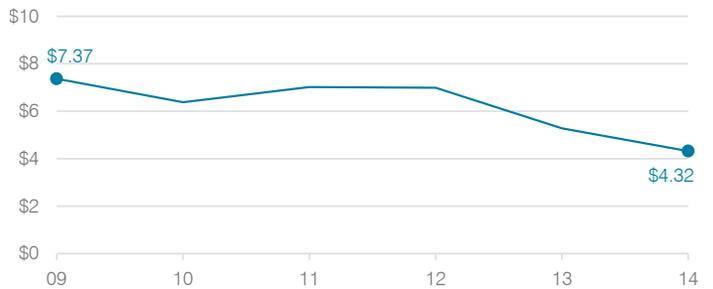
Plant cost per square foot and square footage per student



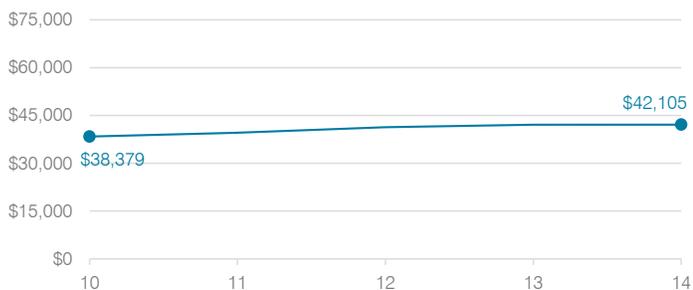
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



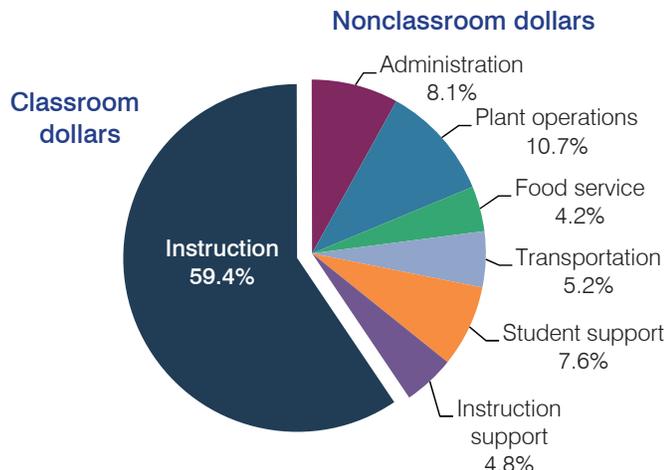
Kyrene Elementary School District

Maricopa County
 Efficiency peer groups 7 and T-3, Achievement peer group 12
 Legislative district(s): 18 and 27

District size, location: Large, City
 Students attending: 16,490
 Number of schools: 25

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil returned to 2009 levels, but spending in the classroom decreased from 62.9 to 59.4 percent. Overall, spending on transportation and student support increased, while spending on most other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$593	\$726	\$757
	Students per administrator	78	77	68
Plant operations	Cost per square foot	\$5.03	\$6.09	\$6.04
	Square footage per student	156	131	153
Food service	Cost per meal equivalent	\$3.40	\$2.64	\$2.69
Transportation	Cost per mile	\$3.94	\$3.79	\$3.62
	Cost per rider	\$1,046	\$977	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$6,592	\$7,341	\$7,414	\$7,578	\$10,667
Classroom dollars	3,964	4,358	3,939	4,073	6,495
Nonclassroom dollars:	2,628	2,983	3,475	3,505	4,172
Administration	508	593	726	757	1,160
Plant operations	723	784	793	923	1,008
Food service	293	311	547	405	429
Transportation	358	380	308	373	464
Student support	463	561	575	600	594
Instruction support	283	354	526	447	517

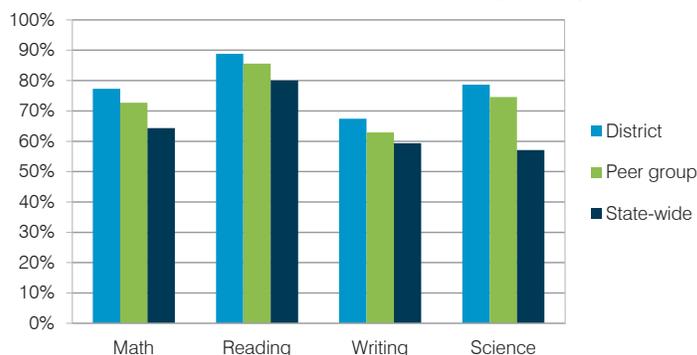
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	15	60%
B	9	36%
C	1	4%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	9%	16%	24%
Students per teacher	18.2	18.9	18.6
Average teacher salary	\$48,702	\$46,216	\$46,026
Amount from Proposition 301	\$3,142	\$4,519	\$4,810
Average years of teacher experience	12.8	10.2	10.9
Percentage of teachers in first 3 years	14%	13%	20%

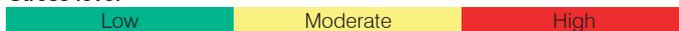
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



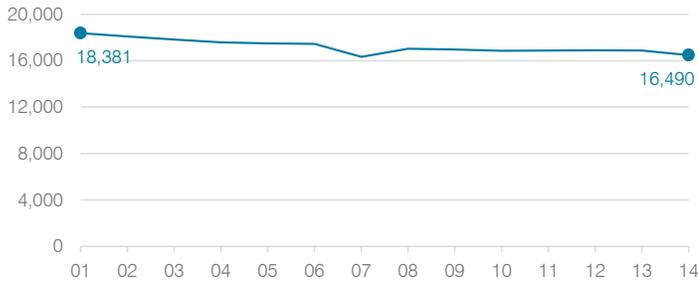
Kyrene Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	60.2	61.2	61.9	64.4	64.3	64.0	63.5	63.3	62.9	61.0	61.8	60.2	60.1	59.4

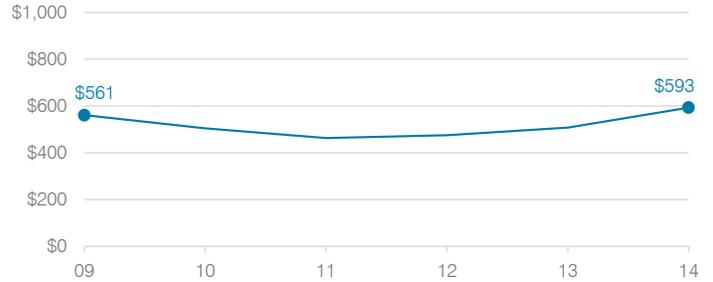
OPERATIONAL TRENDS

Fiscal years as indicated

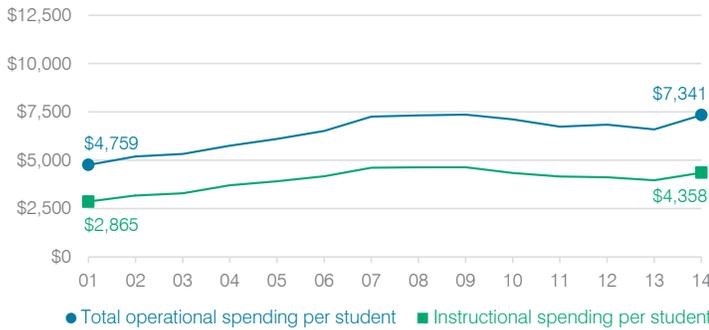
Students attending



Administrative cost per student



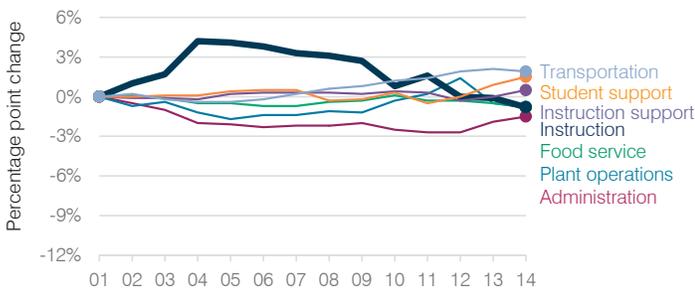
Total operational and instructional spending per student



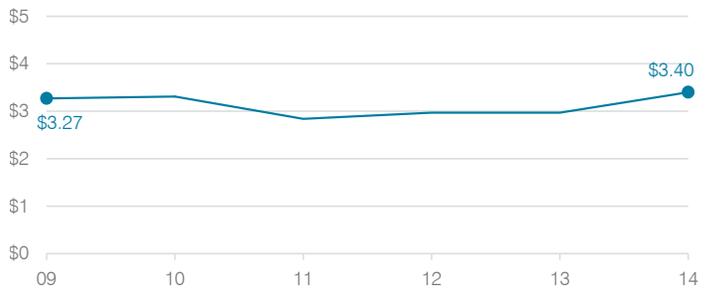
Plant cost per square foot and square footage per student



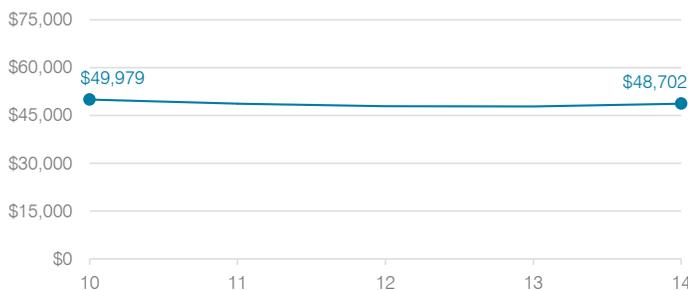
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



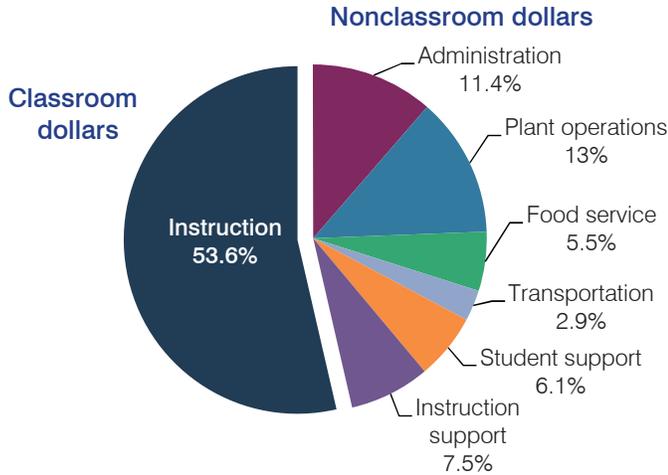
Lake Havasu Unified School District

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

District size, location: Medium-large, Town
 Students attending: 5,369
 Number of schools: 8

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 10 percent. Overall, spending in the classroom decreased from 59.5 to 53.6 percent. Spending on instruction support increased substantially, spending on administration increased, and spending on transportation increased slightly. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$697	\$789	\$757
	Students per administrator	65	67	68
Plant operations	Cost per square foot	\$5.45	\$5.46	\$6.04
	Square footage per student	146	188	153
Food service	Cost per meal equivalent	\$2.42	\$2.76	\$2.69
Transportation	Cost per mile	\$3.18	\$2.32	\$3.62
	Cost per rider	\$1,380	\$981	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$6,359	\$6,116	\$7,573	\$7,578	\$10,667
Classroom dollars	3,533	3,275	3,914	4,073	6,495
Nonclassroom dollars:	2,826	2,841	3,659	3,505	4,172
Administration	625	697	789	757	1,160
Plant operations	800	794	1,009	923	1,008
Food service	312	340	386	405	429
Transportation	174	176	406	373	464
Student support	404	373	607	600	594
Instruction support	511	461	462	447	517

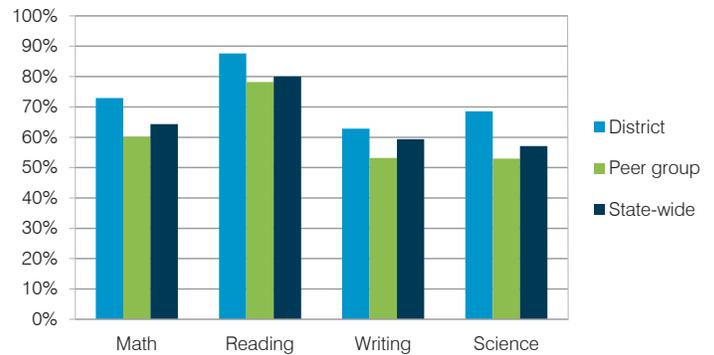
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	95%
Graduation rate (2013)	83%	80%	75%
Poverty rate (2013)	24%	24%	24%
Students per teacher	18.5	17.3	18.6
Average teacher salary	\$35,864	\$42,872	\$46,026
Amount from Proposition 301	\$4,999	\$5,022	\$4,810
Average years of teacher experience	9.0	12.1	10.9
Percentage of teachers in first 3 years	28%	19%	20%

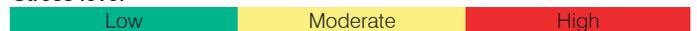
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.4%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



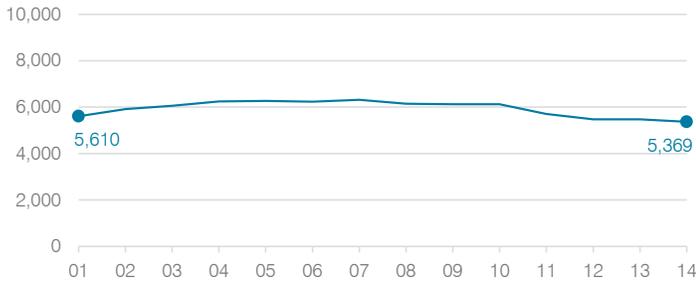
Lake Havasu Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	60.3	61.1	61.7	60.1	61.1	61.8	61.2	59.8	59.5	59.1	56.5	53.9	55.6	53.6

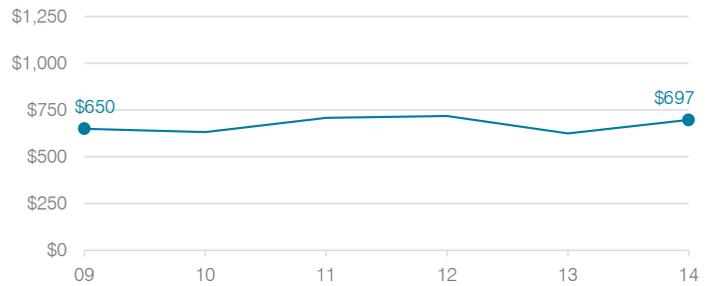
OPERATIONAL TRENDS

Fiscal years as indicated

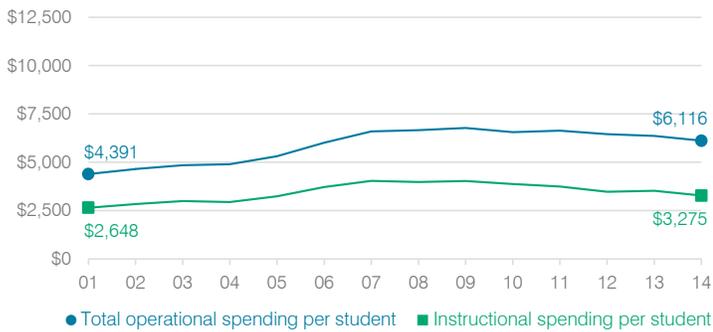
Students attending



Administrative cost per student



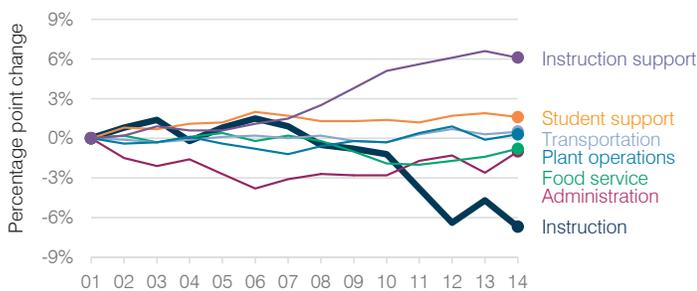
Total operational and instructional spending per student



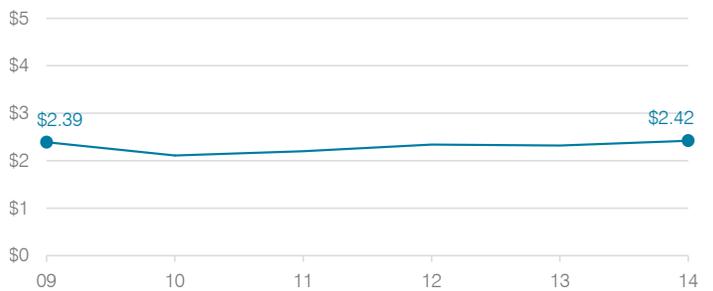
Plant cost per square foot and square footage per student



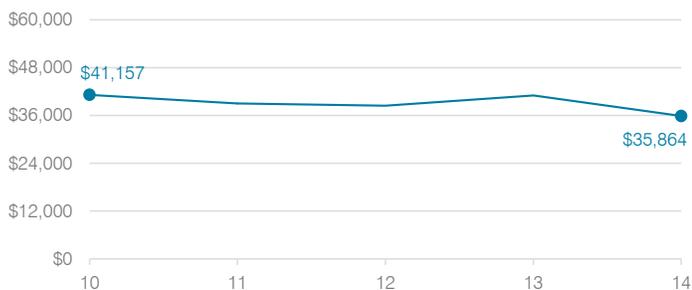
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



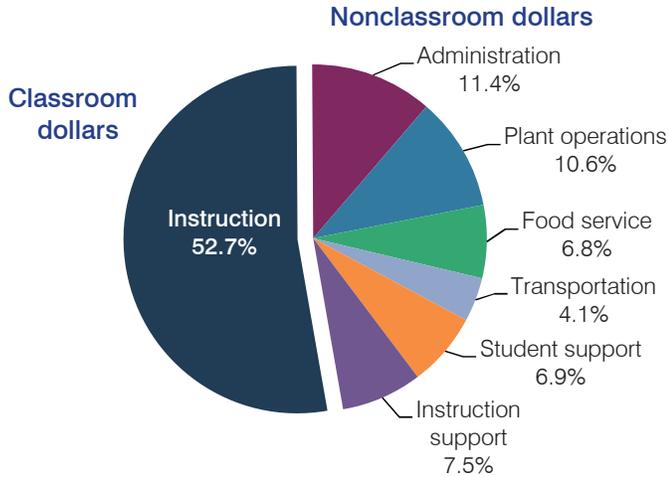
Laveen Elementary School District

Maricopa County
 Efficiency peer groups 8 and T-1, Achievement peer group 13
 Legislative district(s): 19 and 27

District size, location: Medium-large, City
 Students attending: 5,773
 Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 2 percent. Spending in the classroom decreased overall from 55.2 to 52.7 percent. Overall, spending on instruction support increased and spending on food service increased slightly. Spending on plant operations decreased slightly, while spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$722	\$895	\$757
	Students per administrator	71	69	68
Plant operations	Cost per square foot	\$6.09	\$6.19	\$6.04
	Square footage per student	110	143	153
Food service	Cost per meal equivalent	\$2.25	\$2.48	\$2.69
Transportation	Cost per mile	\$6.00	\$6.52	\$3.62
	Cost per rider	\$582	\$710	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$5,936	\$6,354	\$7,656	\$7,578	\$10,667
Classroom dollars	3,101	3,349	3,929	4,073	6,495
Nonclassroom dollars:	2,835	3,005	3,727	3,505	4,172
Administration	683	722	895	757	1,160
Plant operations	696	672	879	923	1,008
Food service	427	431	558	405	429
Transportation	235	259	291	373	464
Student support	413	442	580	600	594
Instruction support	381	479	524	447	517

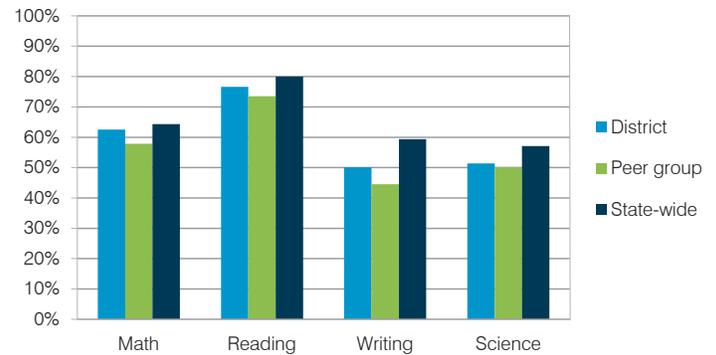
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	25%	26%	24%
Students per teacher	21.5	19.7	18.6
Average teacher salary	\$42,174	\$40,842	\$46,026
Amount from Proposition 301	\$2,209	\$3,876	\$4,810
Average years of teacher experience	5.6	7.6	10.9
Percentage of teachers in first 3 years	44%	34%	20%

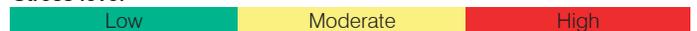
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



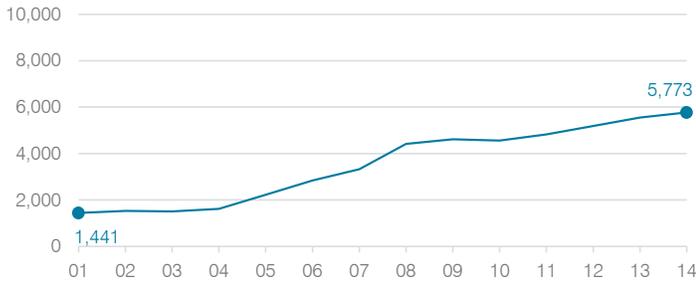
Laveen Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	53.8	52.1	52.9	52.3	50.7	51.0	53.6	57.0	55.2	53.3	51.7	51.4	52.2	52.7

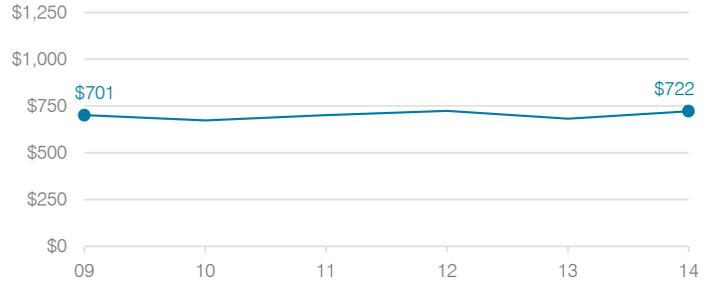
OPERATIONAL TRENDS

Fiscal years as indicated

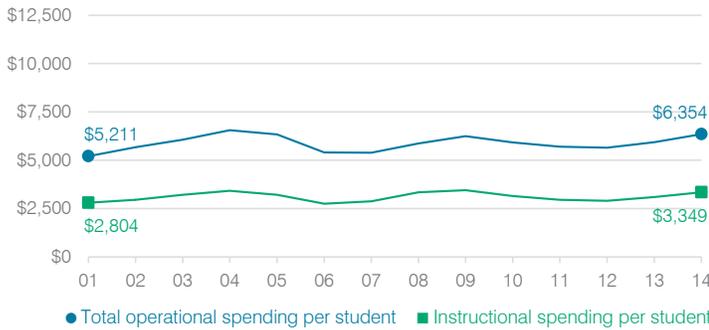
Students attending



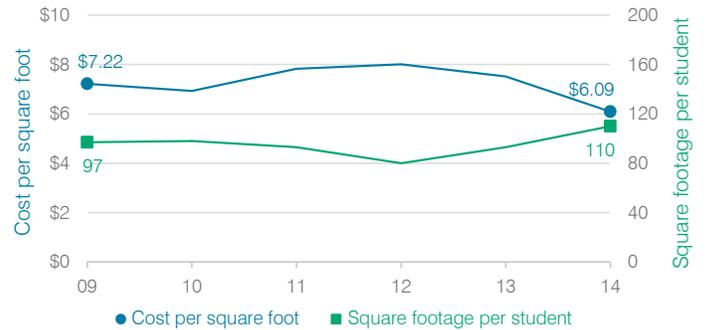
Administrative cost per student



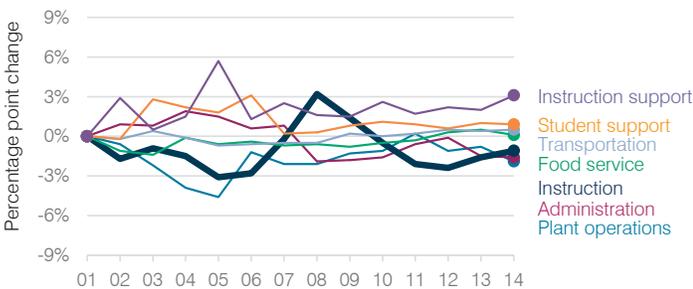
Total operational and instructional spending per student



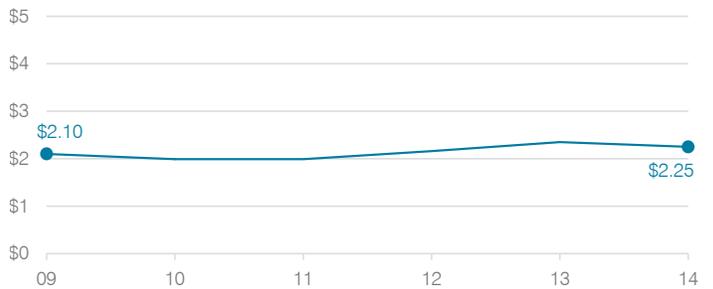
Plant cost per square foot and square footage per student



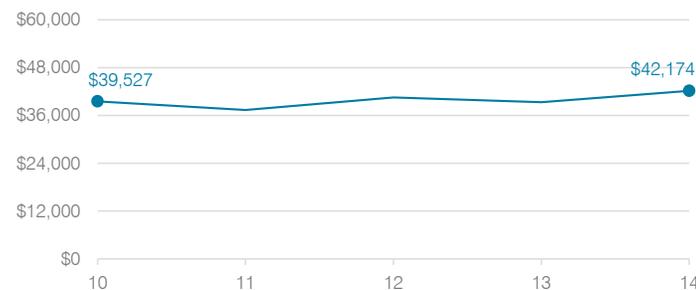
Changes in operational spending percentages



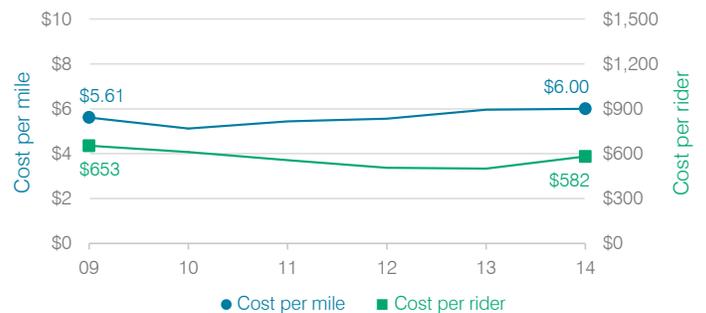
Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



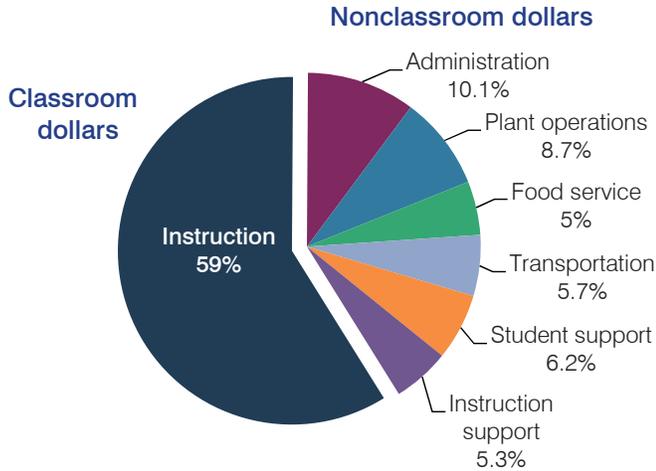
Liberty Elementary School District

Maricopa County
 Efficiency peer groups 8 and T-4, Achievement peer group 12
 Legislative district(s): 4 and 13

District size, location: Medium-large, Suburb
 Students attending: 3,110
 Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 2 percent. Spending in the classroom varied year to year, decreasing overall from 60.3 to 59 percent. Overall, spending on administration, plant operations, and transportation increased and spending on food service increased slightly, while spending on instruction support decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$722	\$895	\$757
	Students per administrator	75	69	68
Plant operations	Cost per square foot	\$5.43	\$6.19	\$6.04
	Square footage per student	116	143	153
Food service	Cost per meal equivalent	\$2.53	\$2.48	\$2.69
Transportation	Cost per mile	\$3.47	\$3.54	\$3.62
	Cost per rider	\$1,112	\$1,065	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$6,653	\$7,180	\$7,656	\$7,578	\$10,667
Classroom dollars	3,919	4,234	3,929	4,073	6,495
Nonclassroom dollars:	2,734	2,946	3,727	3,505	4,172
Administration	616	722	895	757	1,160
Plant operations	621	628	879	923	1,008
Food service	340	355	558	405	429
Transportation	371	410	291	373	464
Student support	421	449	580	600	594
Instruction support	365	382	524	447	517

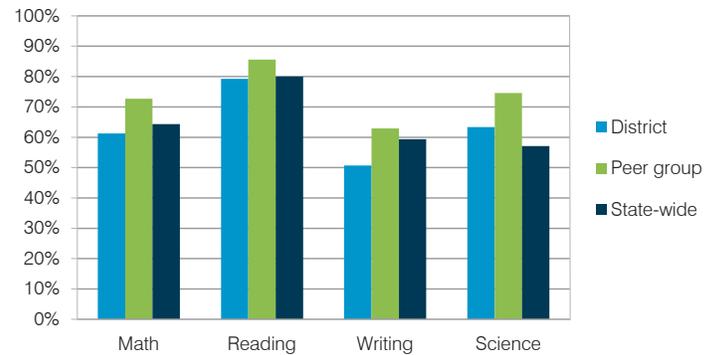
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	16%	16%	24%
Students per teacher	17.1	18.9	18.6
Average teacher salary	\$45,562	\$46,216	\$46,026
Amount from Proposition 301	\$4,934	\$4,519	\$4,810
Average years of teacher experience	9.8	10.2	10.9
Percentage of teachers in first 3 years	14%	13%	20%

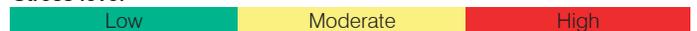
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.8%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



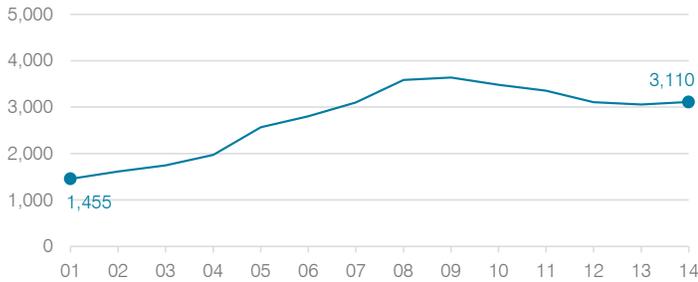
Liberty Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	60.0	62.5	64.4	64.3	62.4	62.1	62.9	61.0	60.3	59.7	57.7	59.3	58.9	59.0

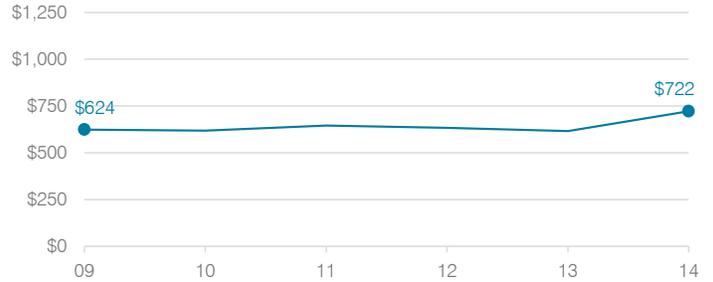
OPERATIONAL TRENDS

Fiscal years as indicated

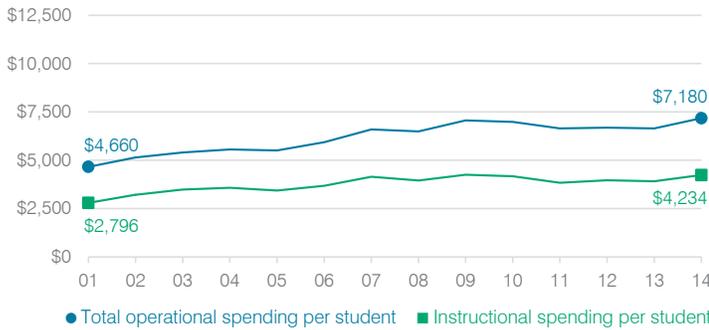
Students attending



Administrative cost per student



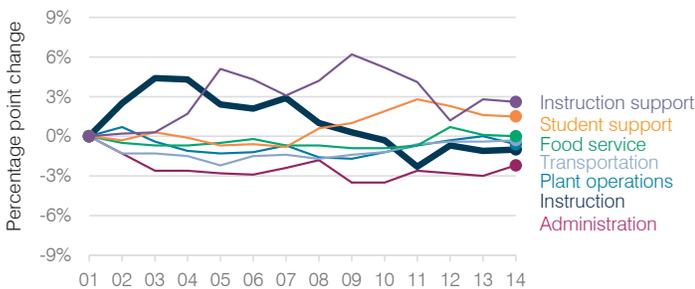
Total operational and instructional spending per student



Plant cost per square foot and square footage per student



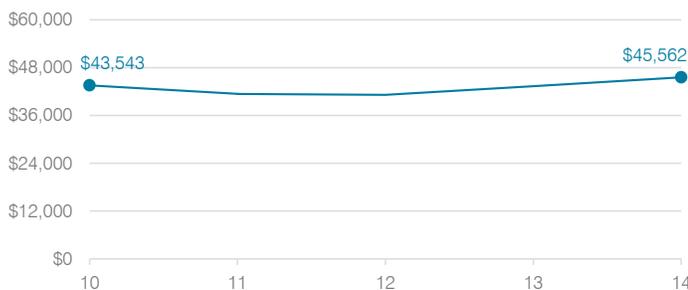
Changes in operational spending percentages



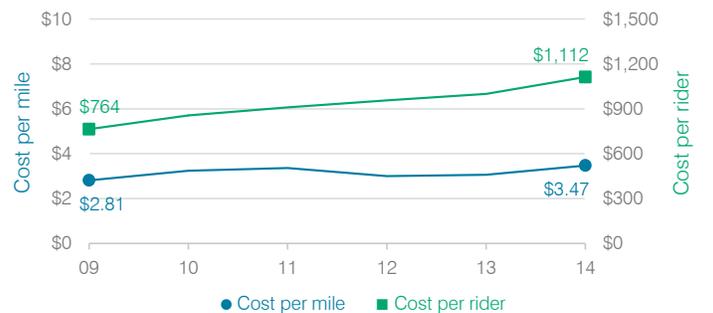
Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



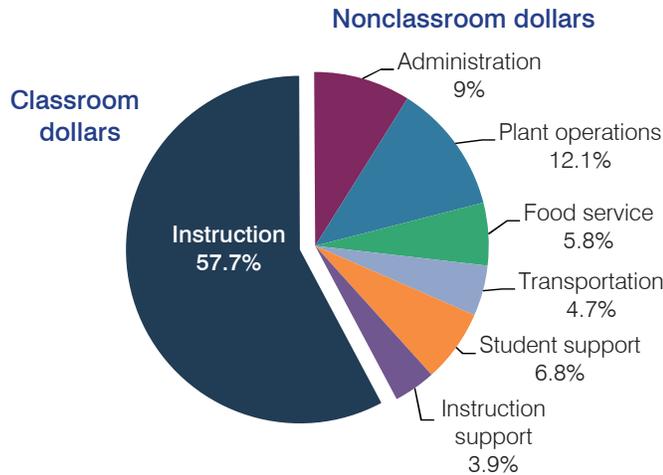
Litchfield Elementary School District

Maricopa County
 Efficiency peer groups 7 and T-3, Achievement peer group 12
 Legislative district(s): 13, 19, and 29

District size, location: Large, Suburb
 Students attending: 10,183
 Number of schools: 13

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 2 percent. Spending in the classroom decreased from 58.3 to 57.7 percent. Overall, spending on student support increased slightly, while spending on all other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$547	\$726	\$757
	Students per administrator	103	77	68
Plant operations	Cost per square foot	\$6.49	\$6.09	\$6.04
	Square footage per student	114	131	153
Food service	Cost per meal equivalent	\$1.94	\$2.64	\$2.69
Transportation	Cost per mile	\$3.45	\$3.79	\$3.62
	Cost per rider	\$753	\$977	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$5,957	\$6,104	\$7,414	\$7,578	\$10,667
Classroom dollars	3,463	3,524	3,939	4,073	6,495
Nonclassroom dollars:	2,494	2,580	3,475	3,505	4,172
Administration	527	547	726	757	1,160
Plant operations	748	740	793	923	1,008
Food service	333	356	547	405	429
Transportation	269	284	308	373	464
Student support	393	414	575	600	594
Instruction support	224	239	526	447	517

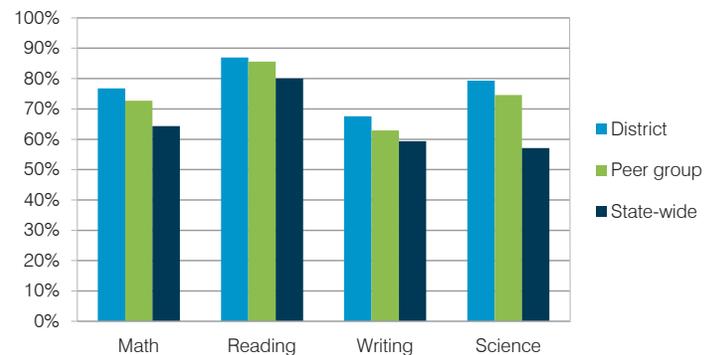
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	8	62%
B	5	38%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	17%	16%	24%
Students per teacher	21.3	18.9	18.6
Average teacher salary	\$46,765	\$46,216	\$46,026
Amount from Proposition 301	\$5,072	\$4,519	\$4,810
Average years of teacher experience	10.8	10.2	10.9
Percentage of teachers in first 3 years	8%	13%	20%

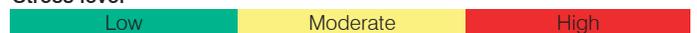
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level

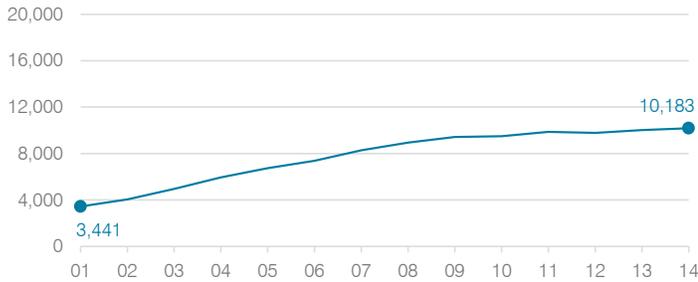


Litchfield Elementary School District

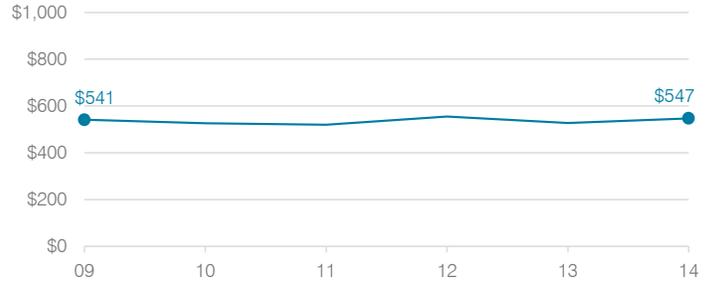
Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014
 57.9 59.7 59.3 60.7 59.6 58.4 58.0 57.9 58.3 58.3 58.4 58.2 58.1 57.7

OPERATIONAL TRENDS Fiscal years as indicated

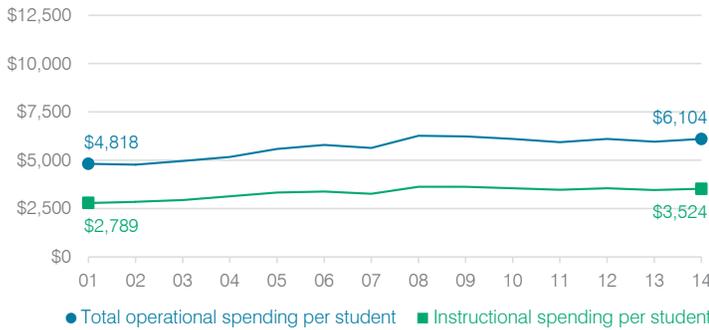
Students attending



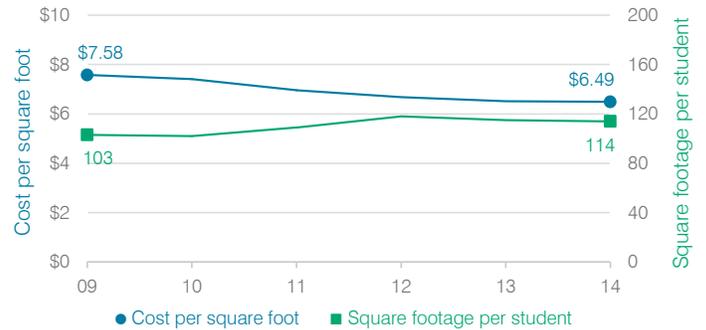
Administrative cost per student



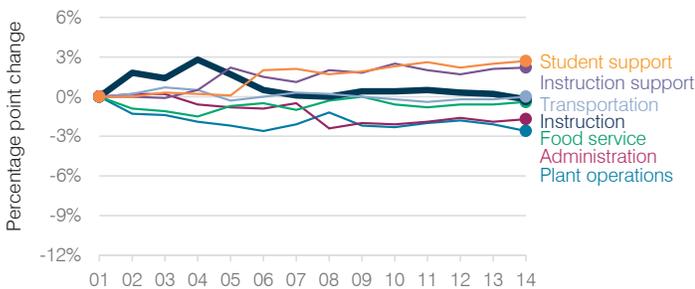
Total operational and instructional spending per student



Plant cost per square foot and square footage per student



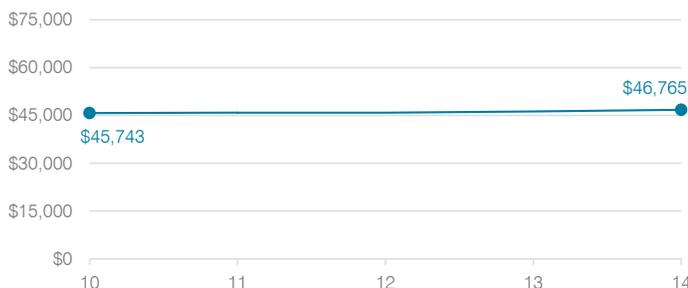
Changes in operational spending percentages



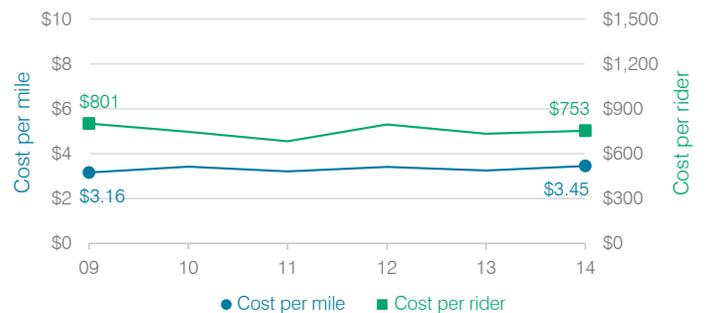
Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



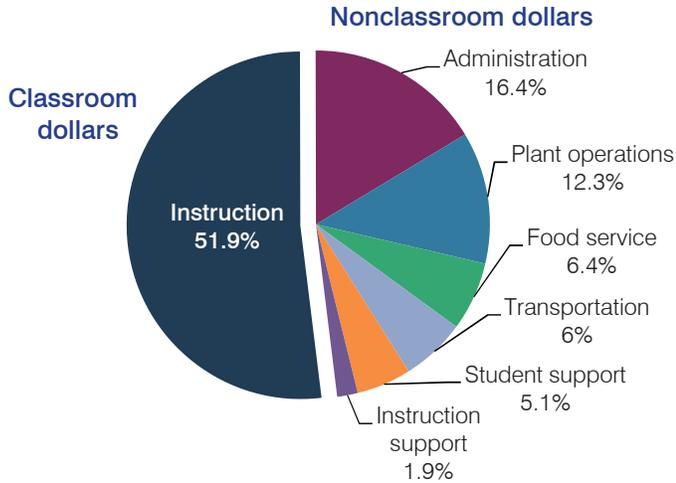
Littlefield Unified School District

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

District size, location: Small, Rural
 Students attending: 393
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Student enrollment decreased by 30 percent, which contributed to the 12 percent increase in total spending per pupil. Spending in the classroom varied year to year, increasing overall from 50.6 to 51.9 percent. Overall, spending on plant operations increased substantially, while spending on instruction support decreased substantially and spending on administration decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,436	\$1,534	\$757
	Students per administrator	58	45	68
Plant operations	Cost per square foot	\$5.24	\$4.68	\$6.04
	Square footage per student	205	307	153
Food service	Cost per meal equivalent	\$2.92	\$3.36	\$2.69
Transportation	Cost per mile	\$3.57	\$2.61	\$3.62
	Cost per rider	\$742	\$774	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$8,690	\$8,773	\$10,014	\$7,578	\$10,667
Classroom dollars	4,360	4,554	5,015	4,073	6,495
Nonclassroom dollars:	4,330	4,219	4,999	3,505	4,172
Administration	1,609	1,436	1,534	757	1,160
Plant operations	1,014	1,076	1,518	923	1,008
Food service	536	559	448	405	429
Transportation	454	525	501	373	464
Student support	566	451	626	600	594
Instruction support	151	172	372	447	517

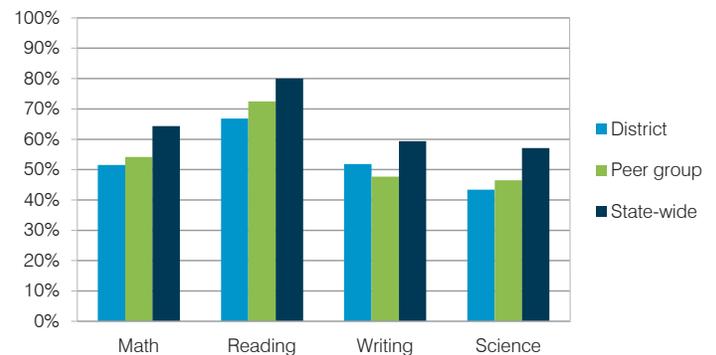
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	95%
Graduation rate (2013)	73%	78%	75%
Poverty rate (2013)	28%	32%	24%
Students per teacher	13.5	16.5	18.6
Average teacher salary	\$43,407	\$43,049	\$46,026
Amount from Proposition 301	\$4,541	\$5,173	\$4,810
Average years of teacher experience	10.9	12.0	10.9
Percentage of teachers in first 3 years	22%	19%	20%

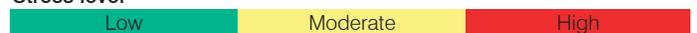
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	2.1%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

Stress level



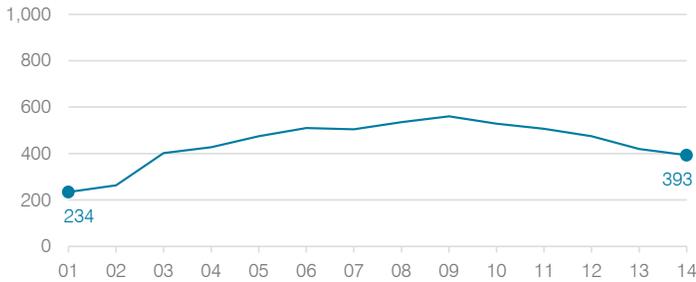
Littlefield Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	52.5	63.4	62.9	63.7	55.6	54.4	55.4	54.6	50.6	52.6	53.8	54.3	50.2	51.9

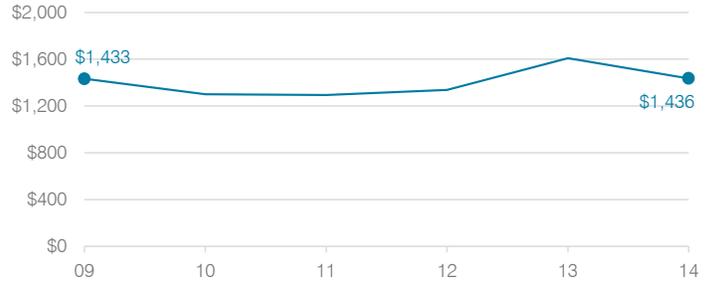
OPERATIONAL TRENDS

Fiscal years as indicated

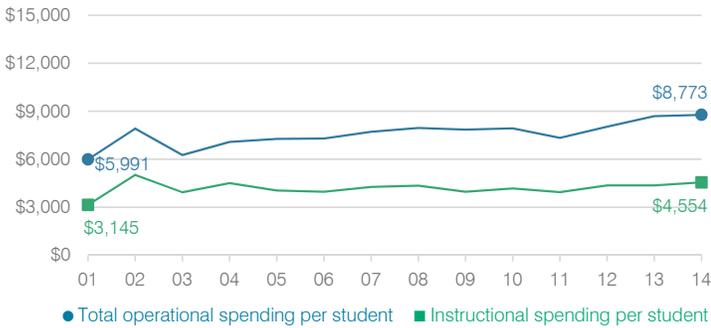
Students attending



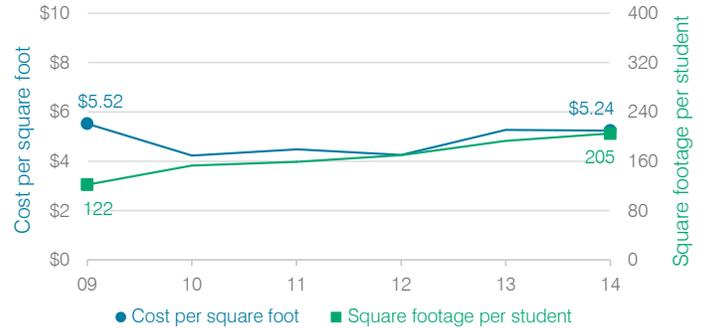
Administrative cost per student



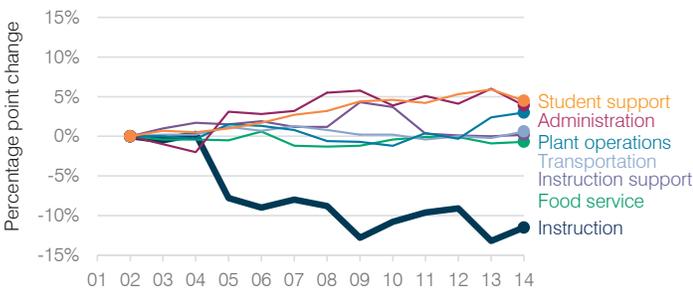
Total operational and instructional spending per student



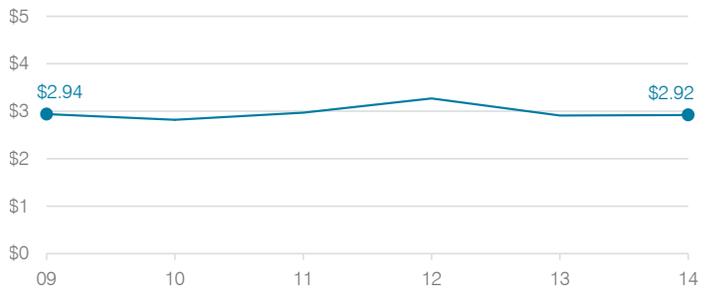
Plant cost per square foot and square footage per student



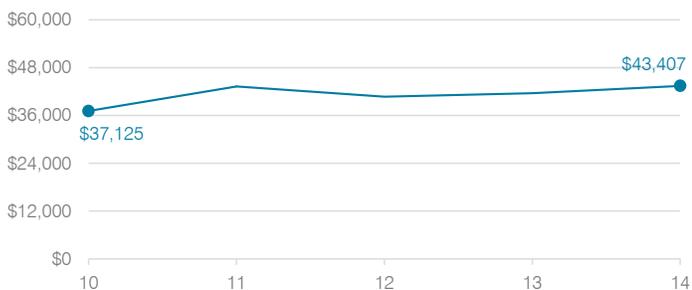
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



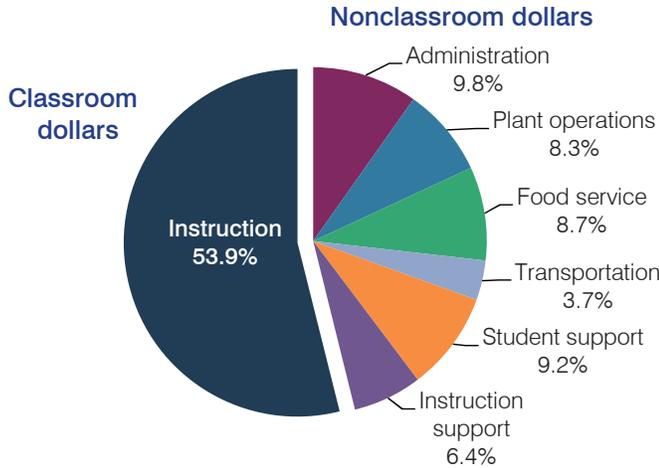
Littleton Elementary School District

Maricopa County
 Efficiency peer groups 8 and T-1, Achievement peer group 13
 Legislative district(s): 19

District size, location: Medium-large, Suburb
 Students attending: 5,198
 Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 2 percent. Spending in the classroom decreased from 59 to 53.9 percent. Overall, spending on instruction support increased substantially, spending on food service increased, and spending on administration and transportation increased slightly. Spending on plant operations decreased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$716	\$895	\$757
	Students per administrator	79	69	68
Plant operations	Cost per square foot	\$4.95	\$6.19	\$6.04
	Square footage per student	121	143	153
Food service	Cost per meal equivalent	\$2.25	\$2.48	\$2.69
Transportation	Cost per mile	\$6.63	\$6.52	\$3.62
	Cost per rider	\$739	\$710	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$6,762	\$7,275	\$7,656	\$7,578	\$10,667
Classroom dollars	3,584	3,922	3,929	4,073	6,495
Nonclassroom dollars:	3,178	3,353	3,727	3,505	4,172
Administration	721	716	895	757	1,160
Plant operations	587	600	879	923	1,008
Food service	585	634	558	405	429
Transportation	272	266	291	373	464
Student support	603	673	580	600	594
Instruction support	410	464	524	447	517

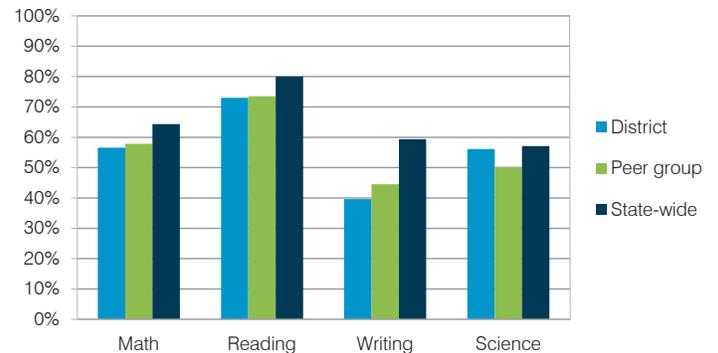
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	23%	26%	24%
Students per teacher	17.4	19.7	18.6
Average teacher salary	\$41,408	\$40,842	\$46,026
Amount from Proposition 301	\$4,686	\$3,876	\$4,810
Average years of teacher experience	4.7	7.6	10.9
Percentage of teachers in first 3 years	61%	34%	20%

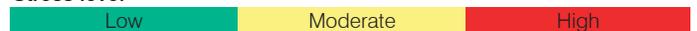
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.4%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



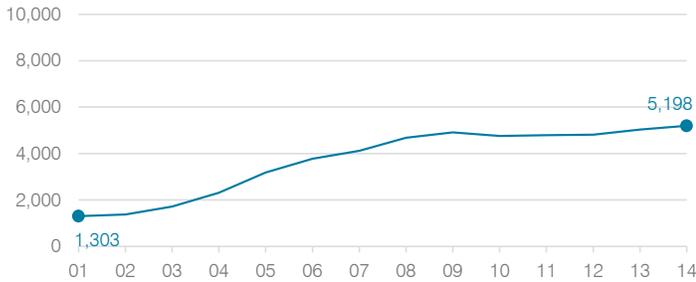
Littleton Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	56.8	56.4	53.5	56.4	58.2	57.0	56.8	57.7	59.0	58.1	57.2	53.9	53.0	53.9

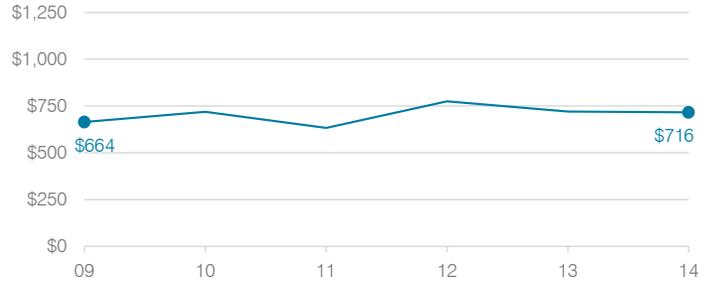
OPERATIONAL TRENDS

Fiscal years as indicated

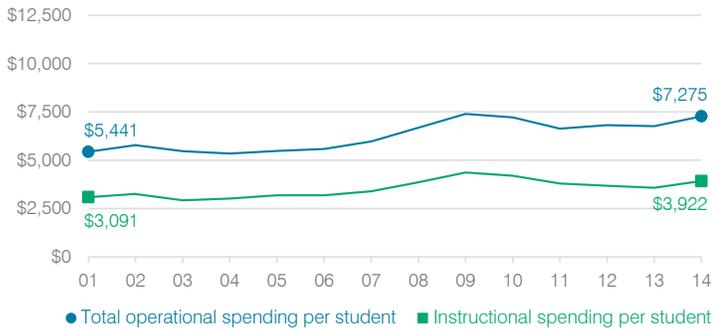
Students attending



Administrative cost per student



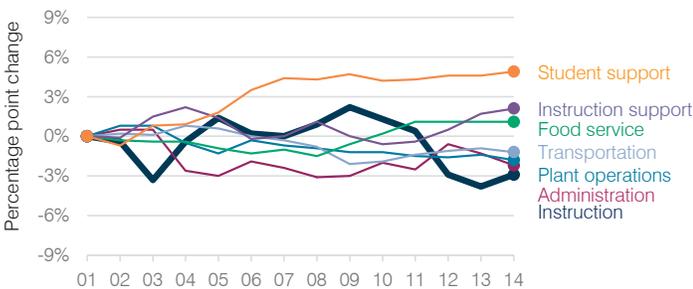
Total operational and instructional spending per student



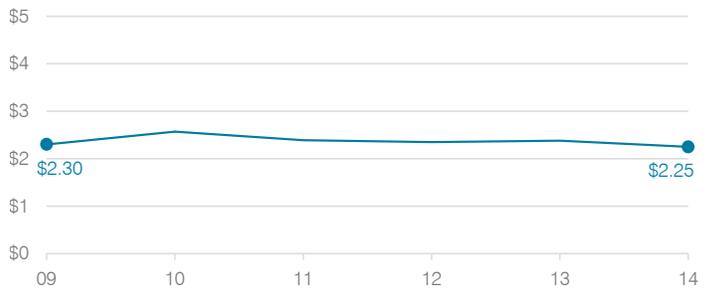
Plant cost per square foot and square footage per student



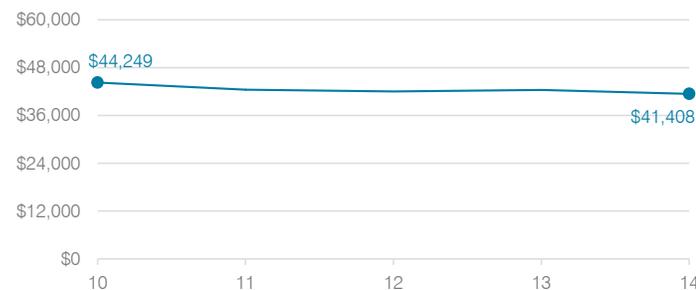
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



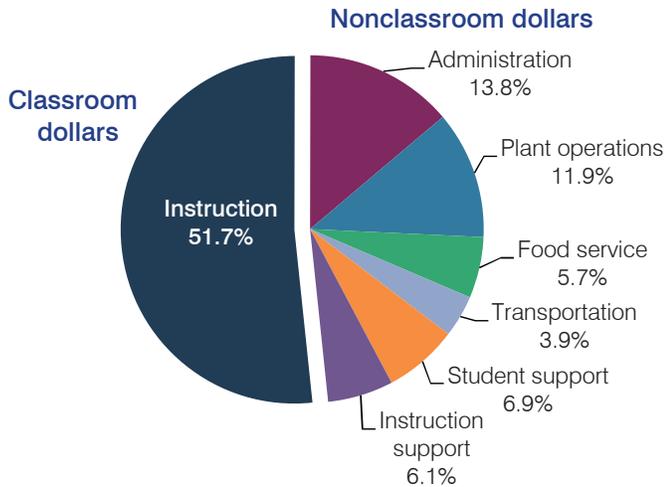
Madison Elementary School District

Maricopa County
 Efficiency peer groups 8 and T-1, Achievement peer group 12
 Legislative district(s): 24 and 28

District size, location: Medium-large, City
 Students attending: 5,649
 Number of schools: 8

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 4 percent. Spending in the classroom decreased overall from 54.6 to 51.7 percent. Overall, spending on administration increased substantially, while spending on plant operations decreased slightly. Spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$967	\$895	\$757
	Students per administrator	60	69	68
Plant operations	Cost per square foot	\$6.16	\$6.19	\$6.04
	Square footage per student	135	143	153
Food service	Cost per meal equivalent	\$2.55	\$2.48	\$2.69
Transportation	Cost per mile	\$7.41	\$6.52	\$3.62
	Cost per rider	\$940	\$710	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$6,645	\$7,011	\$7,656	\$7,578	\$10,667
Classroom dollars	3,500	3,622	3,929	4,073	6,495
Nonclassroom dollars:	3,145	3,389	3,727	3,505	4,172
Administration	847	967	895	757	1,160
Plant operations	834	832	879	923	1,008
Food service	375	404	558	405	429
Transportation	265	273	291	373	464
Student support	448	485	580	600	594
Instruction support	376	428	524	447	517

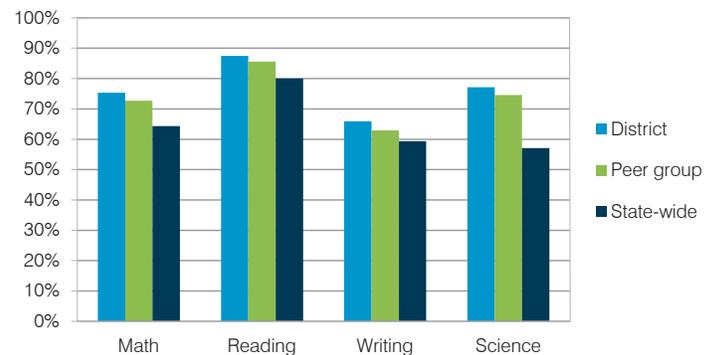
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	6	75%
B	1	13%
C	0	0%
D	1	13%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	20%	16%	24%
Students per teacher	19.0	18.9	18.6
Average teacher salary	\$43,835	\$46,216	\$46,026
Amount from Proposition 301	\$4,928	\$4,519	\$4,810
Average years of teacher experience	7.3	10.2	10.9
Percentage of teachers in first 3 years	15%	13%	20%

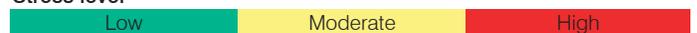
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

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

Stress level



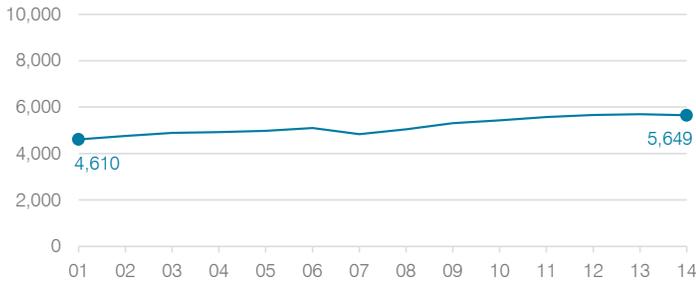
Madison Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	54.3	56.1	58.1	59.5	59.3	59.2	58.4	55.0	54.6	53.2	51.1	53.1	52.7	51.7

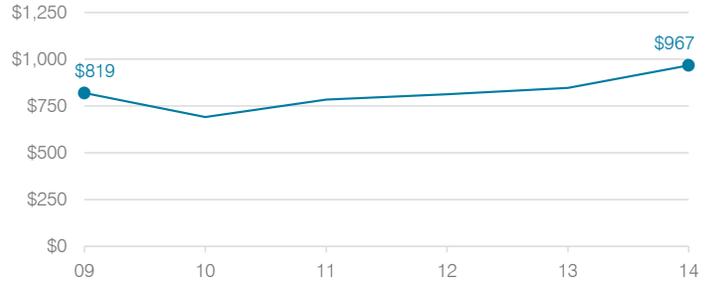
OPERATIONAL TRENDS

Fiscal years as indicated

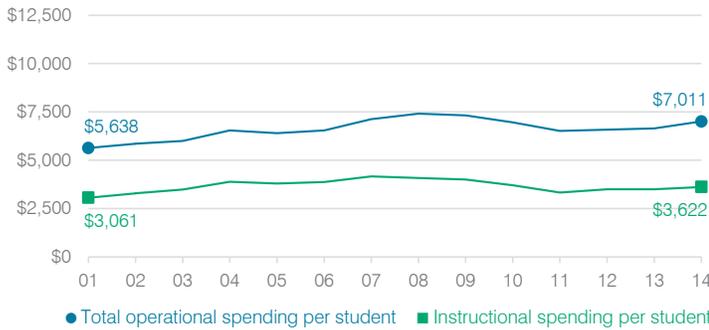
Students attending



Administrative cost per student



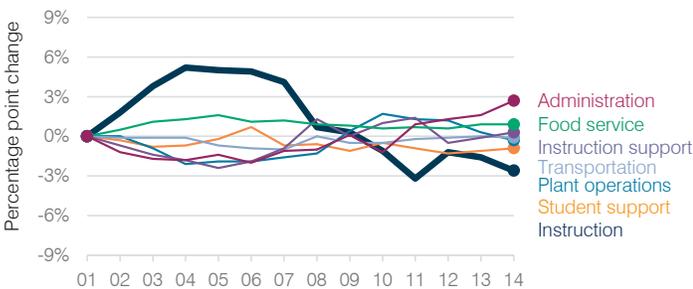
Total operational and instructional spending per student



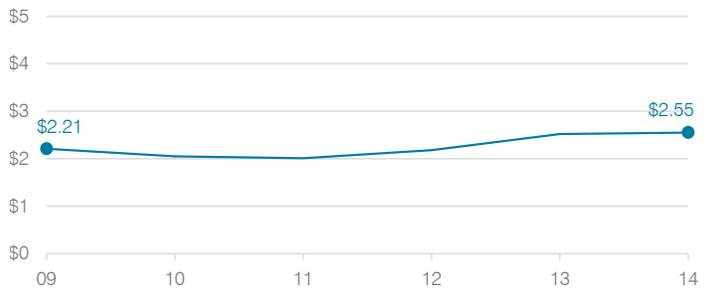
Plant cost per square foot and square footage per student



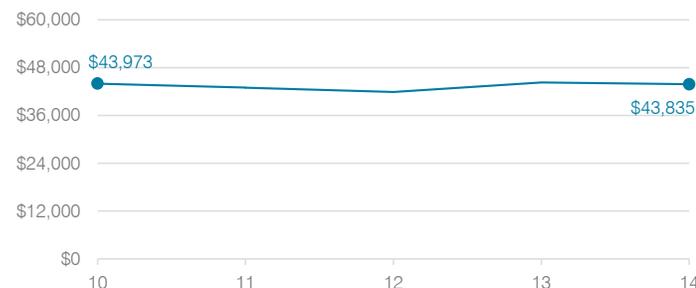
Changes in operational spending percentages



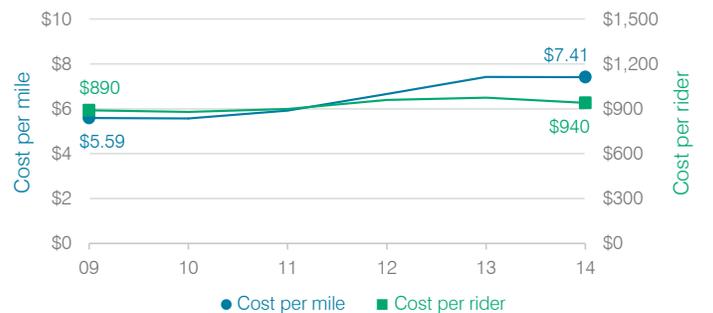
Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Maine Consolidated School District

Coconino County

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

Legislative district(s): 6

District size, location:

Very small, Rural

Students attending:

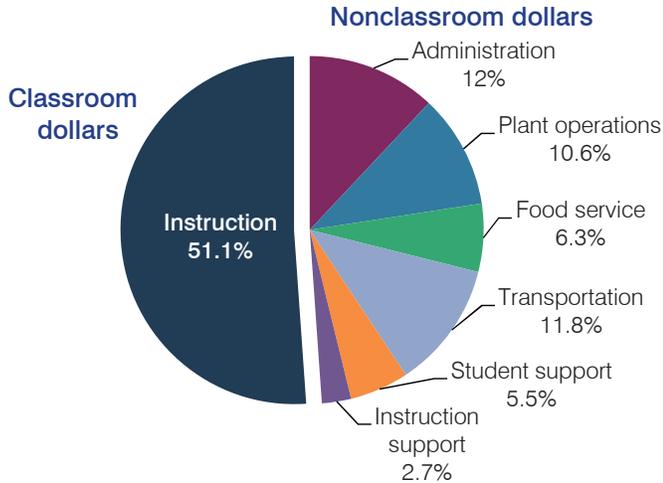
95

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Student enrollment decreased by 29 percent, which contributed to the 41 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 53.4 to 51.1 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Spending on transportation increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,363	\$2,835	\$757
	Students per administrator	32	28	68
Plant operations	Cost per square foot	\$6.70	\$6.51	\$6.04
	Square footage per student	311	351	153
Food service	Cost per meal equivalent	\$9.08	\$5.02	\$2.69
Transportation	Cost per mile	\$3.19	\$1.61	\$3.62
	Cost per rider	\$2,409	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$18,344	\$19,640	\$16,101	\$7,578	\$10,667
Classroom dollars	9,321	10,045	8,231	4,073	6,495
Nonclassroom dollars:	9,023	9,595	7,870	3,505	4,172
Administration	2,125	2,363	2,835	757	1,160
Plant operations	2,299	2,082	2,137	923	1,008
Food service	1,095	1,232	901	405	429
Transportation	2,040	2,305	1,072	373	464
Student support	951	1,080	536	600	594
Instruction support	513	533	389	447	517

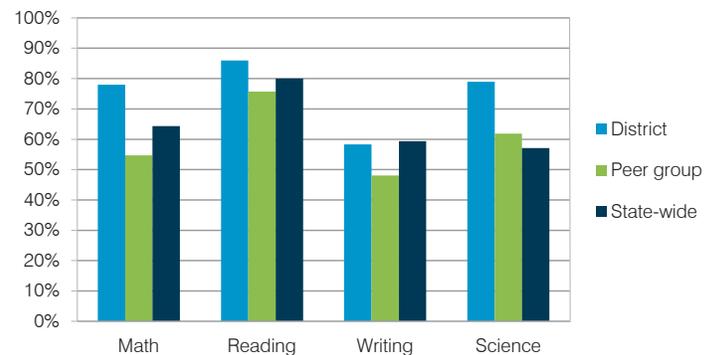
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	18%	20%	24%
Students per teacher	6.3	12.3	18.6
Average teacher salary	\$42,647	\$43,736	\$46,026
Amount from Proposition 301	\$1,327	\$3,455	\$4,810
Average years of teacher experience	11.0	11.8	10.9
Percentage of teachers in first 3 years	7%	15%	20%

Financial stress assessment

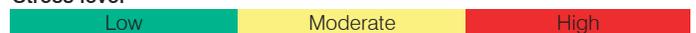
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

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

Stress level



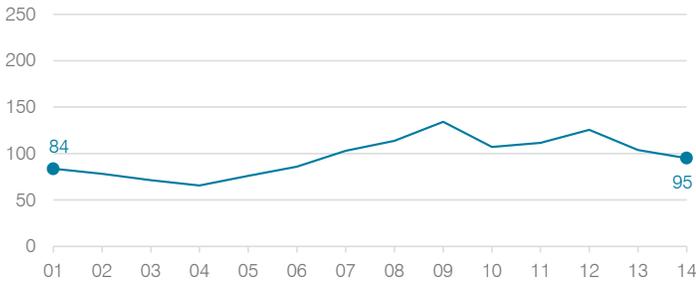
Maine Consolidated School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	46.2	46.7	47.7	50.6	50.7	43.8	46.8	45.8	53.5	50.5	52.3	50.2	50.8	51.1

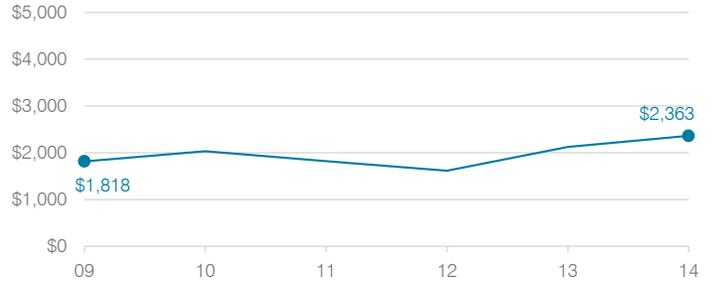
OPERATIONAL TRENDS

Fiscal years as indicated

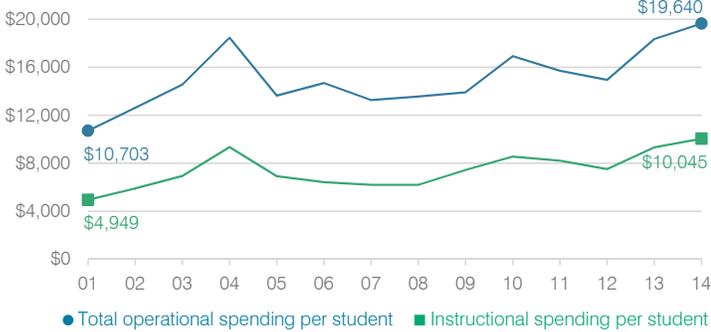
Students attending



Administrative cost per student



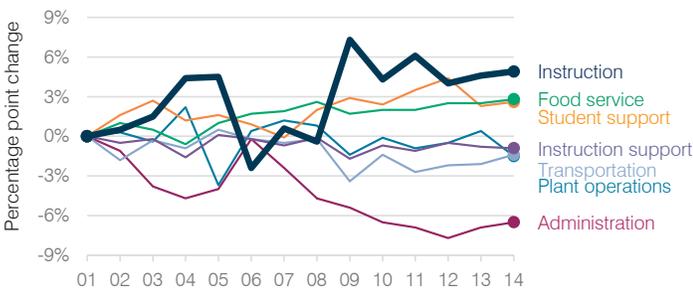
Total operational and instructional spending per student



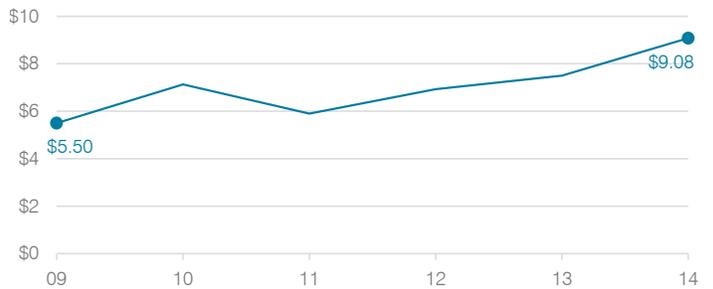
Plant cost per square foot and square footage per student



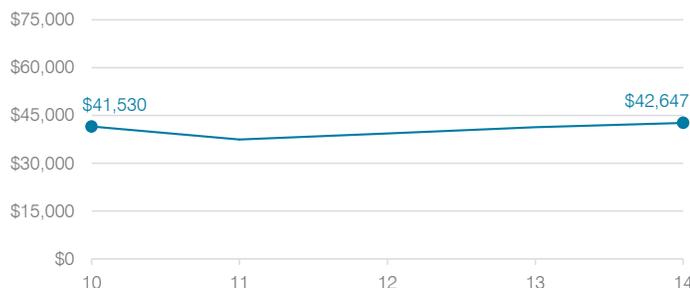
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



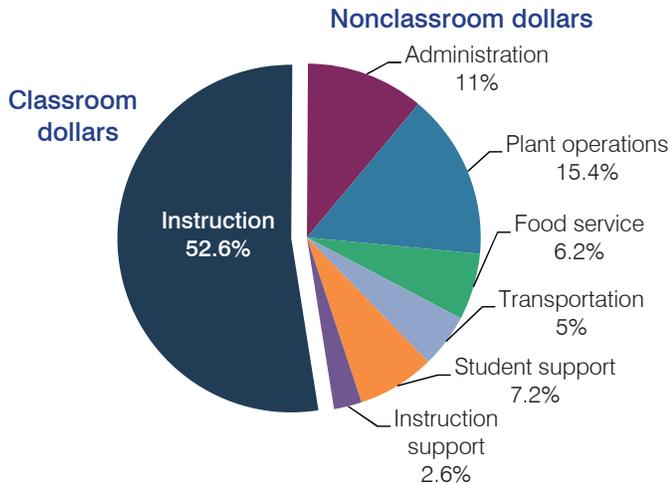
Mammoth-San Manuel Unified School District

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

District size, location: Medium, Town
 Students attending: 877
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 1 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 56.3 to 52.6 percent. Spending on transportation and student support increased and spending on plant operations increased slightly. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$891	\$1,016	\$757
	Students per administrator	52	54	68
Plant operations	Cost per square foot	\$3.64	\$4.71	\$6.04
	Square footage per student	342	261	153
Food service	Cost per meal equivalent	\$3.32	\$3.28	\$2.69
Transportation	Cost per mile	\$2.08	\$2.61	\$3.62
	Cost per rider	\$470	\$774	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$7,784	\$8,105	\$8,082	\$7,578	\$10,667
Classroom dollars	4,104	4,261	4,193	4,073	6,495
Nonclassroom dollars:	3,680	3,844	3,889	3,505	4,172
Administration	840	891	1,016	757	1,160
Plant operations	1,203	1,246	1,145	923	1,008
Food service	470	501	389	405	429
Transportation	393	403	477	373	464
Student support	546	588	563	600	594
Instruction support	228	215	299	447	517

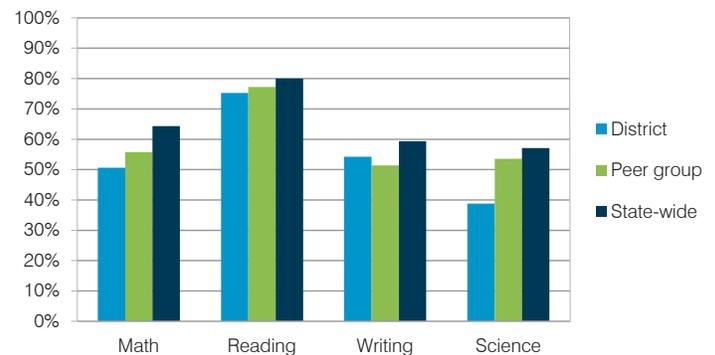
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	79%	86%	75%
Poverty rate (2013)	15%	15%	24%
Students per teacher	15.7	16.1	18.6
Average teacher salary	\$42,159	\$41,932	\$46,026
Amount from Proposition 301	\$5,434	\$4,526	\$4,810
Average years of teacher experience	11.5	10.2	10.9
Percentage of teachers in first 3 years	18%	21%	20%

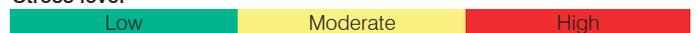
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

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

Stress level



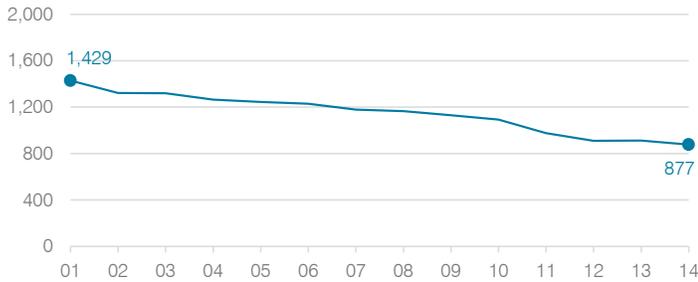
Mammoth-San Manuel Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	57.9	55.6	56.1	55.9	56.2	57.1	54.9	55.5	56.3	57.2	53.4	56.0	52.7	52.6

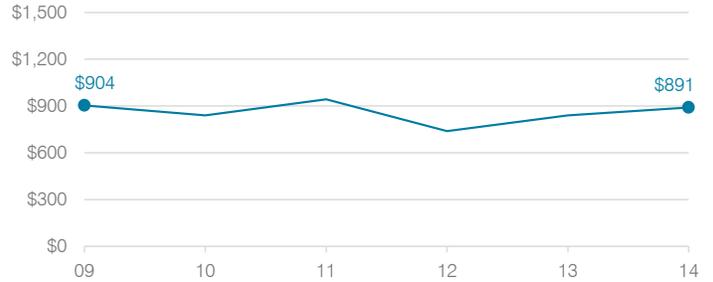
OPERATIONAL TRENDS

Fiscal years as indicated

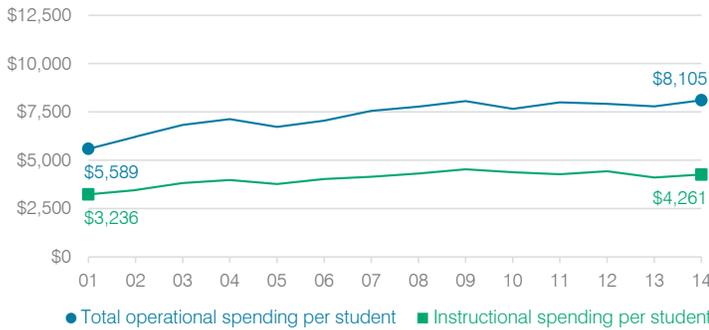
Students attending



Administrative cost per student



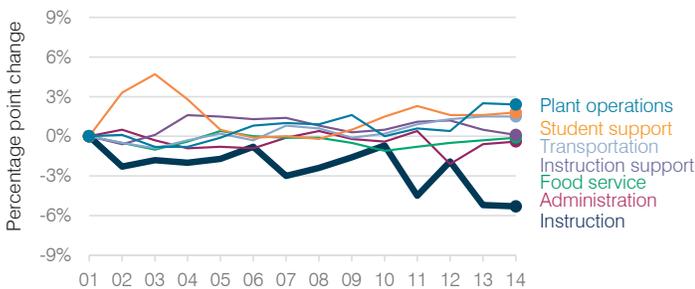
Total operational and instructional spending per student



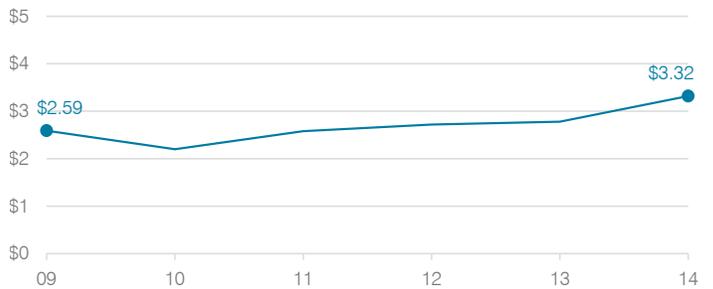
Plant cost per square foot and square footage per student



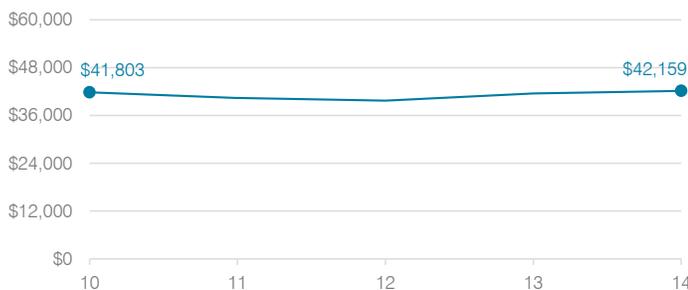
Changes in operational spending percentages



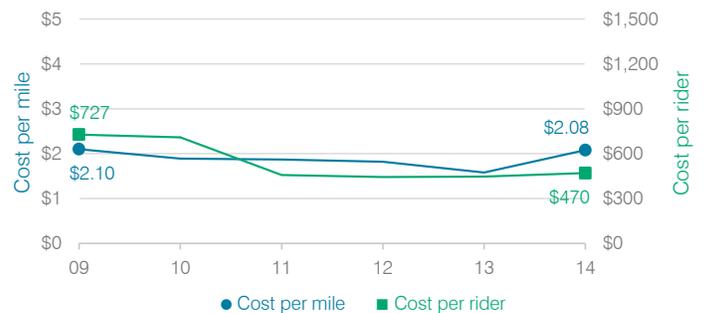
Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



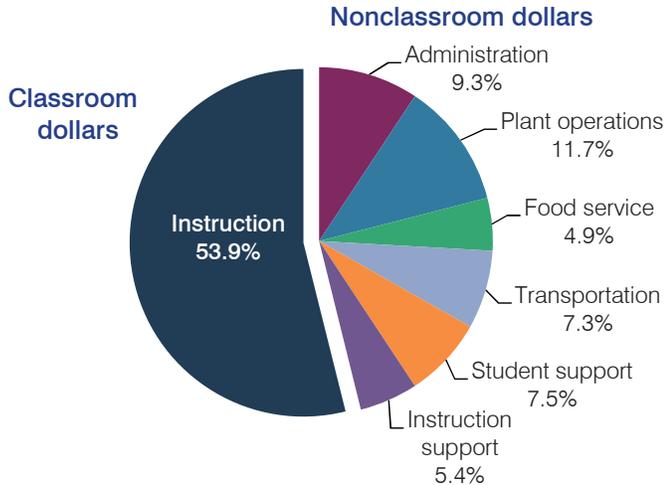
Marana Unified School District

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

District size, location: Large, Suburb
 Students attending: 11,814
 Number of schools: 17

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 5 percent. Spending in the classroom decreased from 57.9 to 53.9 percent. Overall, spending on administration, food service, student support, and instruction support increased. Spending on plant operations varied year to year, while spending on transportation remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$678	\$685	\$757
	Students per administrator	59	68	68
Plant operations	Cost per square foot	\$5.82	\$6.29	\$6.04
	Square footage per student	145	147	153
Food service	Cost per meal equivalent	\$2.84	\$2.68	\$2.69
Transportation	Cost per mile	\$3.04	\$3.54	\$3.62
	Cost per rider	\$1,036	\$1,065	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$7,325	\$7,257	\$7,122	\$7,578	\$10,667
Classroom dollars	3,996	3,912	3,815	4,073	6,495
Nonclassroom dollars:	3,329	3,345	3,307	3,505	4,172
Administration	665	678	685	757	1,160
Plant operations	776	847	912	923	1,008
Food service	353	354	339	405	429
Transportation	552	527	360	373	464
Student support	557	546	533	600	594
Instruction support	426	393	478	447	517

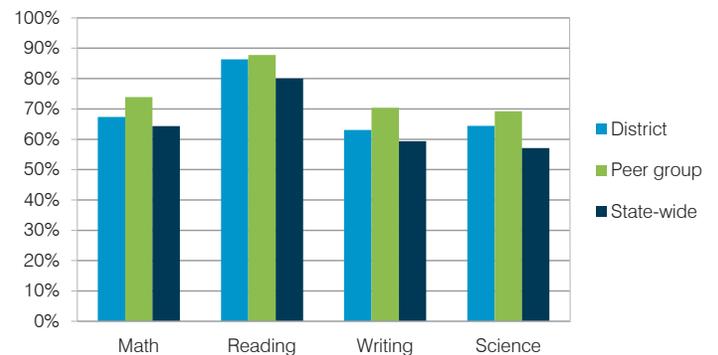
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	6%
B	13	76%
C	1	6%
D	1	6%
F	0	0%
Not rated	1	6%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	95%
Graduation rate (2013)	85%	87%	75%
Poverty rate (2013)	12%	14%	24%
Students per teacher	18.5	19.2	18.6
Average teacher salary	\$45,290	\$46,746	\$46,026
Amount from Proposition 301	\$5,682	\$4,740	\$4,810
Average years of teacher experience	11.6	11.0	10.9
Percentage of teachers in first 3 years	16%	15%	20%

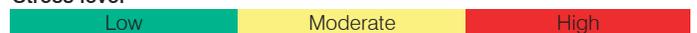
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	1.9%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



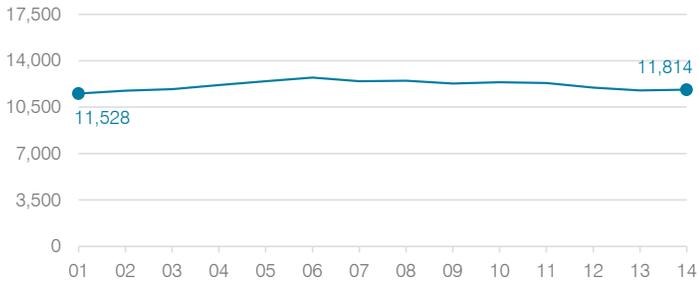
Marana Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	52.9	55.4	56.5	59.2	58.8	58.7	59.1	57.3	57.9	56.7	56.1	54.2	54.5	53.9

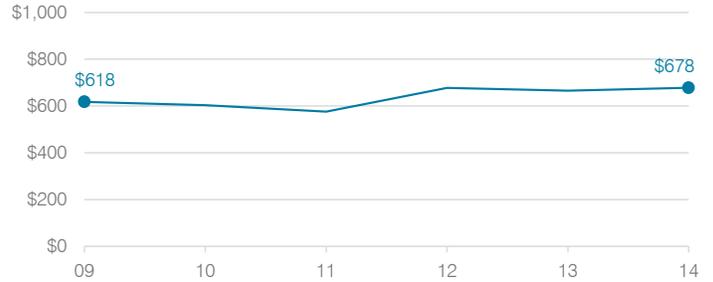
OPERATIONAL TRENDS

Fiscal years as indicated

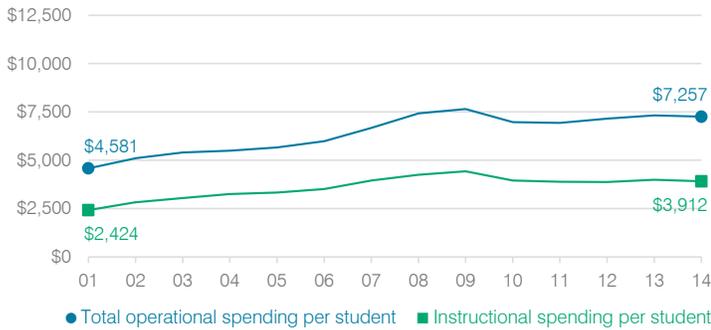
Students attending



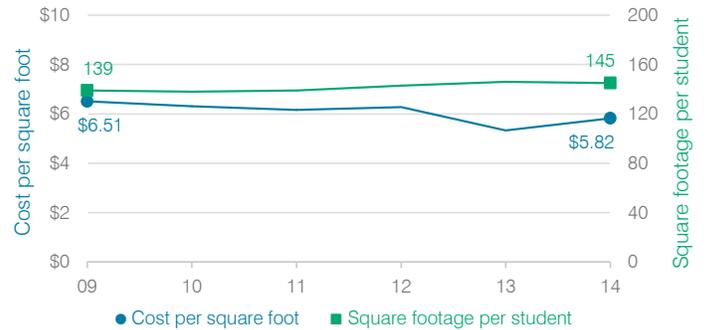
Administrative cost per student



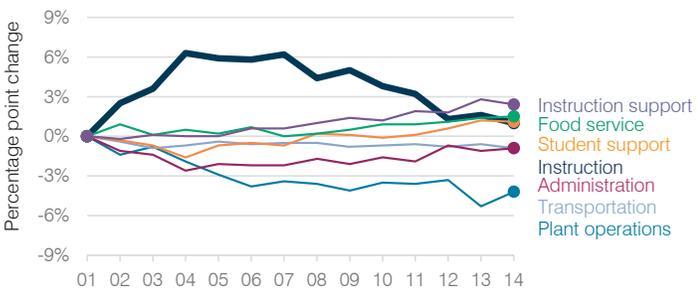
Total operational and instructional spending per student



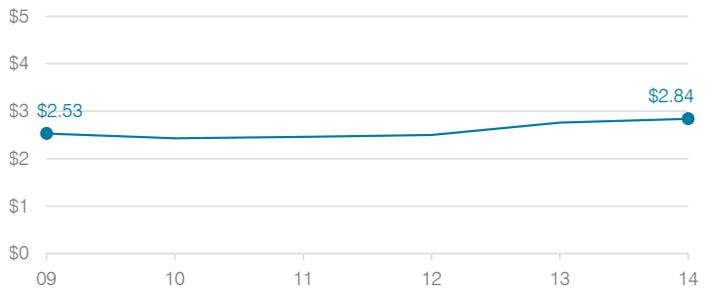
Plant cost per square foot and square footage per student



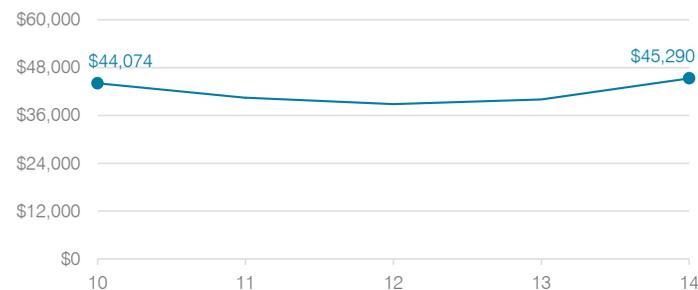
Changes in operational spending percentages



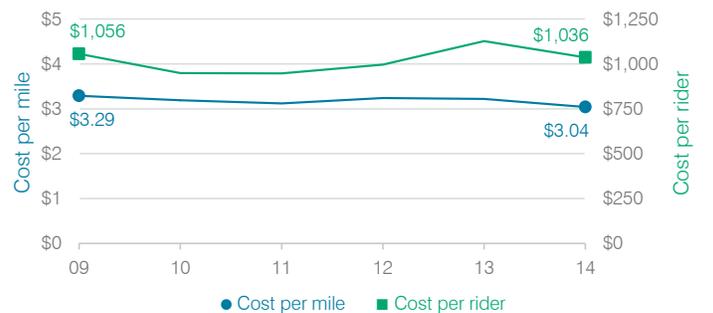
Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



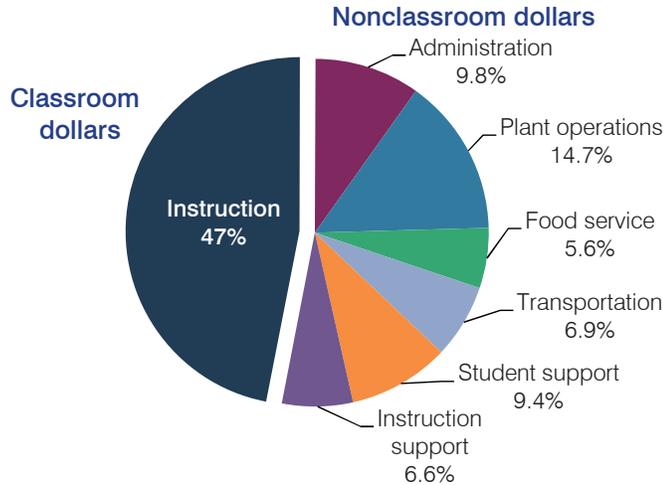
Maricopa Unified School District

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

District size, location: Medium-large, Rural
 Students attending: 5,569
 Number of schools: 9

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 7 percent. Spending in the classroom decreased from 52.3 to 47 percent. Overall, spending on plant operations, transportation, and instruction support increased and spending on food service increased slightly. Spending on administration varied year to year, while spending on student support remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$683	\$789	\$757
	Students per administrator	78	67	68
Plant operations	Cost per square foot	\$6.30	\$5.46	\$6.04
	Square footage per student	163	188	153
Food service	Cost per meal equivalent	\$2.54	\$2.76	\$2.69
Transportation	Cost per mile	\$3.52	\$3.73	\$3.62
	Cost per rider	\$649	\$512	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$6,682	\$6,988	\$7,573	\$7,578	\$10,667
Classroom dollars	3,166	3,286	3,914	4,073	6,495
Nonclassroom dollars:	3,516	3,702	3,659	3,505	4,172
Administration	716	683	789	757	1,160
Plant operations	894	1,023	1,009	923	1,008
Food service	357	389	386	405	429
Transportation	427	485	406	373	464
Student support	679	658	607	600	594
Instruction support	443	464	462	447	517

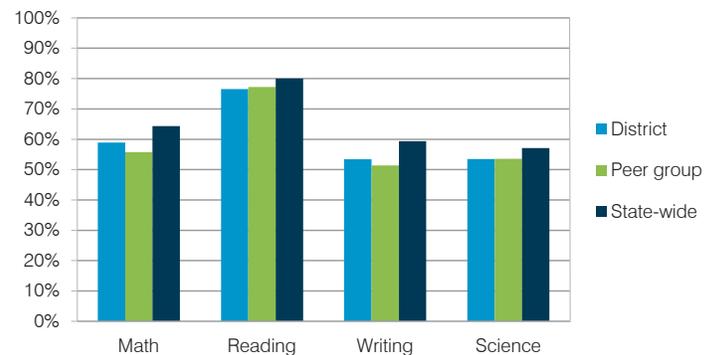
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	12%
B	4	44%
C	4	44%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	95%
Graduation rate (2013)	72%	86%	75%
Poverty rate (2013)	14%	15%	24%
Students per teacher	19.6	16.1	18.6
Average teacher salary	\$41,175	\$41,932	\$46,026
Amount from Proposition 301	\$4,288	\$4,526	\$4,810
Average years of teacher experience	7.3	10.2	10.9
Percentage of teachers in first 3 years	26%	21%	20%

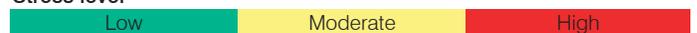
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	1.2%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

Stress level



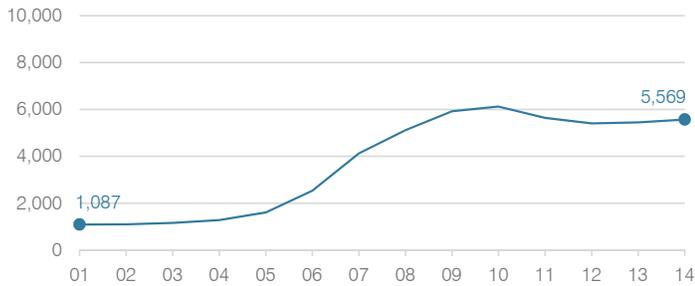
Maricopa Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	59.1	56.8	58.8	51.1	55.8	55.5	55.2	59.7	52.3	50.7	49.6	47.0	47.4	47.0

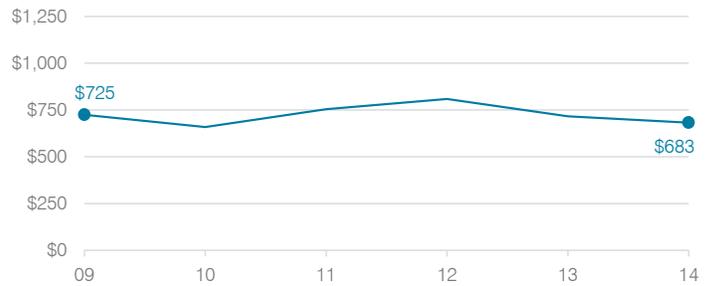
OPERATIONAL TRENDS

Fiscal years as indicated

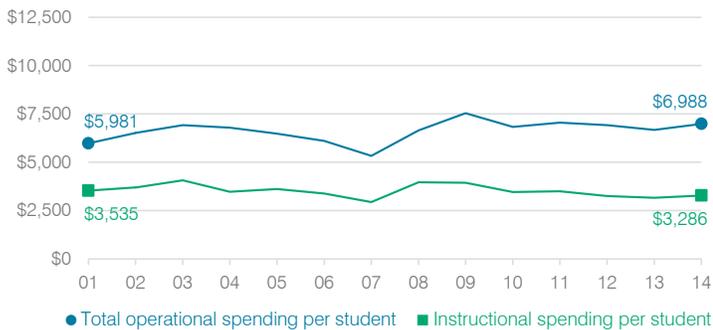
Students attending



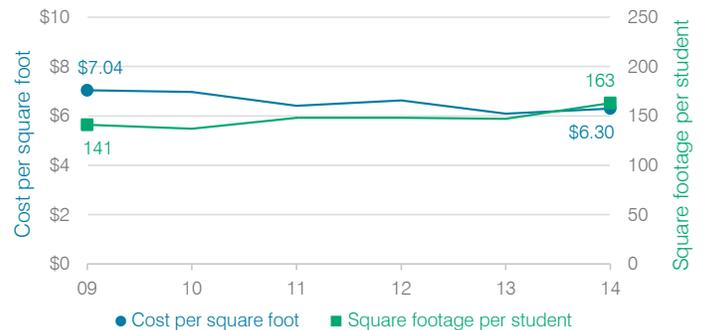
Administrative cost per student



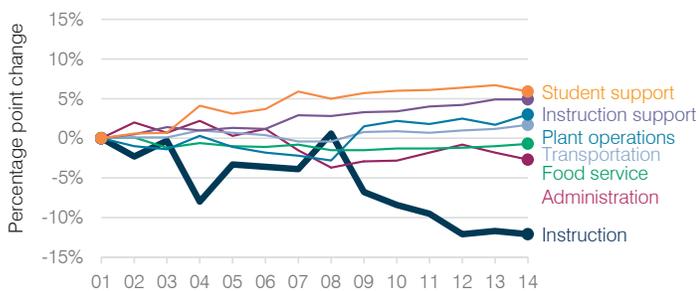
Total operational and instructional spending per student



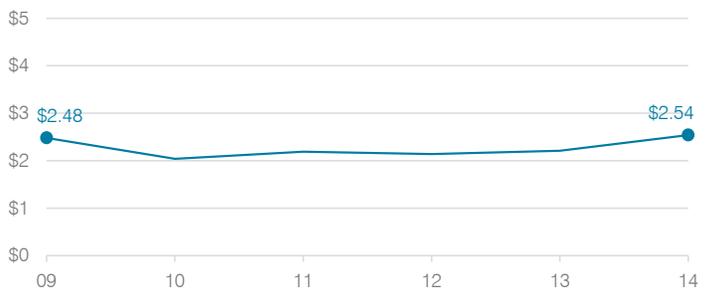
Plant cost per square foot and square footage per student



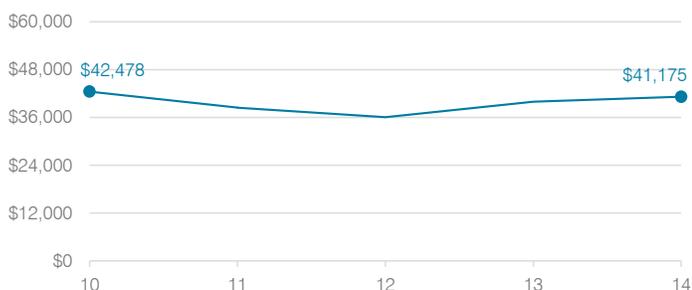
Changes in operational spending percentages



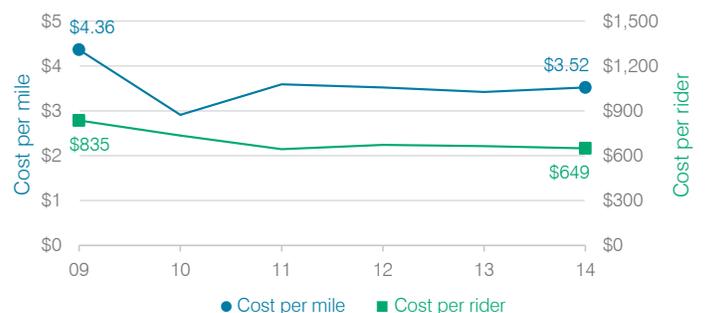
Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



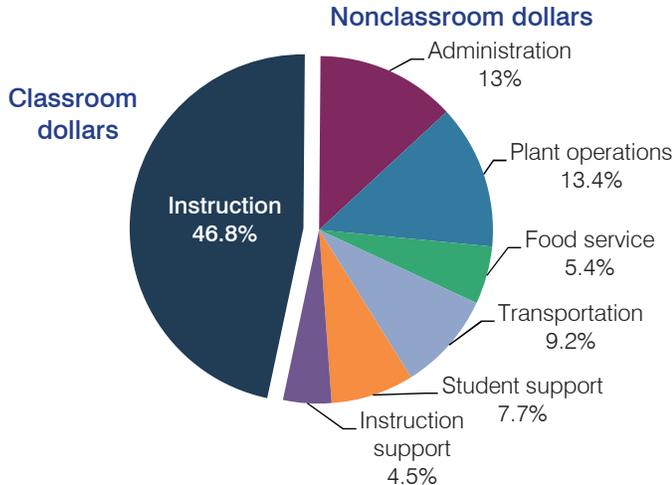
Mayer Unified School District

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

District size, location: Small, Rural
 Students attending: 544
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 1 percent. Spending in the classroom varied year to year, decreasing overall from 47.7 to 46.8 percent. Spending on instruction support increased substantially and spending on administration increased slightly, while spending on plant operations decreased and spending on food service decreased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,143	\$1,534	\$757
	Students per administrator	52	45	68
Plant operations	Cost per square foot	\$5.43	\$4.68	\$6.04
	Square footage per student	217	307	153
Food service	Cost per meal equivalent	\$2.94	\$3.36	\$2.69
Transportation	Cost per mile	\$1.96	\$2.12	\$3.62
	Cost per rider	\$1,116	\$1,121	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$8,587	\$8,771	\$10,014	\$7,578	\$10,667
Classroom dollars	3,849	4,104	5,015	4,073	6,495
Nonclassroom dollars:	4,738	4,667	4,999	3,505	4,172
Administration	1,085	1,143	1,534	757	1,160
Plant operations	1,174	1,179	1,518	923	1,008
Food service	474	474	448	405	429
Transportation	989	806	501	373	464
Student support	640	673	626	600	594
Instruction support	376	392	372	447	517

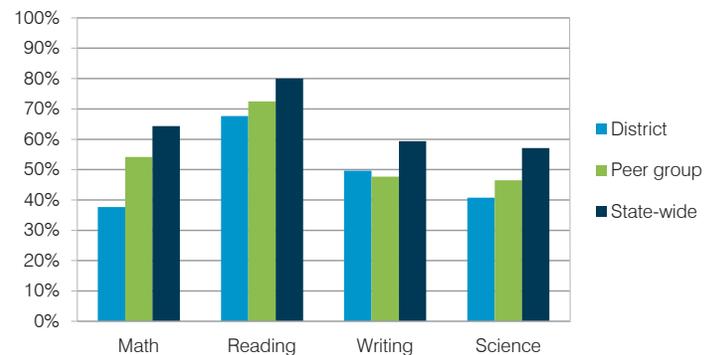
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	89%	93%	95%
Graduation rate (2013)	68%	78%	75%
Poverty rate (2013)	33%	32%	24%
Students per teacher	17.8	16.5	18.6
Average teacher salary	\$41,146	\$43,049	\$46,026
Amount from Proposition 301	\$4,333	\$5,173	\$4,810
Average years of teacher experience	11.0	12.0	10.9
Percentage of teachers in first 3 years	22%	19%	20%

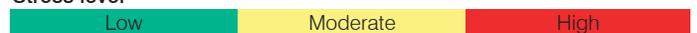
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



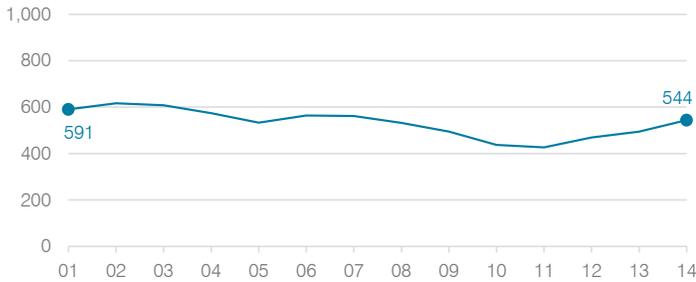
Mayer Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	55.1	57.4	55.7	54.4	53.7	53.9	49.8	50.2	47.7	44.4	47.7	44.5	44.8	46.8

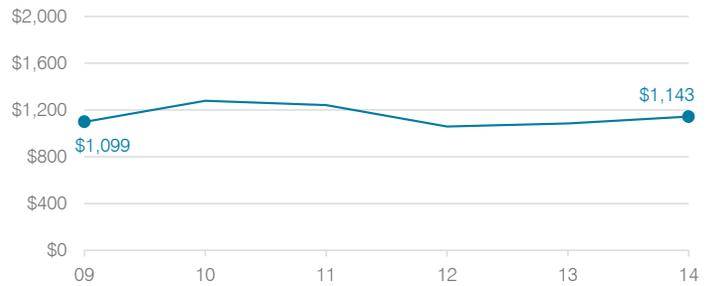
OPERATIONAL TRENDS

Fiscal years as indicated

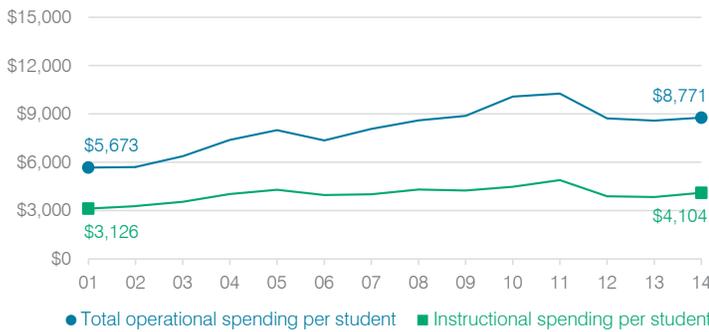
Students attending



Administrative cost per student



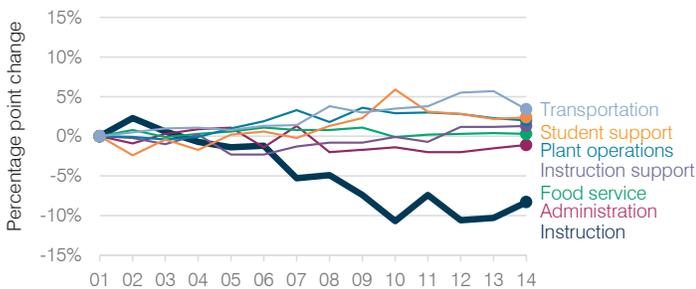
Total operational and instructional spending per student



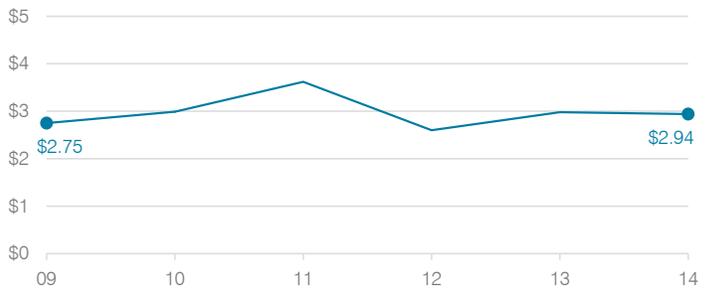
Plant cost per square foot and square footage per student



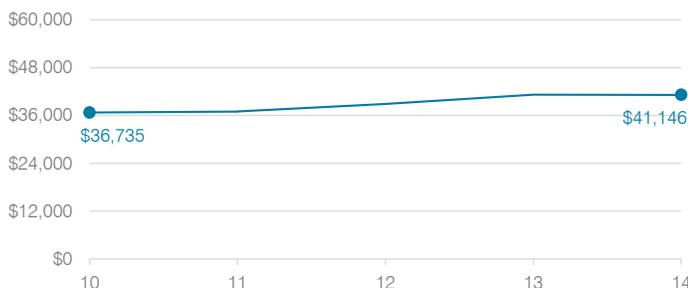
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



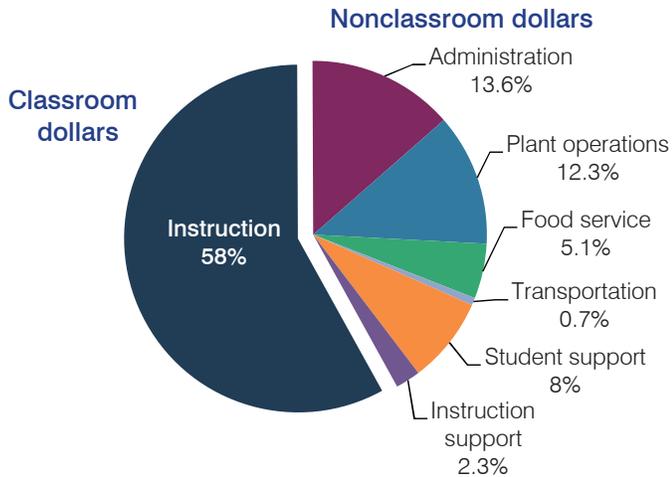
McNary Elementary School District

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

District size, location: Very small, Rural
 Students attending: 119
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 2 percent. Spending in the classroom varied year to year, decreasing overall from 63.2 to 58 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration and student support increased substantially, while spending on food service decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,059	\$2,835	\$757
	Students per administrator	24	28	68
Plant operations	Cost per square foot	\$5.57	\$6.51	\$6.04
	Square footage per student	333	351	153
Food service	Cost per meal equivalent	\$3.40	\$5.02	\$2.69
Transportation	Cost per mile	\$0.96	\$1.61	\$3.62
	Cost per rider	\$451	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$11,859	\$15,104	\$16,101	\$7,578	\$10,667
Classroom dollars	6,292	8,764	8,231	4,073	6,495
Nonclassroom dollars:	5,567	6,340	7,870	3,505	4,172
Administration	1,522	2,059	2,835	757	1,160
Plant operations	1,857	1,855	2,137	923	1,008
Food service	646	773	901	405	429
Transportation	121	110	1,072	373	464
Student support	997	1,204	536	600	594
Instruction support	424	339	389	447	517

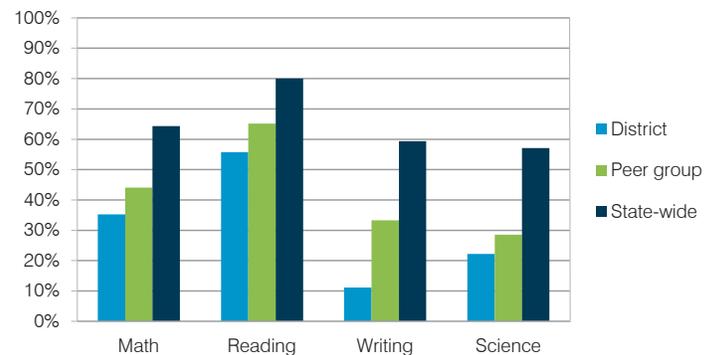
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	56%	51%	24%
Students per teacher	10.8	12.6	18.6
Average teacher salary	\$41,129	\$43,853	\$46,026
Amount from Proposition 301	\$3,374	\$2,969	\$4,810
Average years of teacher experience	7.7	13.4	10.9
Percentage of teachers in first 3 years	17%	9%	20%

Financial stress assessment

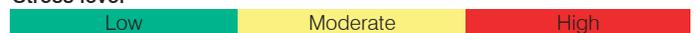
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

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

Stress level



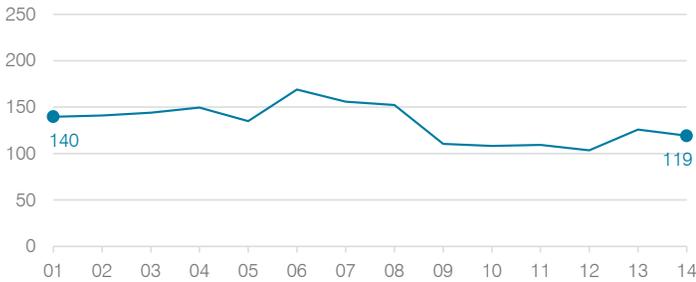
McNary Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	61.9	63.8	62.3	61.8	58.8	64.0	64.9	61.5	63.2	56.3	53.2	58.5	53.1	58.0

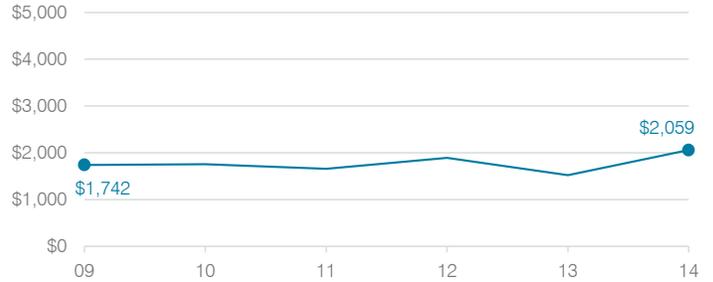
OPERATIONAL TRENDS

Fiscal years as indicated

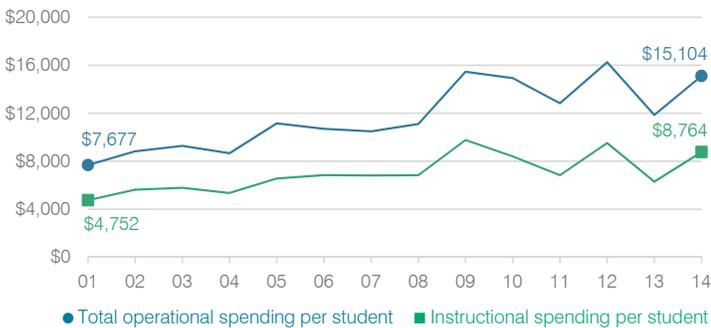
Students attending



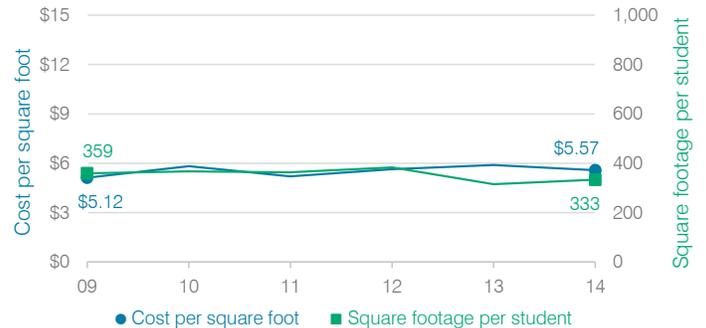
Administrative cost per student



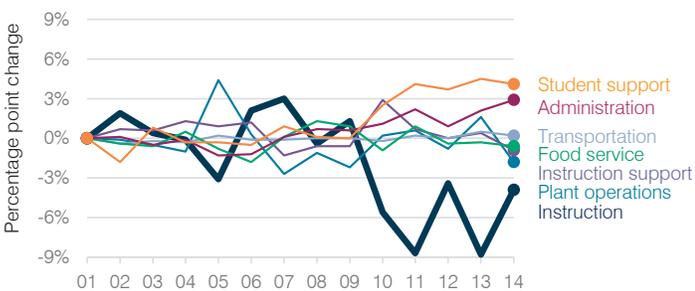
Total operational and instructional spending per student



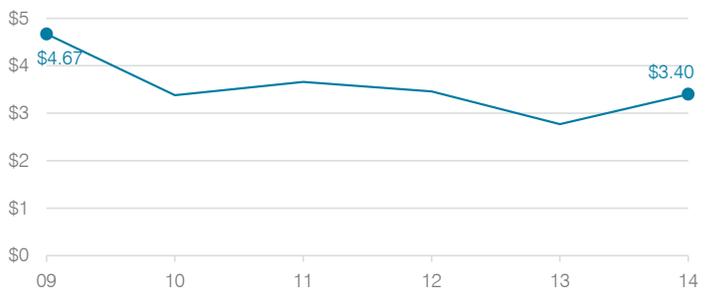
Plant cost per square foot and square footage per student



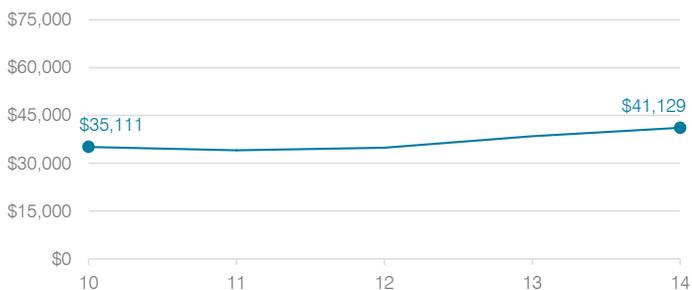
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



McNeal Elementary School District

Cochise County

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

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

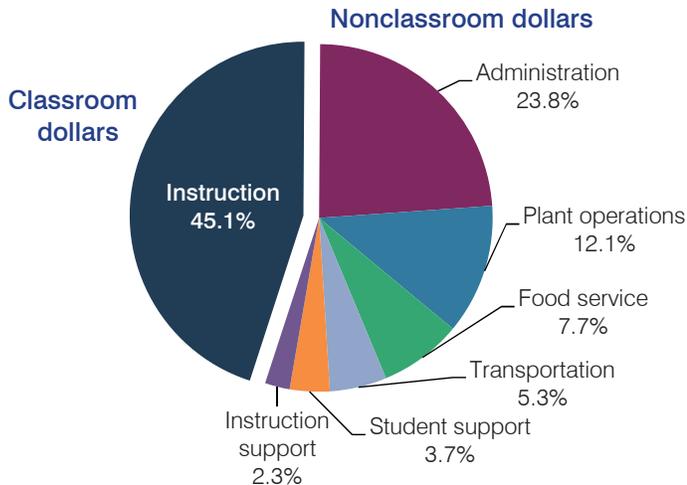
44

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 1 percent. Spending in the classroom varied year to year, decreasing overall from 48.3 to 45.1 percent. Spending on most nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on administration increased substantially and spending on student support decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,185	\$2,835	\$757
	Students per administrator	22	28	68
Plant operations	Cost per square foot	\$8.26	\$6.51	\$6.04
	Square footage per student	196	351	153
Food service	Cost per meal equivalent	\$4.62	\$5.02	\$2.69
Transportation	Cost per mile	\$0.72	\$1.61	\$3.62
	Cost per rider	\$908	\$1,444	\$1,036

Per pupil spending by operational area

Operational Area	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$18,145	\$13,360	\$16,101	\$7,578	\$10,667
Classroom dollars	8,297	6,030	8,231	4,073	6,495
Nonclassroom dollars:	9,848	7,330	7,870	3,505	4,172
Administration	4,449	3,185	2,835	757	1,160
Plant operations	2,046	1,616	2,137	923	1,008
Food service	1,147	1,027	901	405	429
Transportation	1,286	706	1,072	373	464
Student support	607	489	536	600	594
Instruction support	313	307	389	447	517

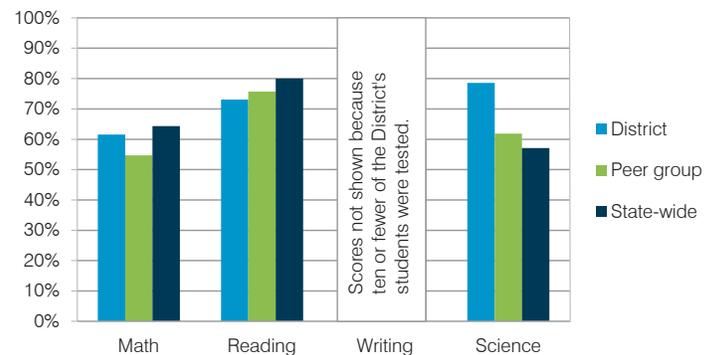
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	21%	20%	24%
Students per teacher	10.9	12.3	18.6
Average teacher salary	\$47,299	\$43,736	\$46,026
Amount from Proposition 301	\$3,068	\$3,455	\$4,810
Average years of teacher experience	22.9	11.8	10.9
Percentage of teachers in first 3 years	0%	15%	20%

Financial stress assessment

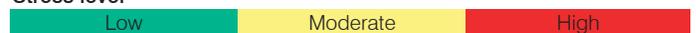
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.1%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



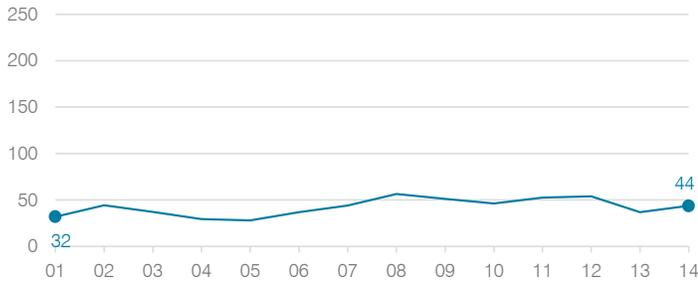
McNeal Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	76.6	68.7	60.1	49.9	49.2	47.7	54.0	51.8	48.3	44.3	46.9	45.6	45.7	45.1

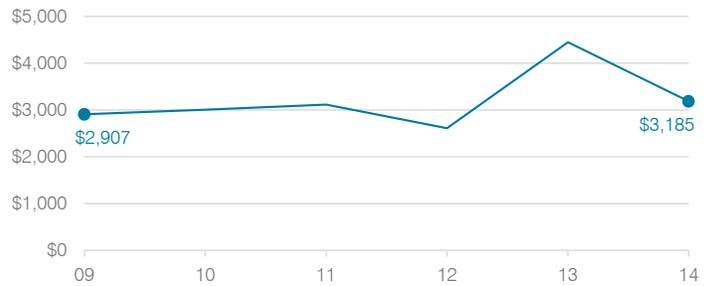
OPERATIONAL TRENDS

Fiscal years as indicated

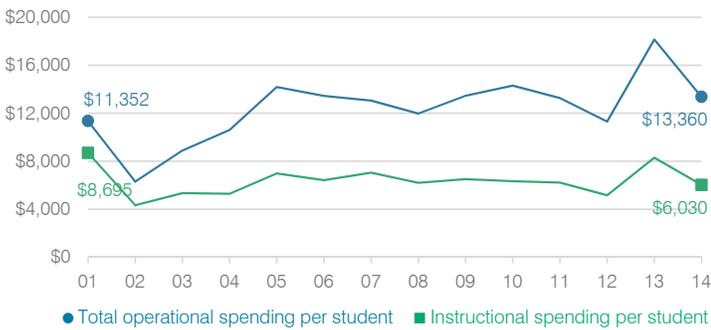
Students attending



Administrative cost per student



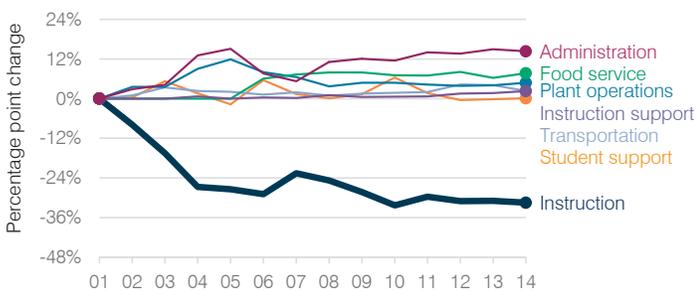
Total operational and instructional spending per student



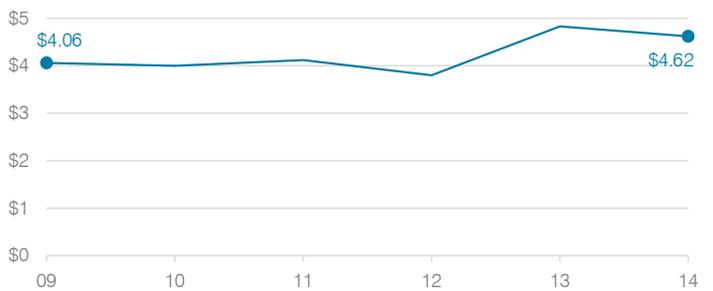
Plant cost per square foot and square footage per student



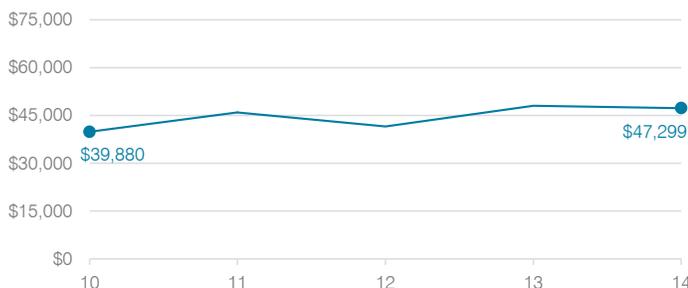
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



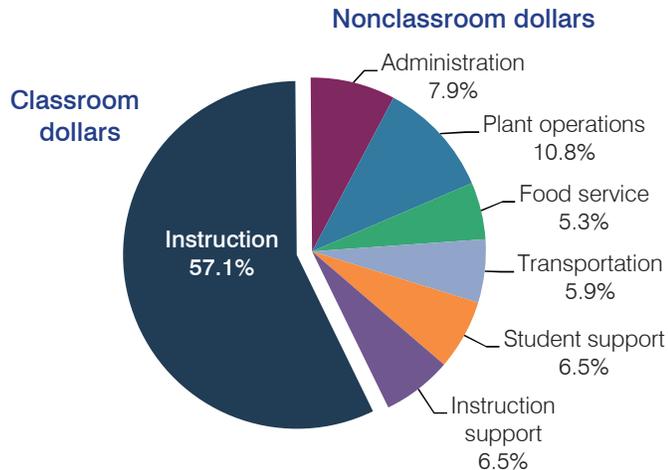
Mesa Unified School District

Maricopa County
 Efficiency peer groups 1 and T-5, Achievement peer group 3
 Legislative district(s): 16, 17, 18, 23, 25, and 26

District size, location: Very large, City
 Students attending: 60,556
 Number of schools: 75

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 1 percent. Spending in the classroom decreased from 59.8 to 57.1 percent. Overall, spending on student support increased and spending on food service, transportation, and instruction support increased slightly. Spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$634	\$630	\$757
	Students per administrator	72	81	68
Plant operations	Cost per square foot	\$6.25	\$5.83	\$6.04
	Square footage per student	138	143	153
Food service	Cost per meal equivalent	\$2.65	\$2.72	\$2.69
Transportation	Cost per mile	\$4.22	\$3.47	\$3.62
	Cost per rider	\$1,569	\$1,326	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$7,706	\$8,010	\$7,208	\$7,578	\$10,667
Classroom dollars	4,336	4,572	4,086	4,073	6,495
Nonclassroom dollars:	3,370	3,438	3,122	3,505	4,172
Administration	611	634	630	757	1,160
Plant operations	828	860	831	923	1,008
Food service	419	427	330	405	429
Transportation	479	472	346	373	464
Student support	500	524	605	600	594
Instruction support	533	521	380	447	517

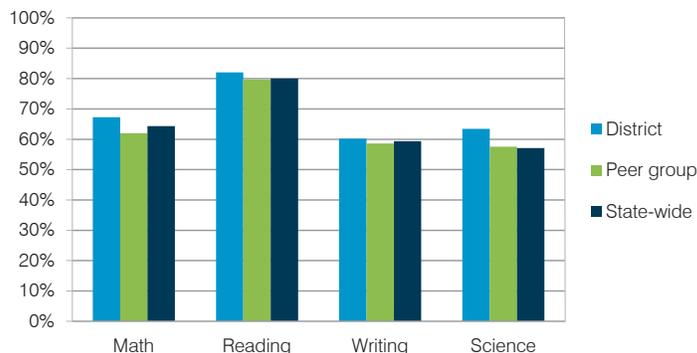
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	24	32%
B	27	36%
C	19	25%
D	2	3%
F	0	0%
Not rated	3	4%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2013)	74%	80%	75%
Poverty rate (2013)	25%	23%	24%
Students per teacher	20.0	18.6	18.6
Average teacher salary	\$58,427	\$45,840	\$46,026
Amount from Proposition 301	\$6,698	\$5,396	\$4,810
Average years of teacher experience	14.0	11.7	10.9
Percentage of teachers in first 3 years	14%	19%	20%

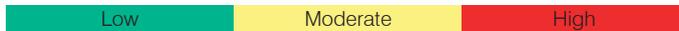
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

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

Stress level

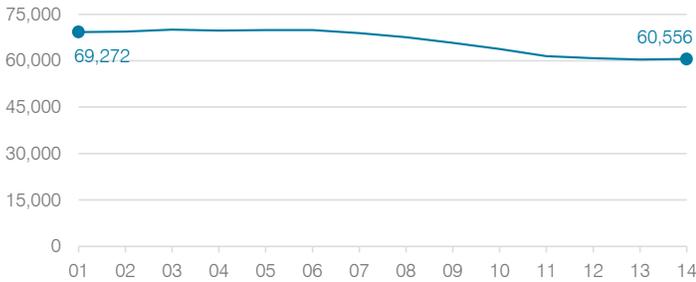


Mesa Unified School District

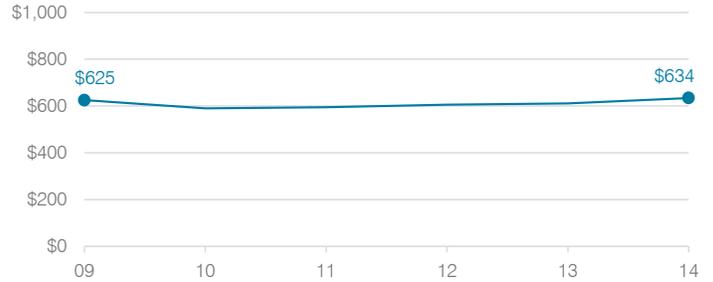
Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014
 61.9 62.7 63.0 63.1 63.3 62.7 62.1 61.4 59.8 59.3 57.6 57.3 56.3 57.1

OPERATIONAL TRENDS Fiscal years as indicated

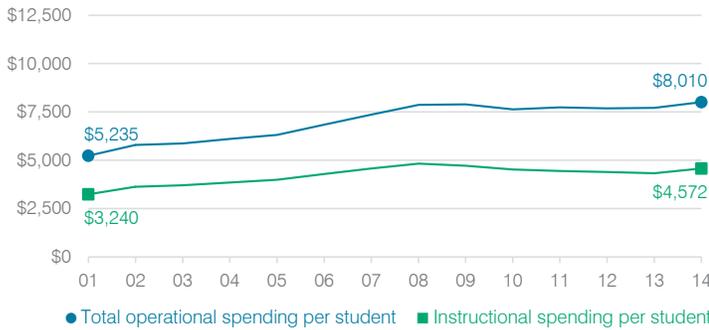
Students attending



Administrative cost per student



Total operational and instructional spending per student



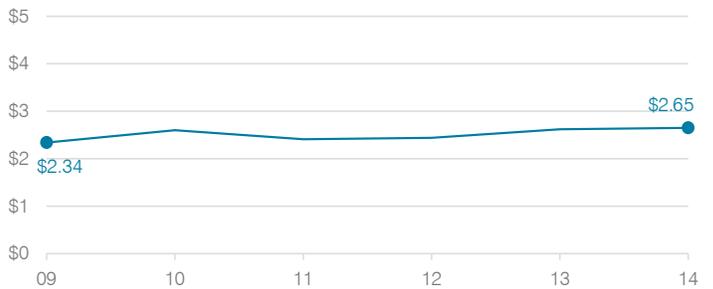
Plant cost per square foot and square footage per student



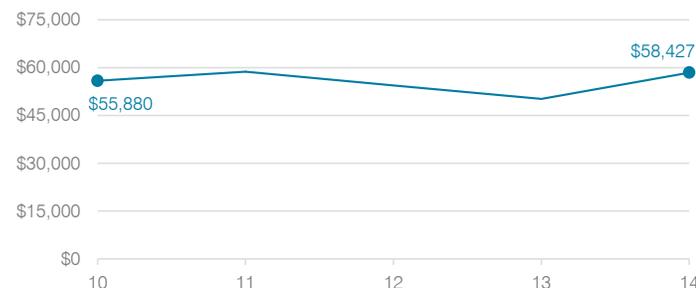
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



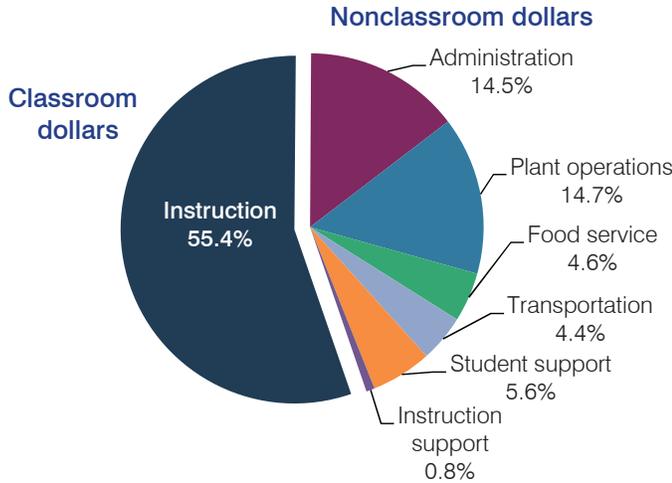
Miami Unified School District

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

District size, location: Medium, Town
 Students attending: 1,087
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 5 percent. Spending in the classroom varied year to year, increasing slightly overall from 55 to 55.4 percent. Overall, spending on plant operations and transportation increased, while spending on administration and instruction support decreased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,077	\$1,016	\$757
	Students per administrator	60	54	68
Plant operations	Cost per square foot	\$4.86	\$4.71	\$6.04
	Square footage per student	225	261	153
Food service	Cost per meal equivalent	\$2.84	\$3.28	\$2.69
Transportation	Cost per mile	\$4.05	\$3.45	\$3.62
	Cost per rider	\$1,012	\$832	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$7,362	\$7,424	\$8,082	\$7,578	\$10,667
Classroom dollars	4,033	4,111	4,193	4,073	6,495
Nonclassroom dollars:	3,329	3,313	3,889	3,505	4,172
Administration	1,089	1,077	1,016	757	1,160
Plant operations	1,005	1,093	1,145	923	1,008
Food service	361	343	389	405	429
Transportation	322	327	477	373	464
Student support	459	411	563	600	594
Instruction support	93	62	299	447	517

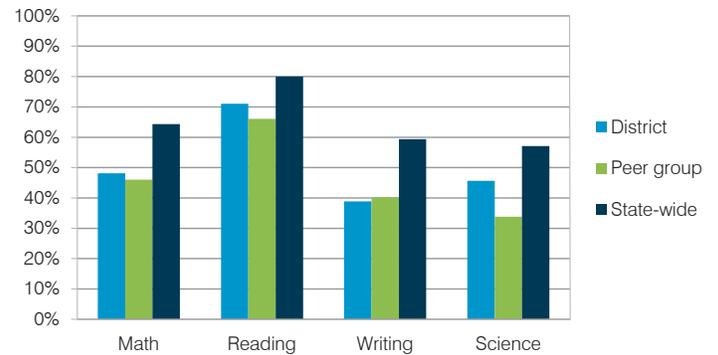
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	95%
Graduation rate (2013)	90%	73%	75%
Poverty rate (2013)	40%	45%	24%
Students per teacher	16.0	15.2	18.6
Average teacher salary	\$40,278	\$43,616	\$46,026
Amount from Proposition 301	\$6,202	\$4,111	\$4,810
Average years of teacher experience	14.5	12.2	10.9
Percentage of teachers in first 3 years	21%	18%	20%

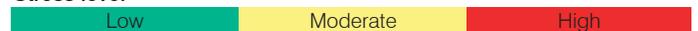
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.6%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



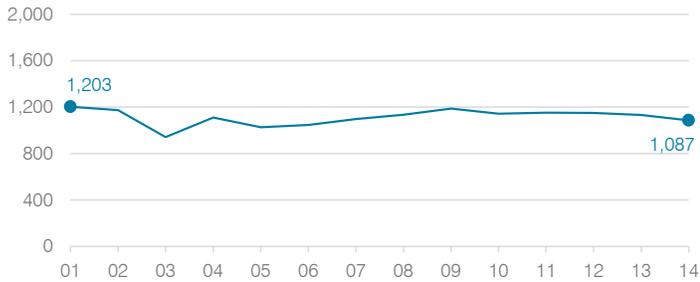
Miami Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	52.0	54.7	52.1	56.1	57.7	55.1	53.5	55.7	55.1	54.3	55.4	53.5	54.8	55.4

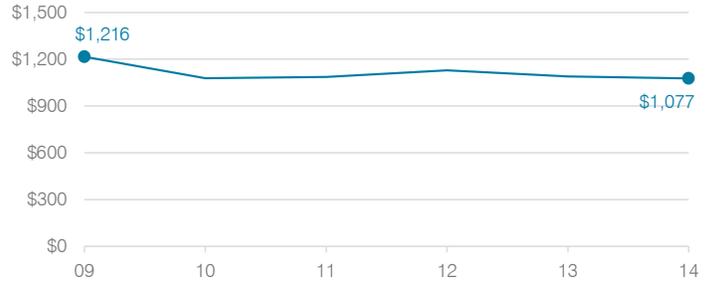
OPERATIONAL TRENDS

Fiscal years as indicated

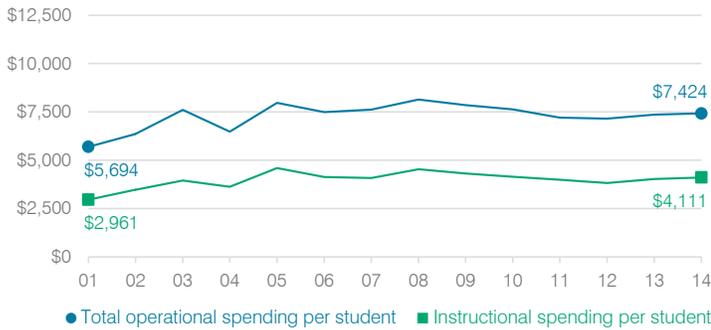
Students attending



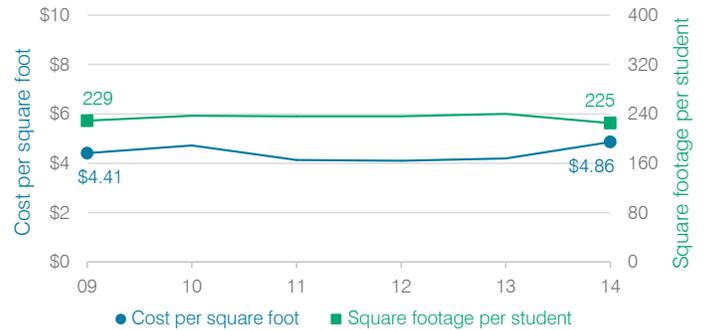
Administrative cost per student



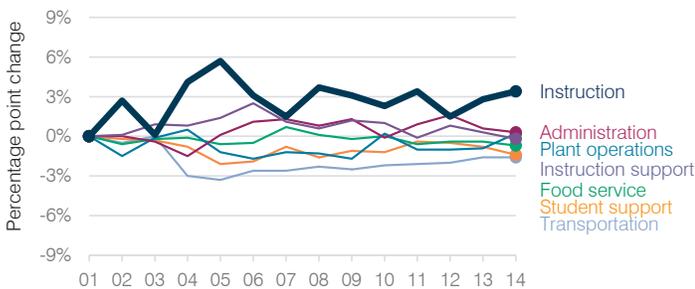
Total operational and instructional spending per student



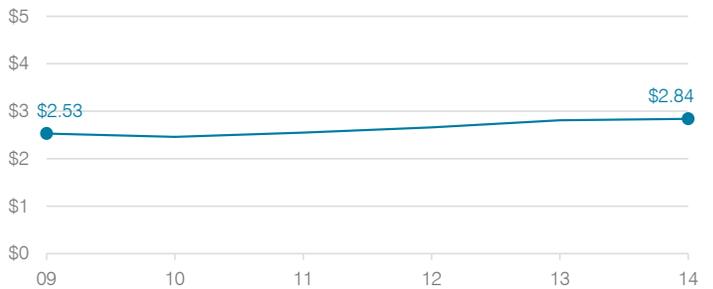
Plant cost per square foot and square footage per student



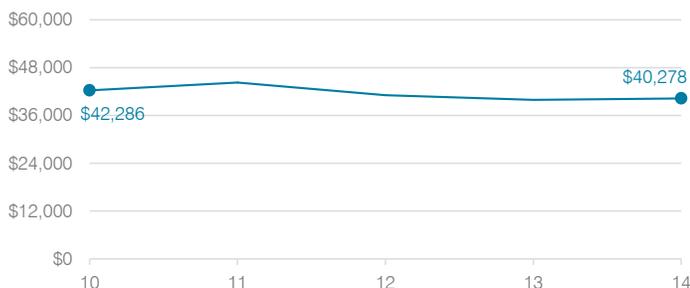
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



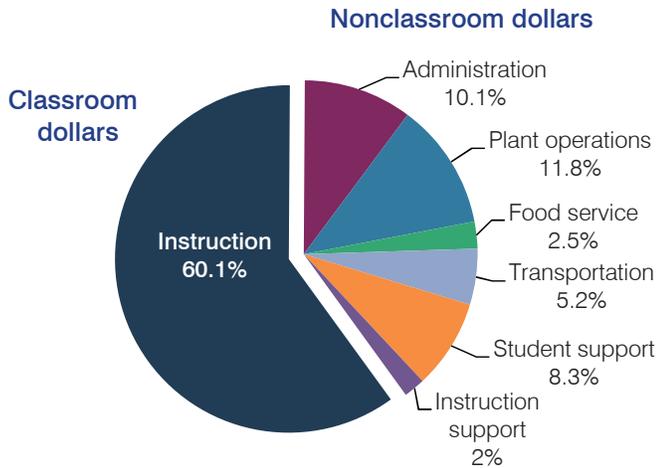
Mingus Union High School District

Yavapai County
 Efficiency peer groups 5 and T-7, Achievement peer group 10
 Legislative district(s): 1 and 6

District size, location: Medium, Town
 Students attending: 1,237
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 7 percent. Spending in the classroom varied year to year, decreasing overall from 62.6 to 60.1 percent. Overall, spending on food service increased substantially and spending on transportation increased, while spending on administration decreased slightly. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$718	\$1,016	\$757
	Students per administrator	67	54	68
Plant operations	Cost per square foot	\$5.22	\$4.71	\$6.04
	Square footage per student	161	261	153
Food service	Cost per meal equivalent	\$3.05	\$3.28	\$2.69
Transportation	Cost per mile	\$3.13	\$3.45	\$3.62
	Cost per rider	\$694	\$832	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$7,184	\$7,105	\$8,082	\$7,578	\$10,667
Classroom dollars	4,282	4,270	4,193	4,073	6,495
Nonclassroom dollars:	2,902	2,835	3,889	3,505	4,172
Administration	776	718	1,016	757	1,160
Plant operations	858	839	1,145	923	1,008
Food service	177	180	389	405	429
Transportation	347	372	477	373	464
Student support	595	587	563	600	594
Instruction support	149	139	299	447	517

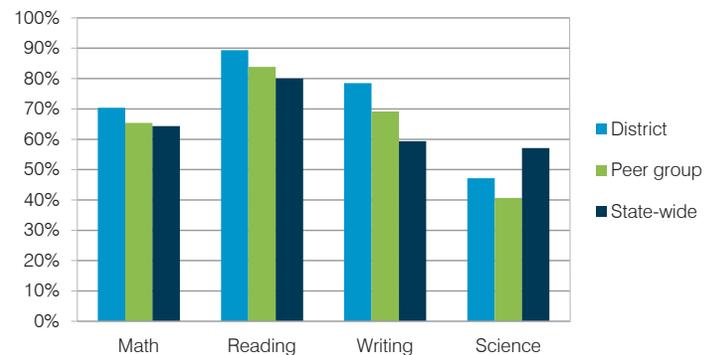
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	95%
Graduation rate (2013)	75%	75%	75%
Poverty rate (2013)	17%	20%	24%
Students per teacher	21.3	16.3	18.6
Average teacher salary	\$41,397	\$41,233	\$46,026
Amount from Proposition 301	\$7,779	\$4,174	\$4,810
Average years of teacher experience	9.0	11.5	10.9
Percentage of teachers in first 3 years	33%	22%	20%

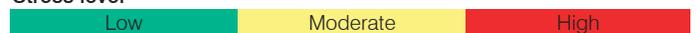
Financial stress assessment

Overall financial stress level: **High**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	1.9%, Decreasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant

Stress level



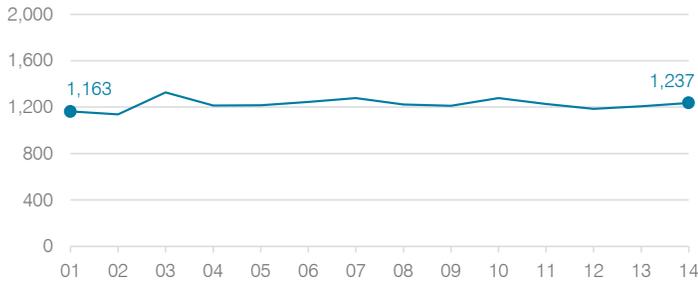
Mingus Union High School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	59.8	62.0	59.4	58.6	58.1	61.3	62.4	58.5	62.6	55.1	55.0	58.0	59.6	60.1

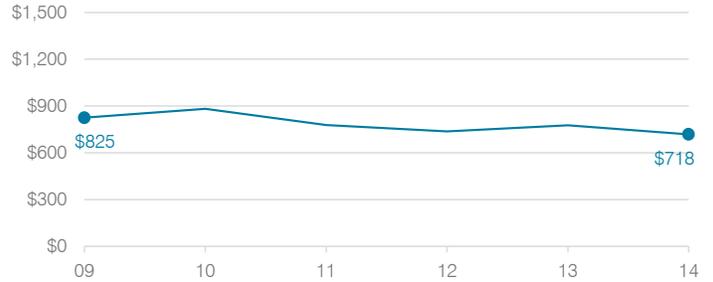
OPERATIONAL TRENDS

Fiscal years as indicated

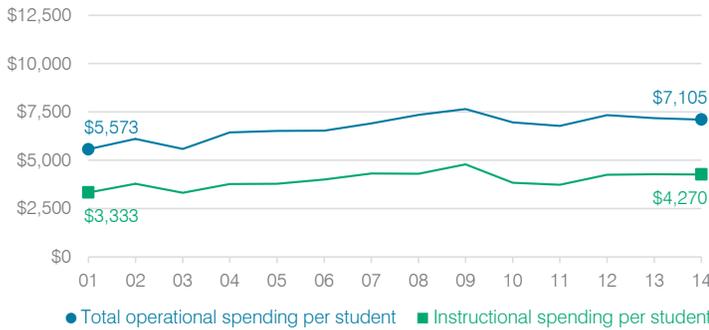
Students attending



Administrative cost per student



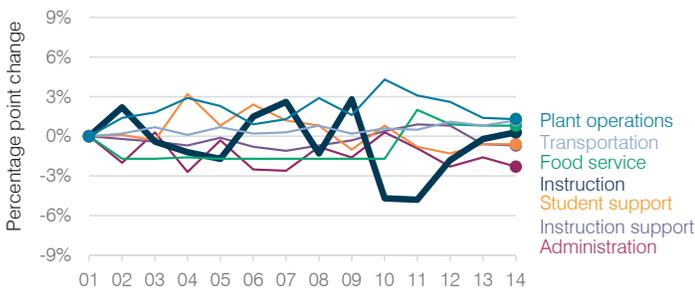
Total operational and instructional spending per student



Plant cost per square foot and square footage per student



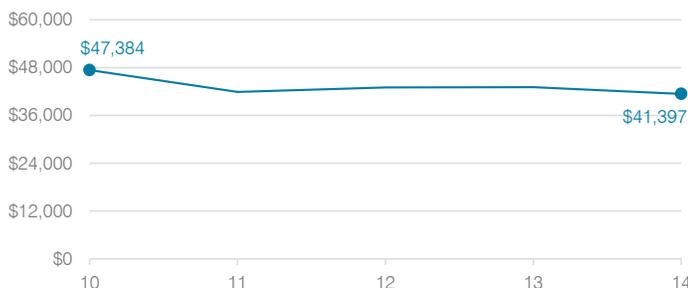
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Mobile Elementary School District

Maricopa County

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

Legislative district(s): 4

District size, location:

Very small, Rural

Students attending:

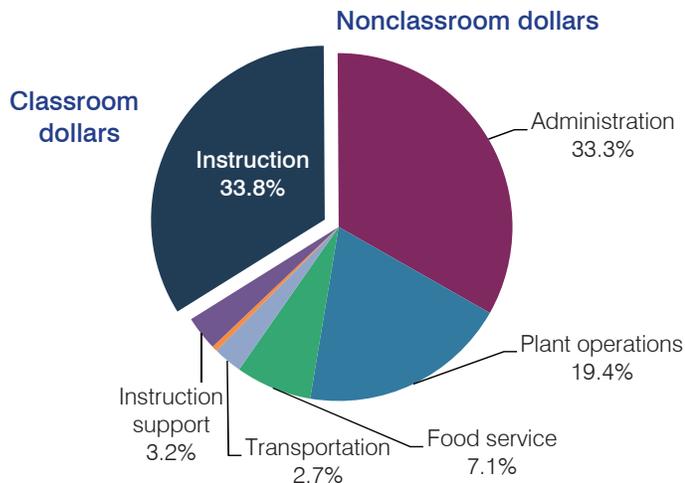
24

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 1 percent. Spending in the classroom varied year to year, decreasing overall from 39.6 percent to 33.8 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on instruction support increased substantially, while spending on student support decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$11,845	\$2,835	\$757
	Students per administrator	9	28	68
Plant operations	Cost per square foot	\$7.27	\$6.51	\$6.04
	Square footage per student	949	351	153
Food service	Cost per meal equivalent	\$17.99	\$5.02	\$2.69
Transportation	Cost per mile	\$1.66	\$1.61	\$3.62
	Cost per rider	\$924	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$25,552	\$35,573	\$16,101	\$7,578	\$10,667
Classroom dollars	9,731	12,014	8,231	4,073	6,495
Nonclassroom dollars:	15,821	23,559	7,870	3,505	4,172
Administration	8,772	11,845	2,835	757	1,160
Plant operations	2,868	6,900	2,137	923	1,008
Food service	2,031	2,543	901	405	429
Transportation	941	958	1,072	373	464
Student support	216	160	536	600	594
Instruction support	993	1,153	389	447	517

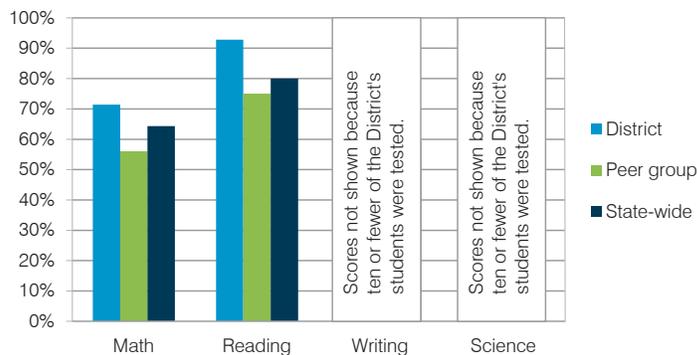
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	28%	30%	24%
Students per teacher	6.0	13.0	18.6
Average teacher salary	\$48,898	\$44,780	\$46,026
Amount from Proposition 301	\$2,040	\$3,720	\$4,810
Average years of teacher experience	7.1	14.2	10.9
Percentage of teachers in first 3 years	32%	15%	20%

Financial stress assessment

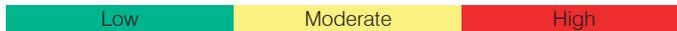
Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Assessment

Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	0.4%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant

Stress level



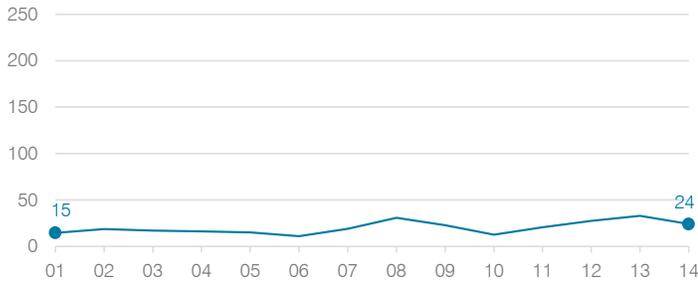
Mobile Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	31.8	33.6	37.3	34.9	34.2	28.6	26.9	31.3	39.6	33.6	36.0	30.3	38.1	33.8

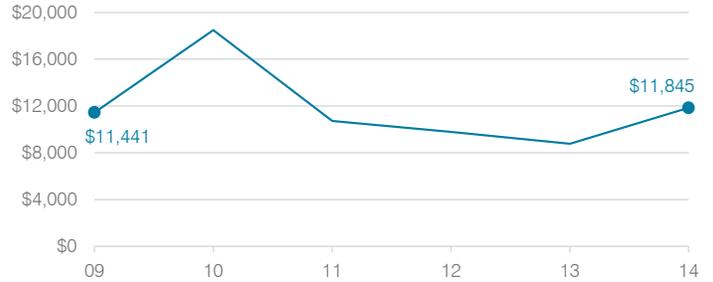
OPERATIONAL TRENDS

Fiscal years as indicated

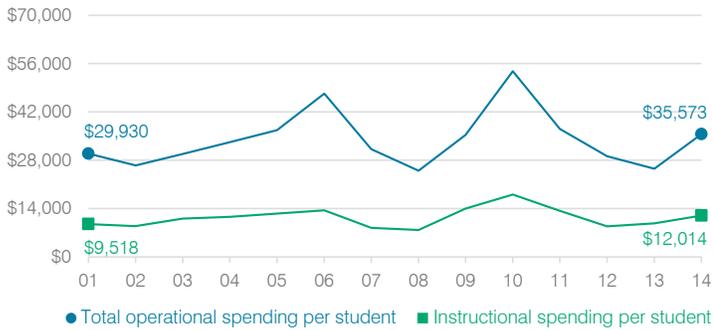
Students attending



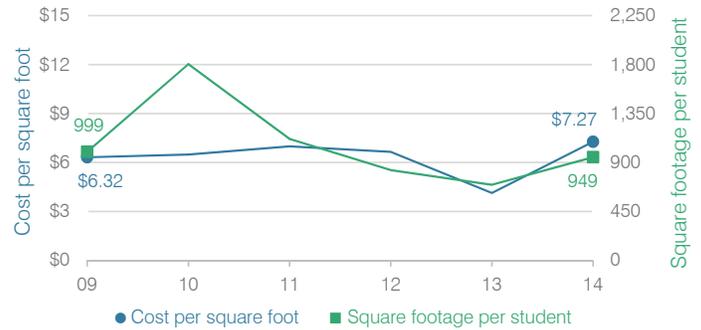
Administrative cost per student



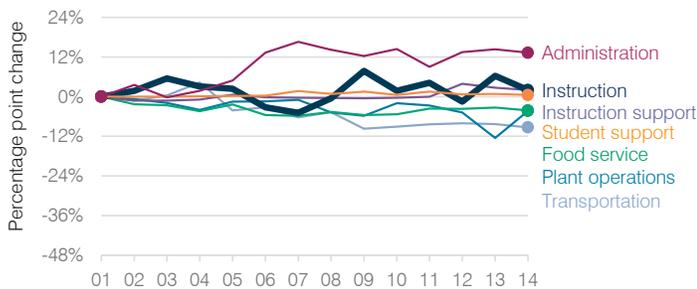
Total operational and instructional spending per student



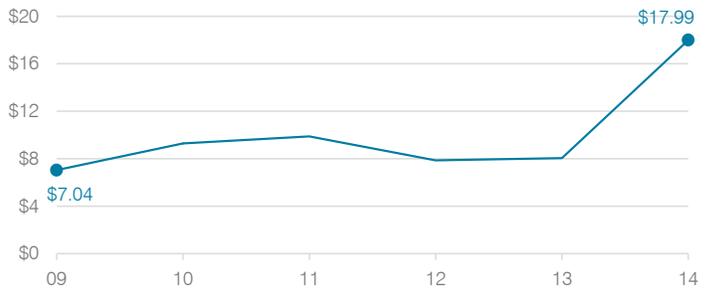
Plant cost per square foot and square footage per student



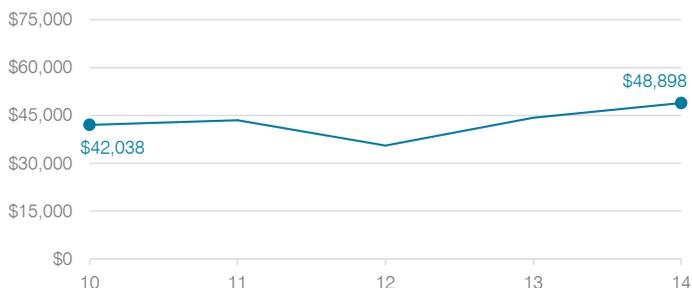
Changes in operational spending percentages



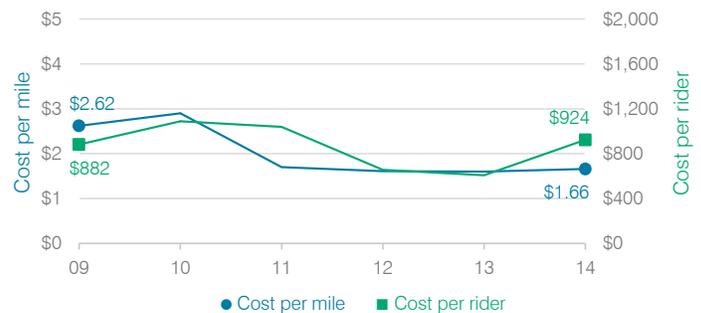
Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



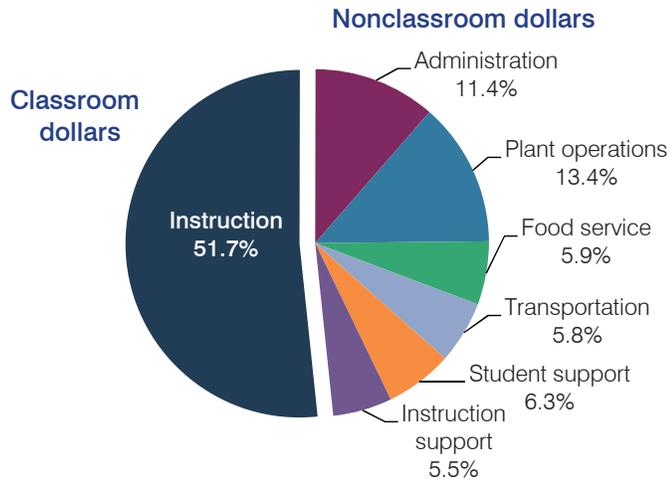
Mohave Valley Elementary School District

Mohave County
 Efficiency peer groups 9 and T-6, Achievement peer group 19
 Legislative district(s): 5

District size, location: Medium, Rural
 Students attending: 1,422
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 3 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 58.5 to 51.7 percent. Overall, spending on plant operations increased substantially, spending on administration and transportation increased, and spending on instruction support increased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$805	\$974	\$757
	Students per administrator	85	65	68
Plant operations	Cost per square foot	\$6.14	\$6.55	\$6.04
	Square footage per student	155	140	153
Food service	Cost per meal equivalent	\$2.29	\$2.82	\$2.69
Transportation	Cost per mile	\$3.04	\$3.73	\$3.62
	Cost per rider	\$698	\$512	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$6,715	\$7,083	\$7,678	\$7,578	\$10,667
Classroom dollars	3,466	3,661	3,796	4,073	6,495
Nonclassroom dollars:	3,249	3,422	3,882	3,505	4,172
Administration	725	805	974	757	1,160
Plant operations	882	950	902	923	1,008
Food service	384	421	549	405	429
Transportation	377	411	496	373	464
Student support	497	444	463	600	594
Instruction support	384	391	498	447	517

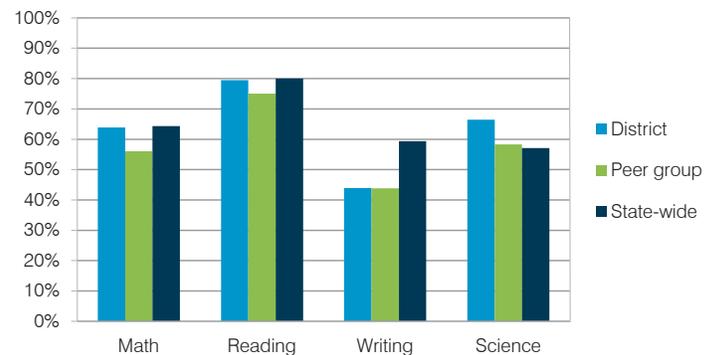
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	29%	30%	24%
Students per teacher	20.9	13.0	18.6
Average teacher salary	\$46,665	\$44,780	\$46,026
Amount from Proposition 301	\$6,101	\$3,720	\$4,810
Average years of teacher experience	8.6	14.2	10.9
Percentage of teachers in first 3 years	33%	15%	20%

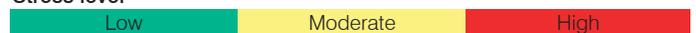
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.4%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



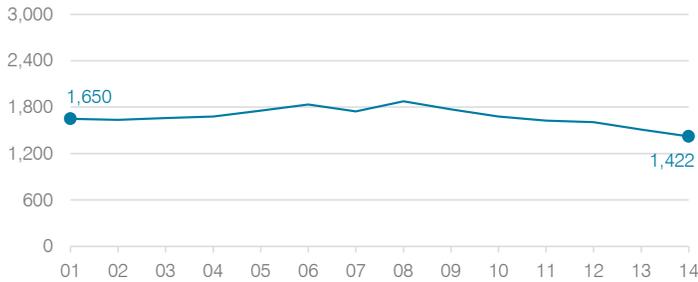
Mohave Valley Elementary School District

Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014
 54.8 55.9 59.5 57.2 58.0 59.9 59.3 58.8 58.5 52.0 52.9 54.3 51.6 51.7

OPERATIONAL TRENDS

Fiscal years as indicated

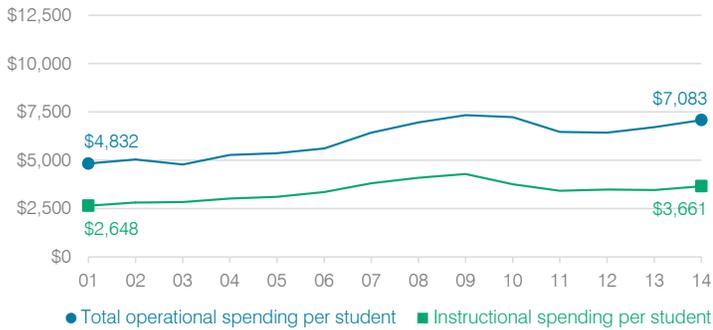
Students attending



Administrative cost per student



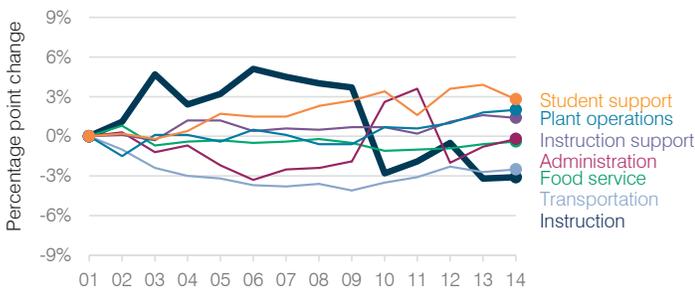
Total operational and instructional spending per student



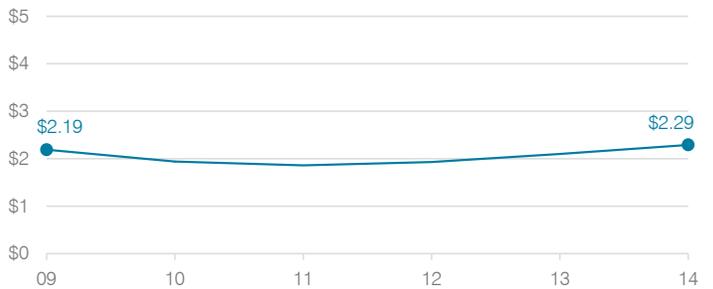
Plant cost per square foot and square footage per student



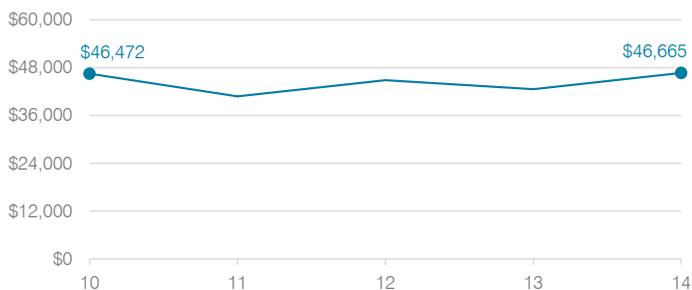
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Mohawk Valley Elementary School District

Yuma County

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

Legislative district(s): 4 and 13

District size, location:

Very small, Rural

Students attending:

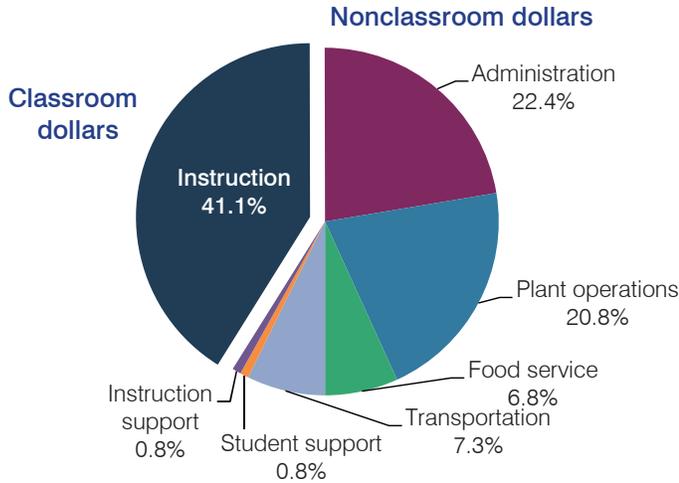
143

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 5 percent. Spending in the classroom decreased from 49.5 to 41.1 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations increased substantially and spending on administration, food service, and transportation increased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,122	\$2,835	\$757
	Students per administrator	48	28	68
Plant operations	Cost per square foot	\$5.91	\$6.51	\$6.04
	Square footage per student	334	351	153
Food service	Cost per meal equivalent	\$3.19	\$5.02	\$2.69
Transportation	Cost per mile	\$2.38	\$1.61	\$3.62
	Cost per rider	\$830	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$10,099	\$9,486	\$16,101	\$7,578	\$10,667
Classroom dollars	4,333	3,898	8,231	4,073	6,495
Nonclassroom dollars:	5,766	5,588	7,870	3,505	4,172
Administration	2,061	2,122	2,835	757	1,160
Plant operations	1,838	1,975	2,137	923	1,008
Food service	620	649	901	405	429
Transportation	741	691	1,072	373	464
Student support	284	80	536	600	594
Instruction support	222	71	389	447	517

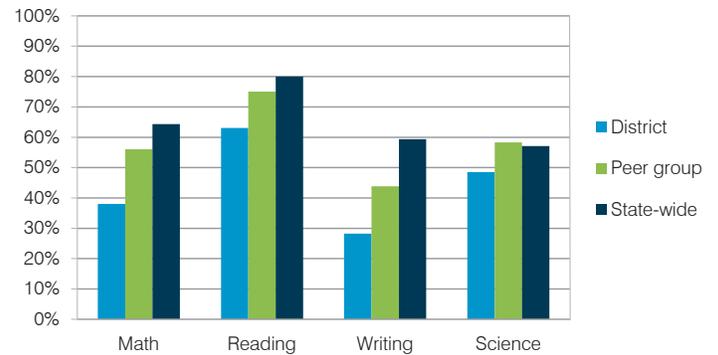
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	29%	30%	24%
Students per teacher	20.4	13.0	18.6
Average teacher salary	\$44,574	\$44,780	\$46,026
Amount from Proposition 301	\$2,953	\$3,720	\$4,810
Average years of teacher experience	25.8	14.2	10.9
Percentage of teachers in first 3 years	0%	15%	20%

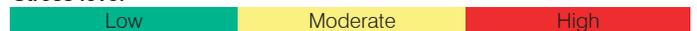
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.4%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



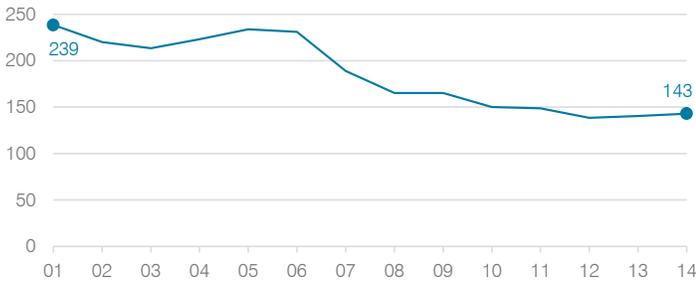
Mohawk Valley Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	56.1	52.4	52.9	54.0	53.6	54.5	45.6	52.4	49.5	46.5	45.1	42.3	42.9	41.1

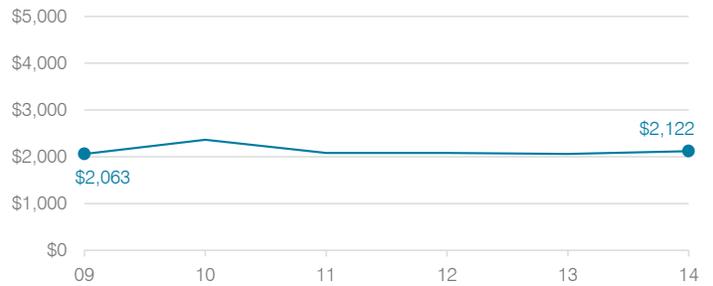
OPERATIONAL TRENDS

Fiscal years as indicated

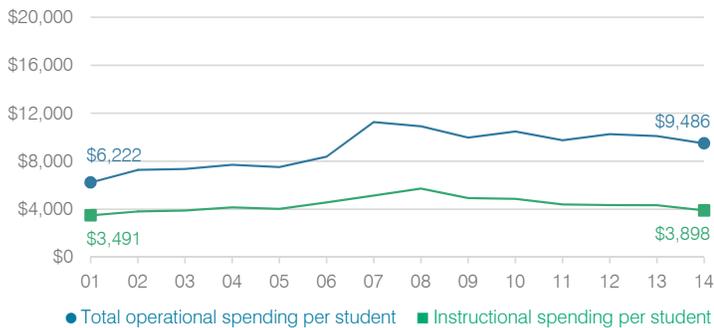
Students attending



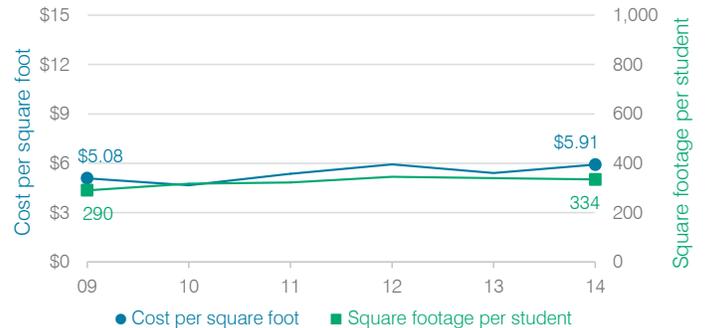
Administrative cost per student



Total operational and instructional spending per student



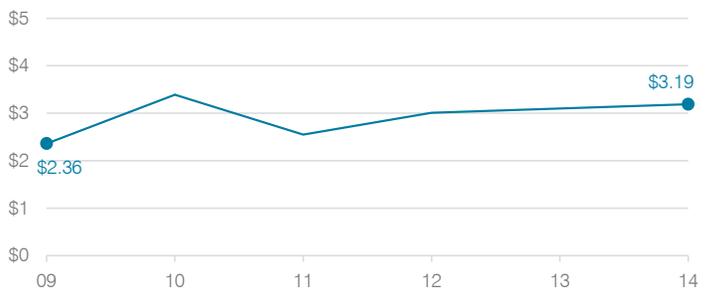
Plant cost per square foot and square footage per student



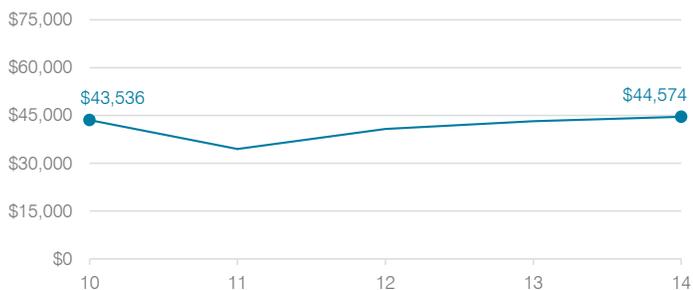
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



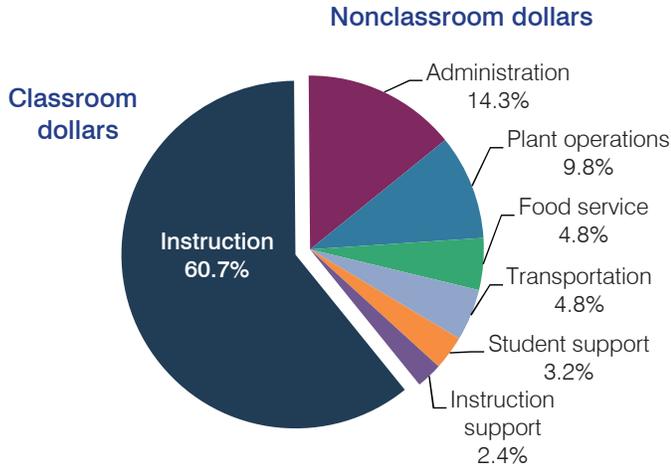
Morenci Unified School District

Greenlee County
 Efficiency peer groups 5 and T-7, Achievement peer group 4
 Legislative district(s): 14

District size, location: Medium, Town
 Students attending: 1,278
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 25 percent. Spending in the classroom increased overall from 55.7 to 60.7 percent. Overall, spending on plant operations decreased substantially, while spending on transportation and instruction support increased. Spending on some other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,119	\$1,016	\$757
	Students per administrator	64	54	68
Plant operations	Cost per square foot	\$3.00	\$4.71	\$6.04
	Square footage per student	257	261	153
Food service	Cost per meal equivalent	\$4.33	\$3.28	\$2.69
Transportation	Cost per mile	\$3.83	\$3.45	\$3.62
	Cost per rider	\$967	\$832	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$7,413	\$7,838	\$8,082	\$7,578	\$10,667
Classroom dollars	4,410	4,757	4,193	4,073	6,495
Nonclassroom dollars:	3,003	3,081	3,889	3,505	4,172
Administration	1,188	1,119	1,016	757	1,160
Plant operations	764	771	1,145	923	1,008
Food service	328	375	389	405	429
Transportation	391	373	477	373	464
Student support	268	254	563	600	594
Instruction support	64	189	299	447	517

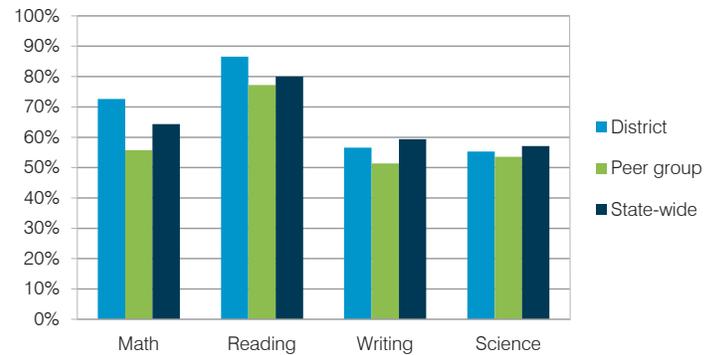
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	95%
Graduation rate (2013)	91%	86%	75%
Poverty rate (2013)	10%	15%	24%
Students per teacher	19.7	16.1	18.6
Average teacher salary	\$52,238	\$41,932	\$46,026
Amount from Proposition 301	\$4,457	\$4,526	\$4,810
Average years of teacher experience	11.8	10.2	10.9
Percentage of teachers in first 3 years	7%	21%	20%

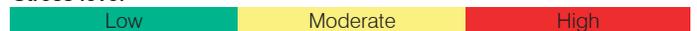
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	1.5%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level

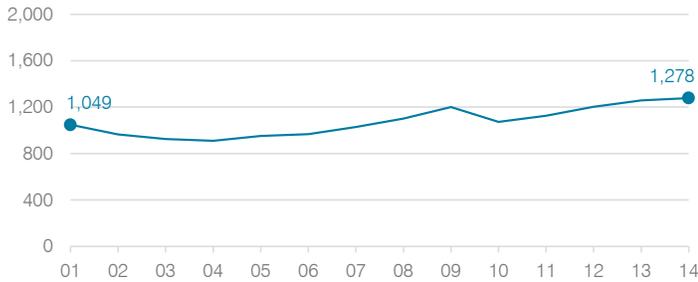


Morenci Unified School District

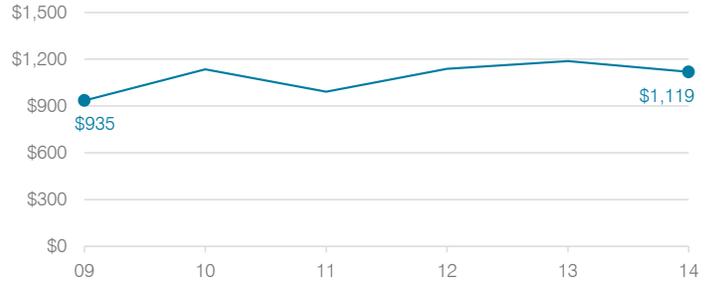
Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014
 54.9 57.9 58.0 56.8 58.3 56.3 56.9 56.5 58.3 57.2 57.7 57.0 59.5 60.7

OPERATIONAL TRENDS Fiscal years as indicated

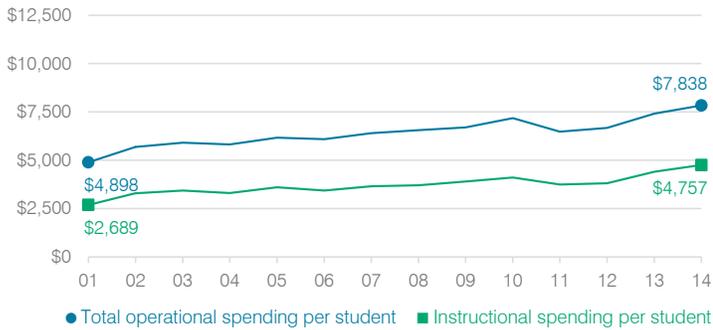
Students attending



Administrative cost per student



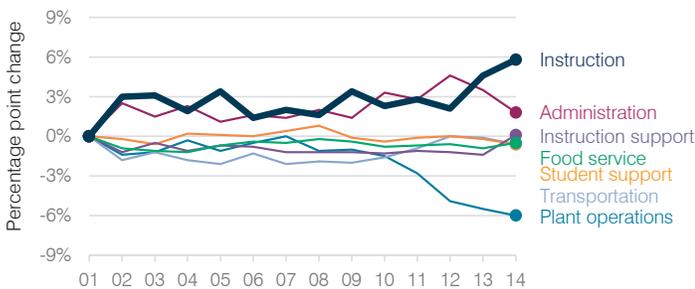
Total operational and instructional spending per student



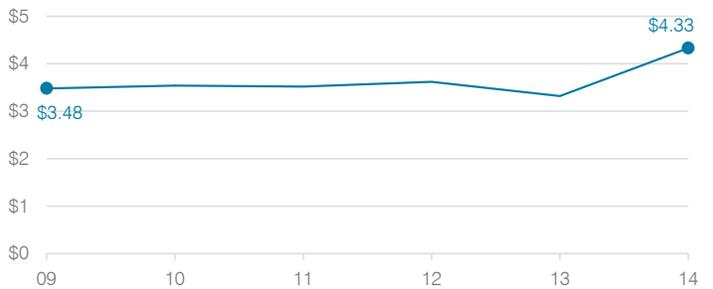
Plant cost per square foot and square footage per student



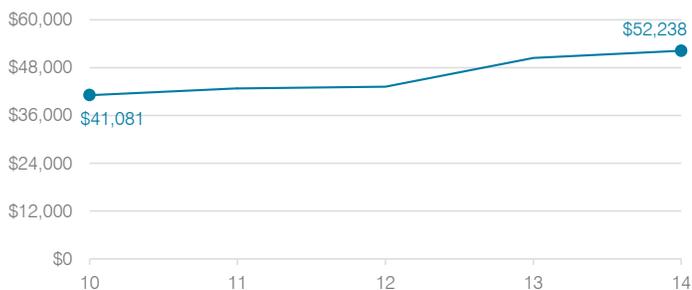
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Morristown Elementary School District

Maricopa County

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

Legislative district(s): 13

District size, location:

Very small, Rural

Students attending:

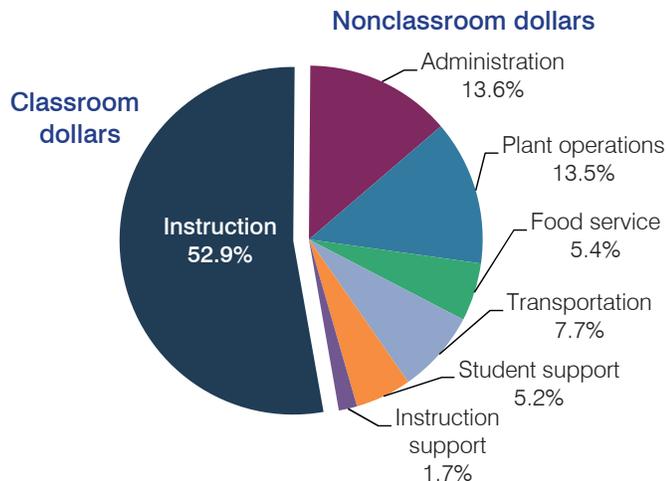
129

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 8 percent. Spending in the classroom varied year to year, increasing overall from 49.9 to 52.9 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on food service decreased substantially, while spending on transportation increased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,485	\$2,835	\$757
	Students per administrator	108	28	68
Plant operations	Cost per square foot	\$5.63	\$6.51	\$6.04
	Square footage per student	261	351	153
Food service	Cost per meal equivalent	NR	\$5.02	\$2.69
Transportation	Cost per mile	\$1.24	\$1.61	\$3.62
	Cost per rider	\$755	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$10,945	\$10,903	\$16,101	\$7,578	\$10,667
Classroom dollars	5,723	5,770	8,231	4,073	6,495
Nonclassroom dollars:	5,222	5,133	7,870	3,505	4,172
Administration	1,404	1,485	2,835	757	1,160
Plant operations	1,294	1,468	2,137	923	1,008
Food service	761	590	901	405	429
Transportation	902	837	1,072	373	464
Student support	573	570	536	600	594
Instruction support	288	183	389	447	517

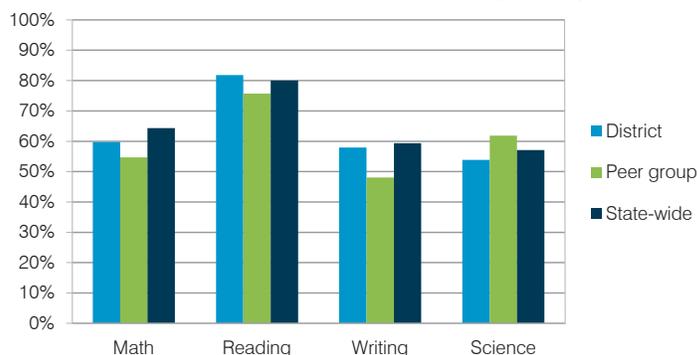
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	22%	20%	24%
Students per teacher	12.9	12.3	18.6
Average teacher salary	\$38,949	\$43,736	\$46,026
Amount from Proposition 301	\$5,288	\$3,455	\$4,810
Average years of teacher experience	12.5	11.8	10.9
Percentage of teachers in first 3 years	10%	15%	20%

Financial stress assessment

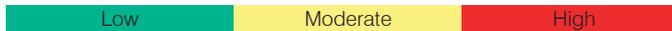
Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Assessment

Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Marginally compliant

Stress level



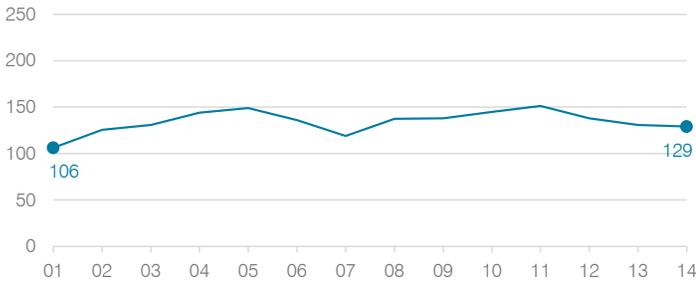
Morristown Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	49.5	47.0	49.9	49.8	45.8	47.8	47.8	49.9	49.9	48.6	51.7	52.7	52.3	52.9

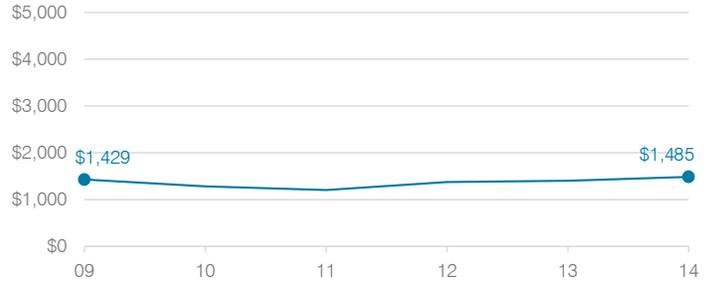
OPERATIONAL TRENDS

Fiscal years as indicated

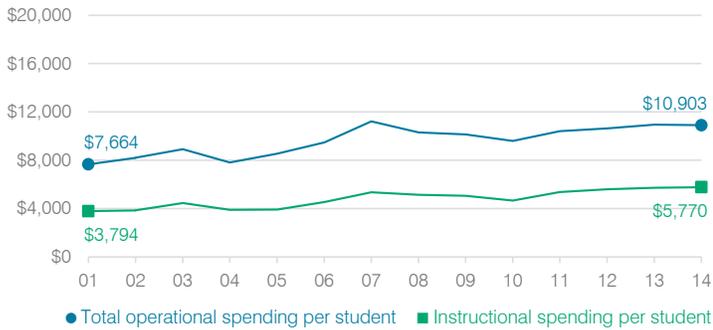
Students attending



Administrative cost per student



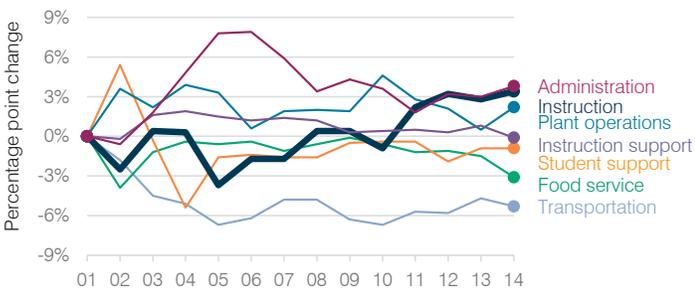
Total operational and instructional spending per student



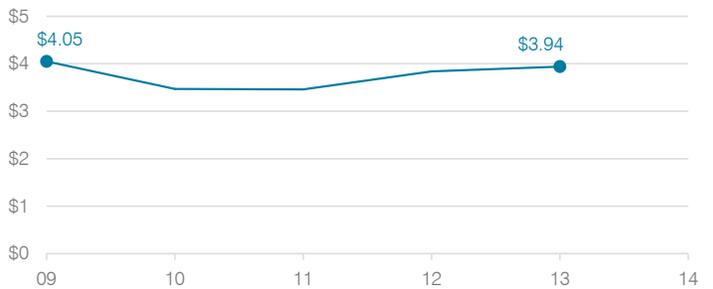
Plant cost per square foot and square footage per student



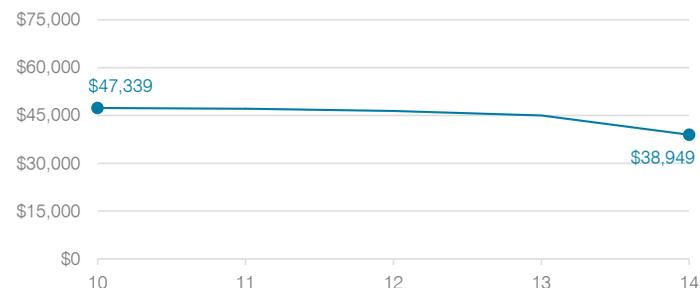
Changes in operational spending percentages



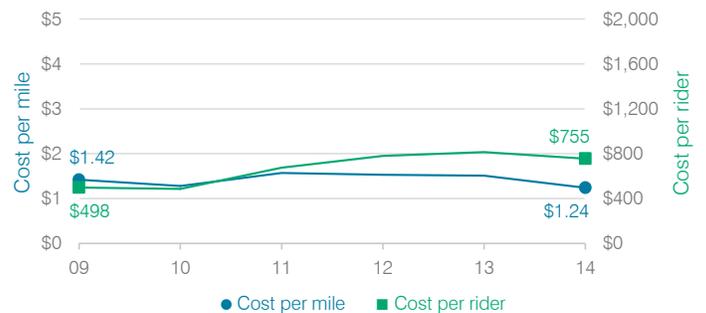
Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Murphy Elementary School District

Maricopa County

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

Legislative district(s): 19 and 27

District size, location:

Medium, City

Students attending:

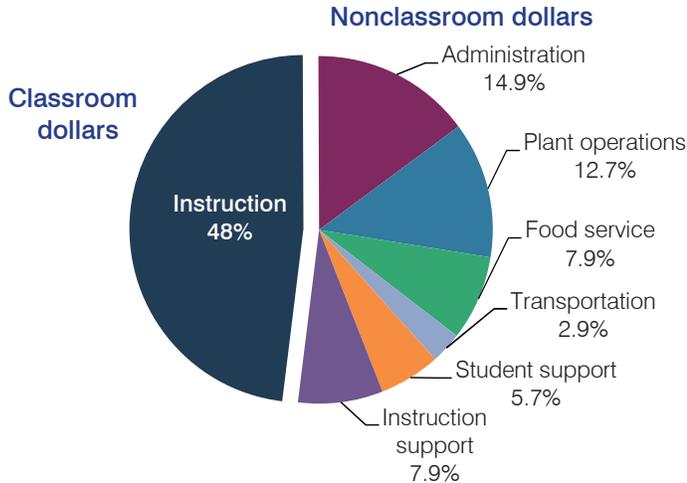
1,783

Number of schools:

4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 6 percent. Spending in the classroom varied year to year, decreasing overall from 50.6 to 48 percent. Overall, spending on plant operations, transportation, and instruction support increased, while spending on student support decreased. Spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,364	\$895	\$757
	Students per administrator	41	69	68
Plant operations	Cost per square foot	\$6.83	\$6.19	\$6.04
	Square footage per student	171	143	153
Food service	Cost per meal equivalent	\$3.03	\$2.48	\$2.69
Transportation	Cost per mile	\$6.76	\$6.52	\$3.62
	Cost per rider	\$494	\$710	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$8,631	\$9,173	\$7,656	\$7,578	\$10,667
Classroom dollars	4,137	4,404	3,929	4,073	6,495
Nonclassroom dollars:	4,494	4,769	3,727	3,505	4,172
Administration	1,225	1,364	895	757	1,160
Plant operations	1,097	1,168	879	923	1,008
Food service	714	725	558	405	429
Transportation	251	267	291	373	464
Student support	496	526	580	600	594
Instruction support	711	719	524	447	517

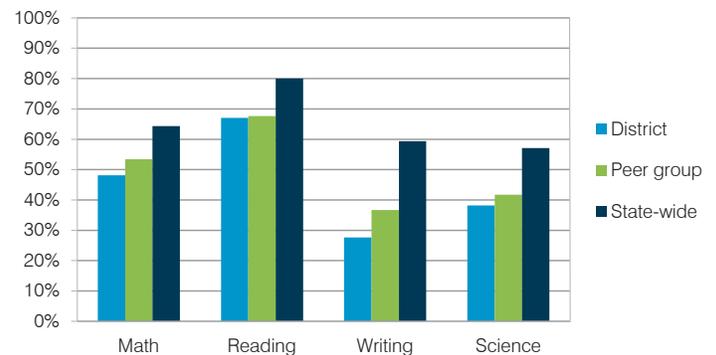
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	53%	52%	24%
Students per teacher	18.0	18.2	18.6
Average teacher salary	\$41,842	\$47,973	\$46,026
Amount from Proposition 301	\$5,373	\$4,193	\$4,810
Average years of teacher experience	8.2	8.8	10.9
Percentage of teachers in first 3 years	43%	33%	20%

Financial stress assessment

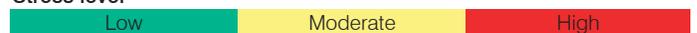
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

Change in number of district students	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



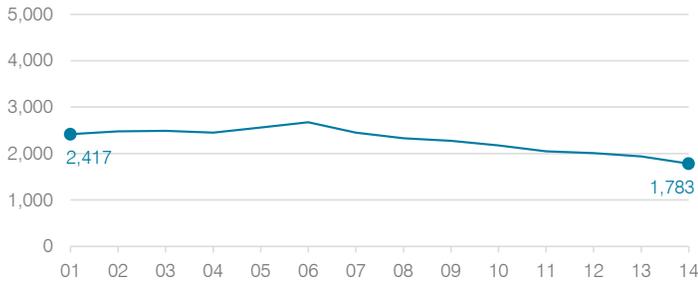
Murphy Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	47.4	53.3	55.1	54.4	55.7	56.4	51.8	51.0	50.6	48.1	47.7	46.9	47.9	48.0

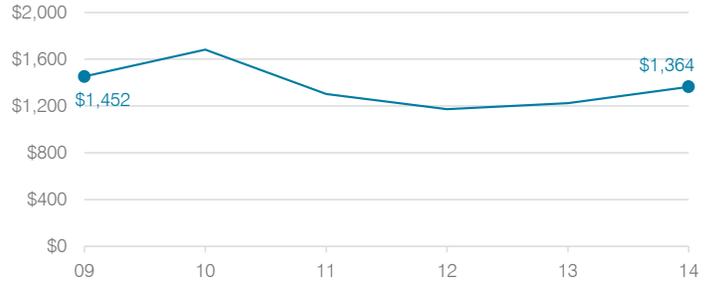
OPERATIONAL TRENDS

Fiscal years as indicated

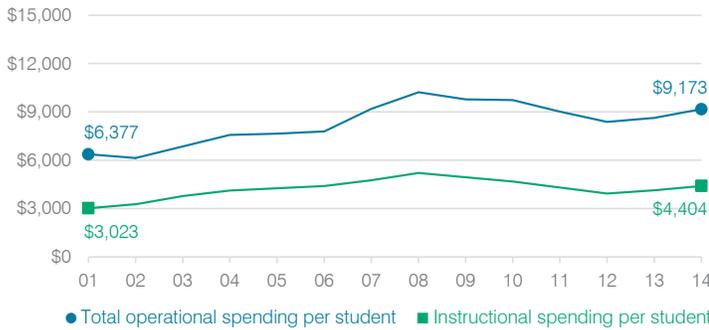
Students attending



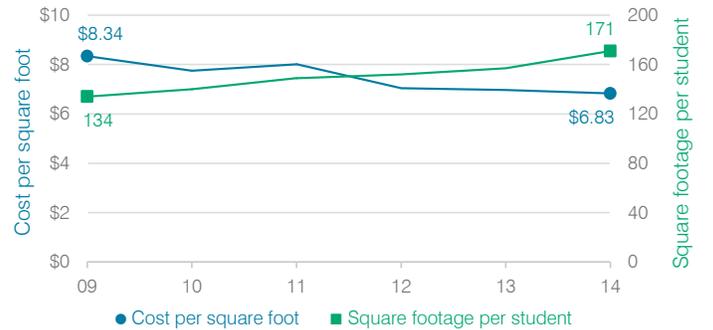
Administrative cost per student



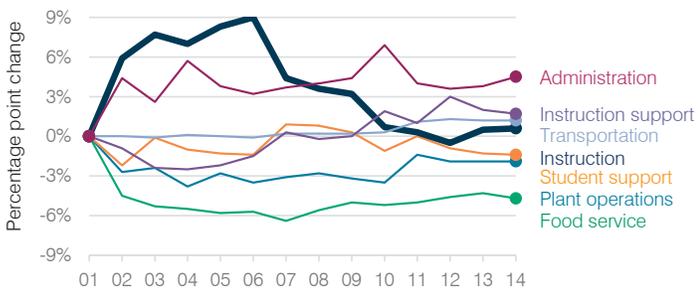
Total operational and instructional spending per student



Plant cost per square foot and square footage per student



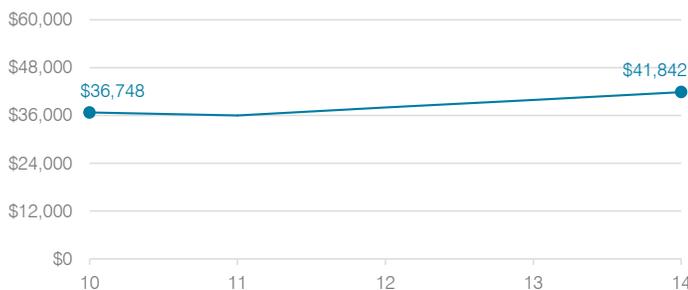
Changes in operational spending percentages



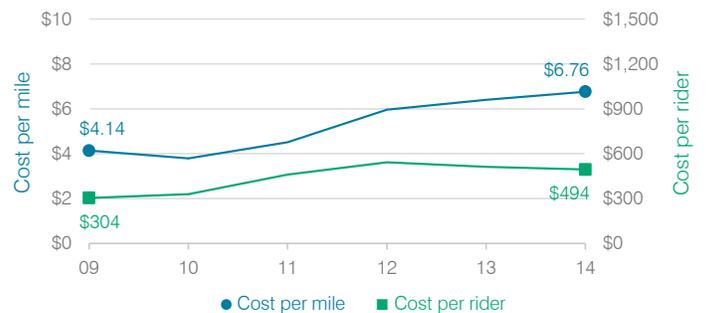
Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



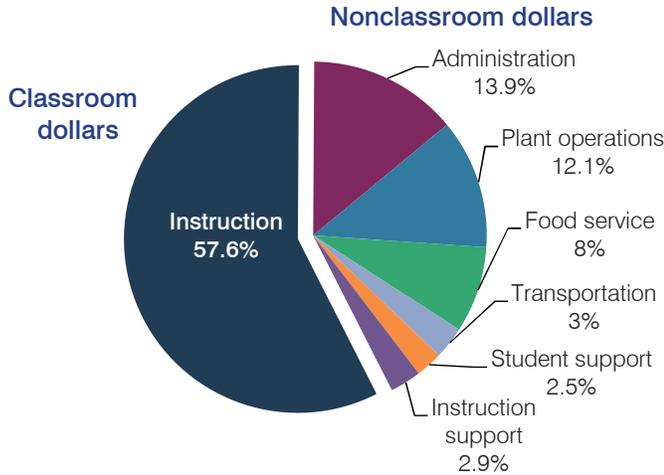
Naco Elementary School District

Cochise County
 Efficiency peer groups 10 and T-7, Achievement peer group 19
 Legislative district(s): 14

District size, location: Small, Rural
 Students attending: 299
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 2 percent. Spending in the classroom varied year to year, increasing overall from 55.6 percent to 57.6 percent. Overall, spending on administration and transportation increased and spending on food service and student support increased slightly. Spending on instruction support decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,112	\$1,165	\$757
	Students per administrator	60	57	68
Plant operations	Cost per square foot	\$8.06	\$6.15	\$6.04
	Square footage per student	120	179	153
Food service	Cost per meal equivalent	\$3.72	\$2.98	\$2.69
Transportation	Cost per mile	\$5.77	\$3.45	\$3.62
	Cost per rider	\$1,394	\$832	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$8,552	\$8,000	\$8,683	\$7,578	\$10,667
Classroom dollars	5,020	4,612	4,668	4,073	6,495
Nonclassroom dollars:	3,532	3,388	4,015	3,505	4,172
Administration	1,181	1,112	1,165	757	1,160
Plant operations	933	970	1,037	923	1,008
Food service	593	635	550	405	429
Transportation	306	238	546	373	464
Student support	170	198	467	600	594
Instruction support	349	235	250	447	517

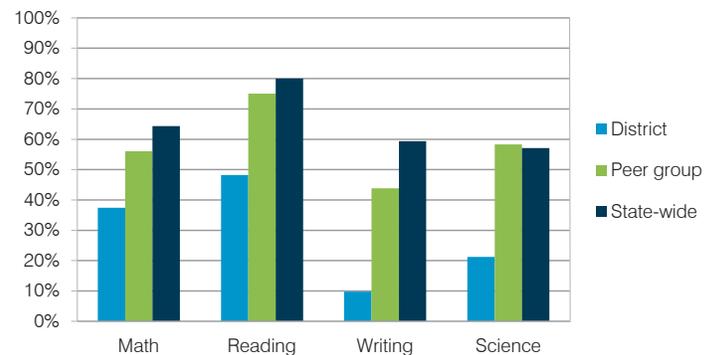
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	31%	30%	24%
Students per teacher	17.6	13.0	18.6
Average teacher salary	\$40,762	\$44,780	\$46,026
Amount from Proposition 301	\$5,807	\$3,720	\$4,810
Average years of teacher experience	9.4	14.2	10.9
Percentage of teachers in first 3 years	13%	15%	20%

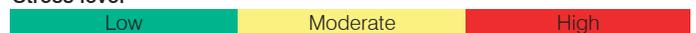
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

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

Stress level



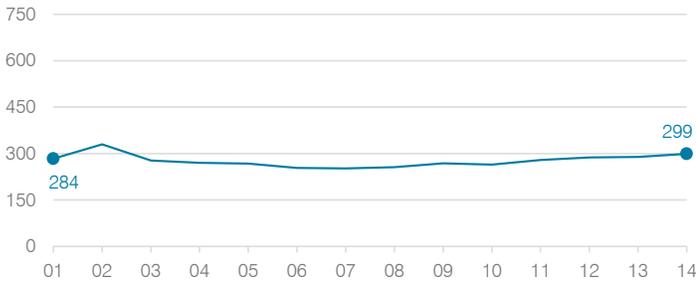
Naco Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	64.2	67.3	59.7	62.7	65.3	61.0	63.0	63.1	55.6	59.9	57.2	58.8	58.7	57.6

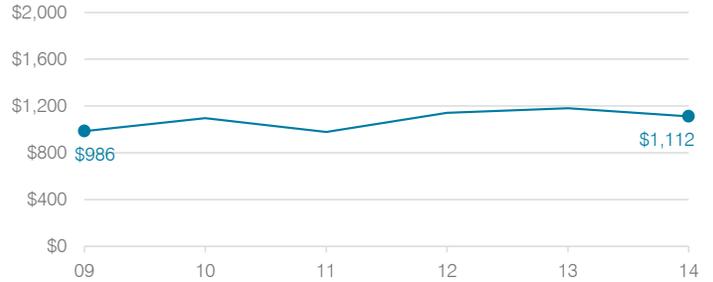
OPERATIONAL TRENDS

Fiscal years as indicated

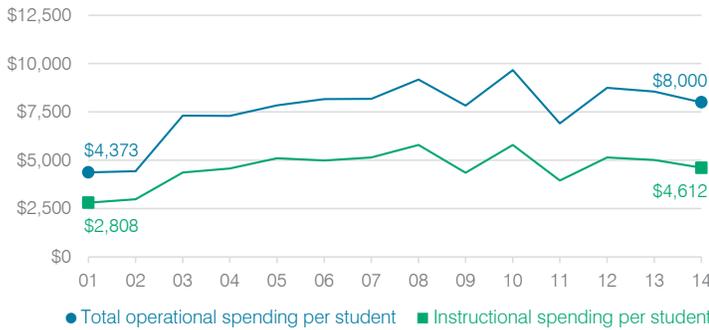
Students attending



Administrative cost per student



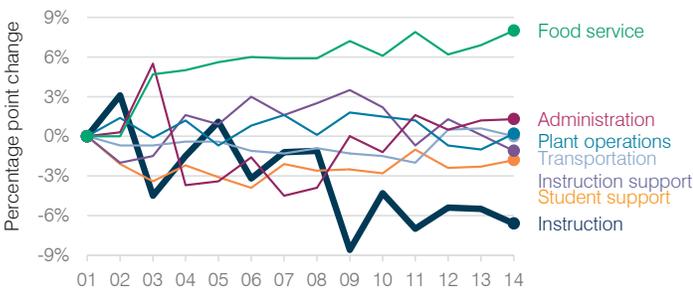
Total operational and instructional spending per student



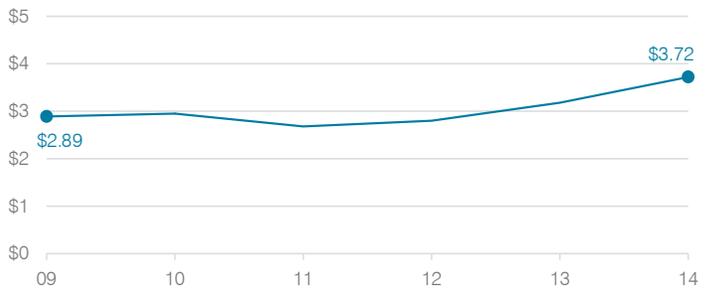
Plant cost per square foot and square footage per student



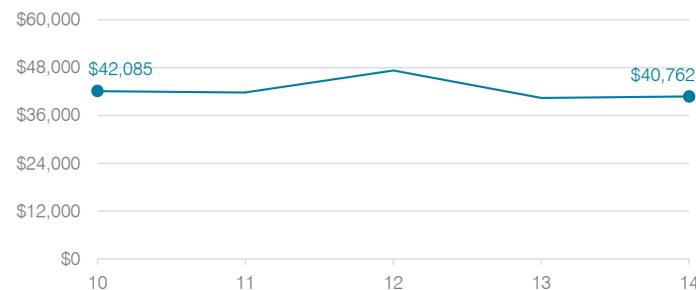
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



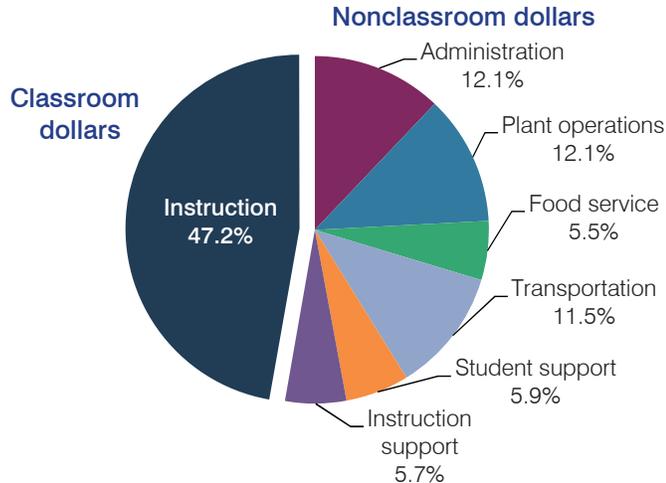
Nadaburg Unified School District

Maricopa County
 Efficiency peer groups 9 and T-9, Achievement peer group 18
 Legislative district(s): 13 and 22

District size, location: Medium, Rural
 Students attending: 779
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 4 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 52.3 to 47.2 percent. Overall, spending on administration and instruction support increased substantially and spending on transportation increased. Spending on plant operations decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,102	\$974	\$757
	Students per administrator	53	65	68
Plant operations	Cost per square foot	\$7.10	\$6.55	\$6.04
	Square footage per student	156	140	153
Food service	Cost per meal equivalent	\$2.75	\$2.82	\$2.69
Transportation	Cost per mile	\$2.46	\$2.32	\$3.62
	Cost per rider	\$688	\$981	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$9,924	\$9,142	\$7,678	\$7,578	\$10,667
Classroom dollars	4,792	4,317	3,796	4,073	6,495
Nonclassroom dollars:	5,132	4,825	3,882	3,505	4,172
Administration	1,230	1,102	974	757	1,160
Plant operations	1,165	1,110	902	923	1,008
Food service	546	506	549	405	429
Transportation	1,085	1,049	496	373	464
Student support	650	539	463	600	594
Instruction support	456	519	498	447	517

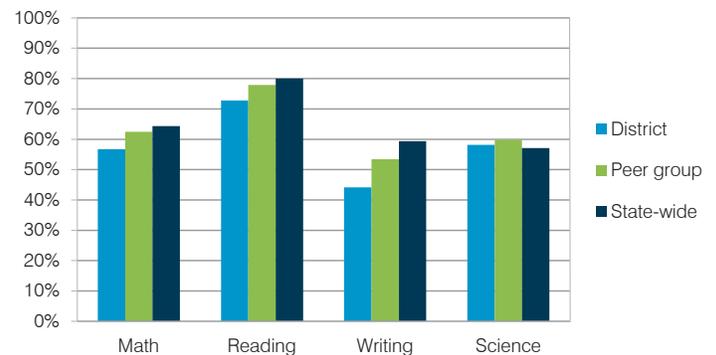
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	24%	25%	24%
Students per teacher	18.6	13.1	18.6
Average teacher salary	\$44,348	\$45,915	\$46,026
Amount from Proposition 301	\$3,388	\$3,467	\$4,810
Average years of teacher experience	7.9	12.1	10.9
Percentage of teachers in first 3 years	24%	13%	20%

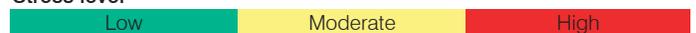
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

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

Stress level



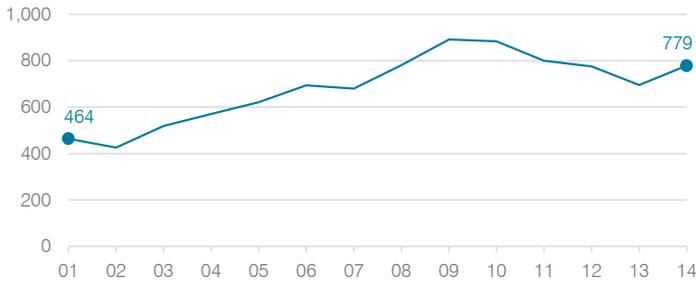
Nadaburg Unified School District

Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014
 53.3 54.7 58.0 56.1 55.6 54.1 53.4 53.8 52.2 47.1 45.6 47.6 48.3 47.2

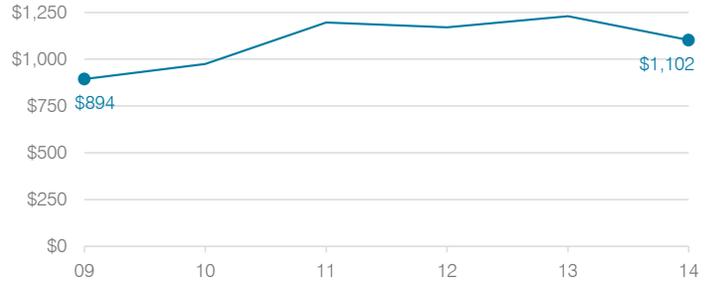
OPERATIONAL TRENDS

Fiscal years as indicated

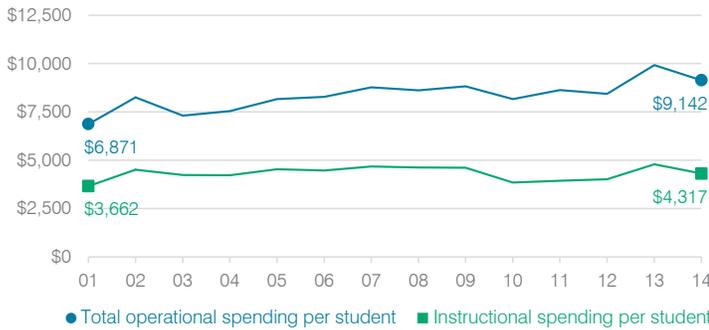
Students attending



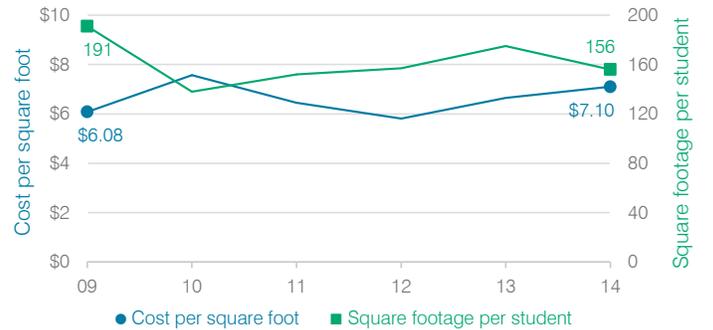
Administrative cost per student



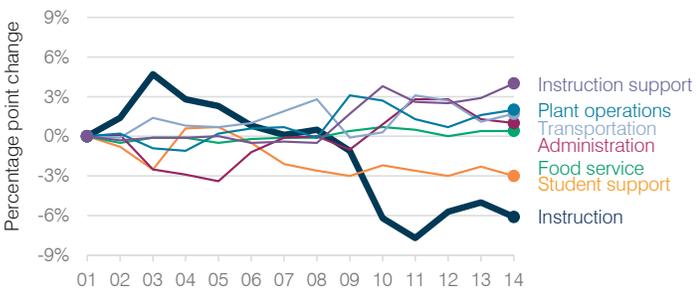
Total operational and instructional spending per student



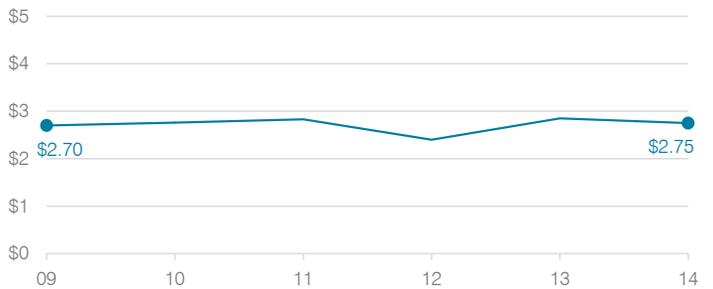
Plant cost per square foot and square footage per student



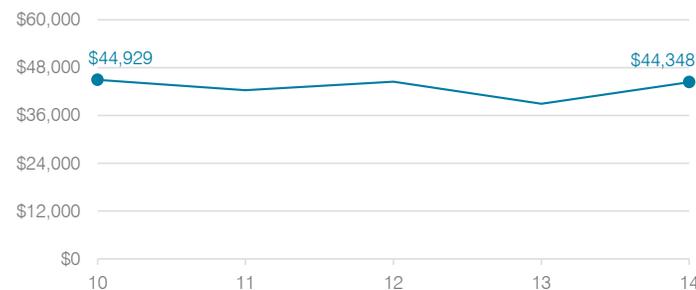
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



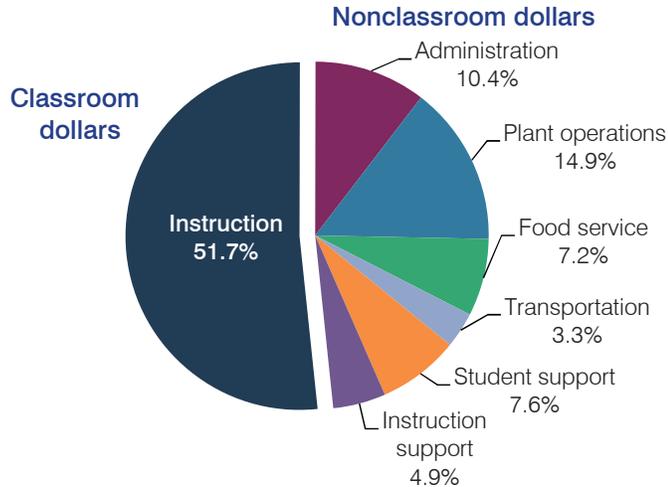
Nogales Unified School District

Santa Cruz County
 Efficiency peer groups 4 and T-6, Achievement peer group 7
 Legislative district(s): 2

District size, location: Medium-large, Town
 Students attending: 5,688
 Number of schools: 10

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 11 percent. Spending in the classroom decreased from 52.7 to 51.7 percent. Overall, spending on plant operations and transportation increased and spending on administration and food service increased slightly. Spending on student support decreased substantially and spending on instruction support decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$709	\$789	\$757
	Students per administrator	63	67	68
Plant operations	Cost per square foot	\$7.84	\$5.46	\$6.04
	Square footage per student	130	188	153
Food service	Cost per meal equivalent	\$2.87	\$2.76	\$2.69
Transportation	Cost per mile	\$4.44	\$3.73	\$3.62
	Cost per rider	\$295	\$512	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$6,969	\$6,858	\$7,573	\$7,578	\$10,667
Classroom dollars	3,576	3,549	3,914	4,073	6,495
Nonclassroom dollars:	3,393	3,309	3,659	3,505	4,172
Administration	761	709	789	757	1,160
Plant operations	1,013	1,021	1,009	923	1,008
Food service	556	496	386	405	429
Transportation	137	228	406	373	464
Student support	566	523	607	600	594
Instruction support	360	332	462	447	517

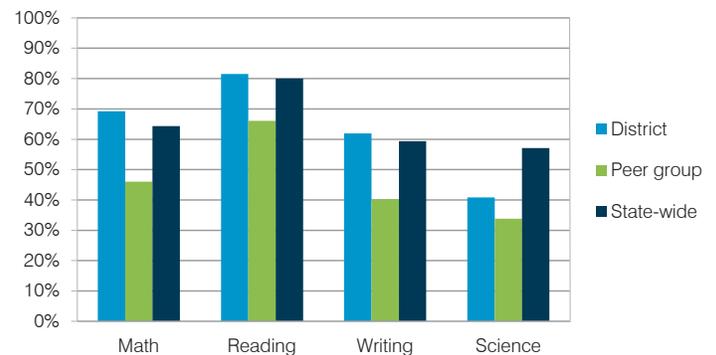
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	2	20%
B	4	40%
C	1	10%
D	1	10%
F	0	0%
Not rated	2	20%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	95%
Graduation rate (2013)	86%	73%	75%
Poverty rate (2013)	39%	45%	24%
Students per teacher	18.2	15.2	18.6
Average teacher salary	\$42,175	\$43,616	\$46,026
Amount from Proposition 301	\$3,497	\$4,111	\$4,810
Average years of teacher experience	14.5	12.2	10.9
Percentage of teachers in first 3 years	14%	18%	20%

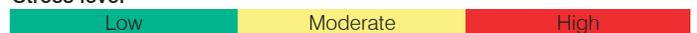
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.6%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



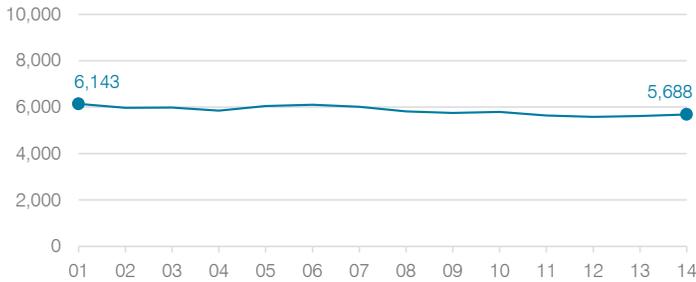
Nogales Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	56.5	56.2	55.7	54.7	54.9	56.1	55.0	54.3	52.7	52.1	51.7	51.5	51.3	51.7

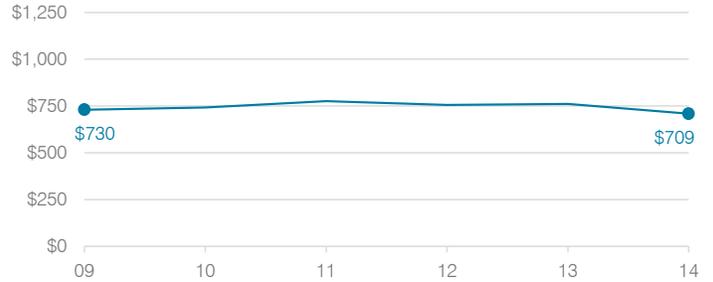
OPERATIONAL TRENDS

Fiscal years as indicated

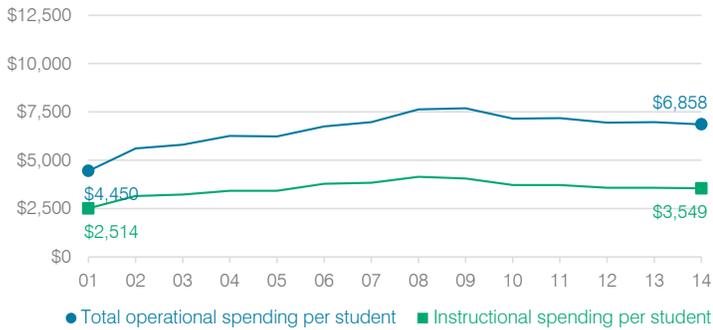
Students attending



Administrative cost per student



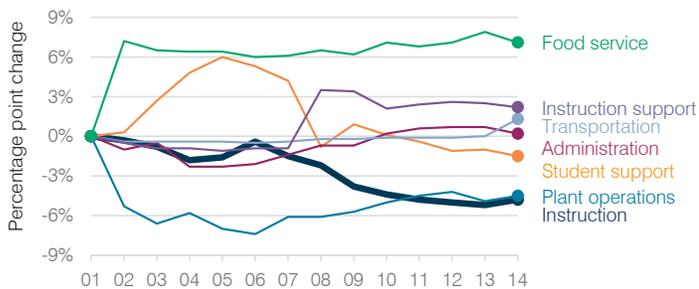
Total operational and instructional spending per student



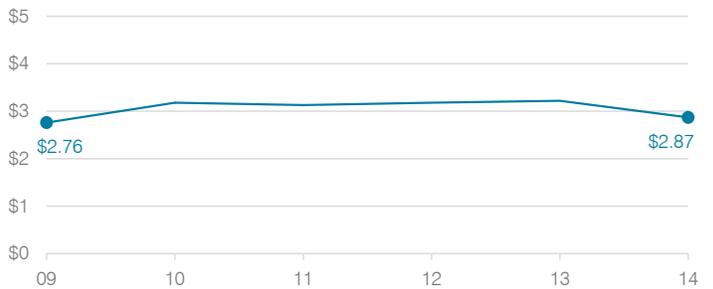
Plant cost per square foot and square footage per student



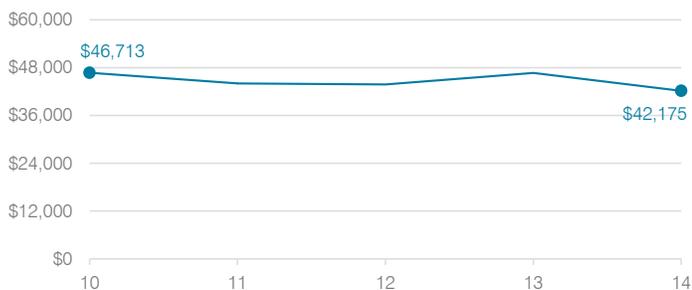
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Oracle Elementary School District

Pinal County

Efficiency peer groups 10 and T-10, Achievement peer group 16

Legislative district(s): 8 and 11

District size, location:

Small, Rural

Students attending:

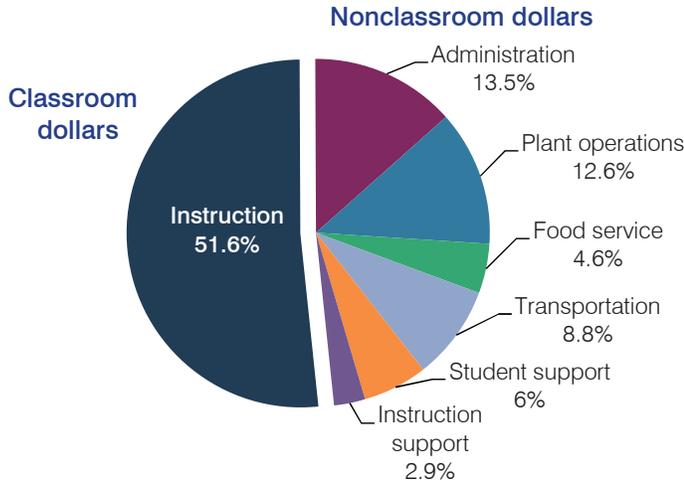
412

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 8 percent. Spending in the classroom varied year to year, increasing overall from 49.5 to 51.6 percent. Overall, spending on administration decreased substantially and spending on student support decreased slightly, while spending on transportation increased slightly. Spending on most other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,402	\$1,165	\$757
	Students per administrator	62	57	68
Plant operations	Cost per square foot	\$6.94	\$6.15	\$6.04
	Square footage per student	189	179	153
Food service	Cost per meal equivalent	\$3.02	\$2.98	\$2.69
Transportation	Cost per mile	\$2.29	\$2.12	\$3.62
	Cost per rider	\$874	\$1,121	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$9,775	\$10,406	\$8,683	\$7,578	\$10,667
Classroom dollars	4,800	5,369	4,668	4,073	6,495
Nonclassroom dollars:	4,975	5,037	4,015	3,505	4,172
Administration	1,549	1,402	1,165	757	1,160
Plant operations	1,044	1,309	1,037	923	1,008
Food service	448	480	550	405	429
Transportation	934	922	546	373	464
Student support	759	625	467	600	594
Instruction support	241	299	250	447	517

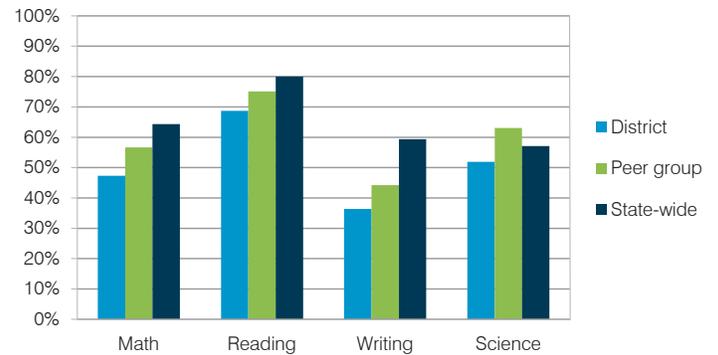
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	13%	9%	24%
Students per teacher	16.6	11.5	18.6
Average teacher salary	\$44,730	\$46,876	\$46,026
Amount from Proposition 301	\$5,201	\$3,288	\$4,810
Average years of teacher experience	15.1	12.6	10.9
Percentage of teachers in first 3 years	0%	11%	20%

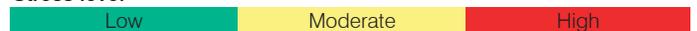
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	1.5%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



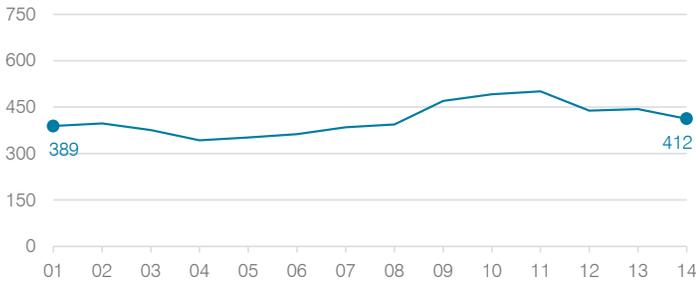
Oracle Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	49.2	49.2	51.2	52.4	48.7	52.7	50.2	50.0	49.9	49.3	48.2	46.4	49.1	51.6

OPERATIONAL TRENDS

Fiscal years as indicated

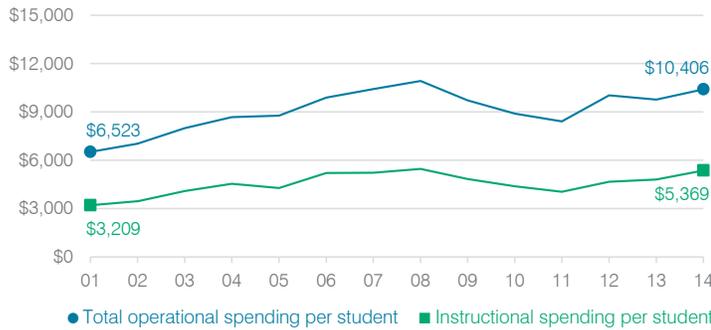
Students attending



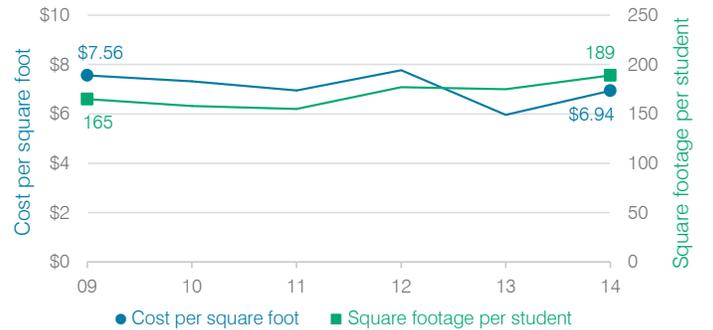
Administrative cost per student



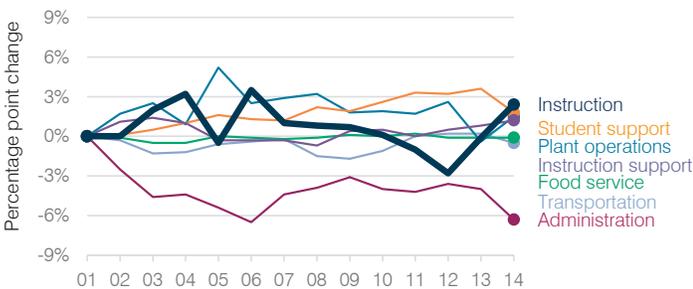
Total operational and instructional spending per student



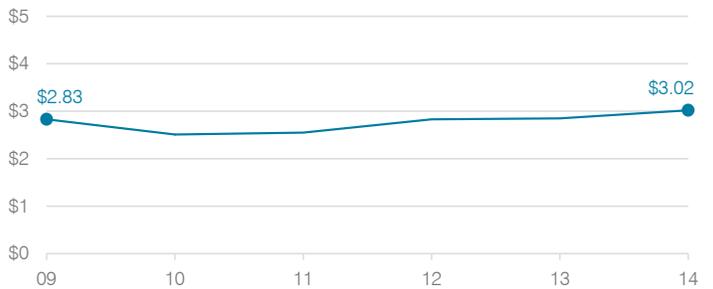
Plant cost per square foot and square footage per student



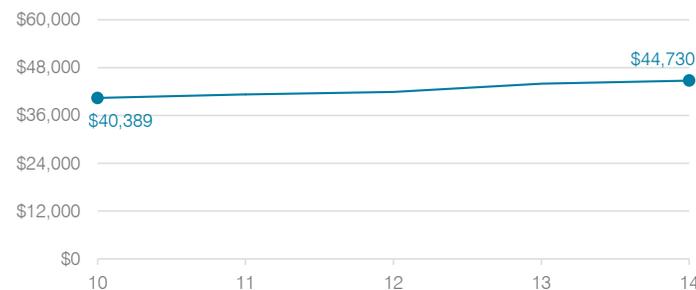
Changes in operational spending percentages



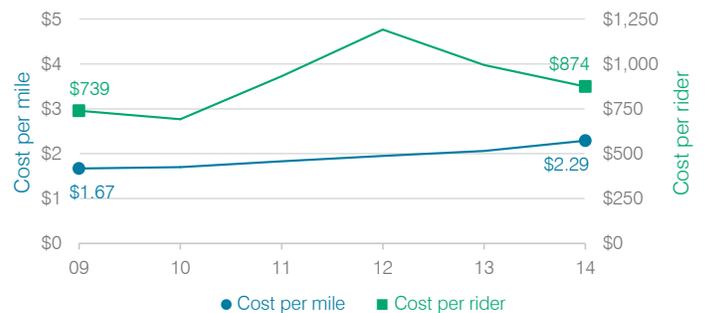
Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



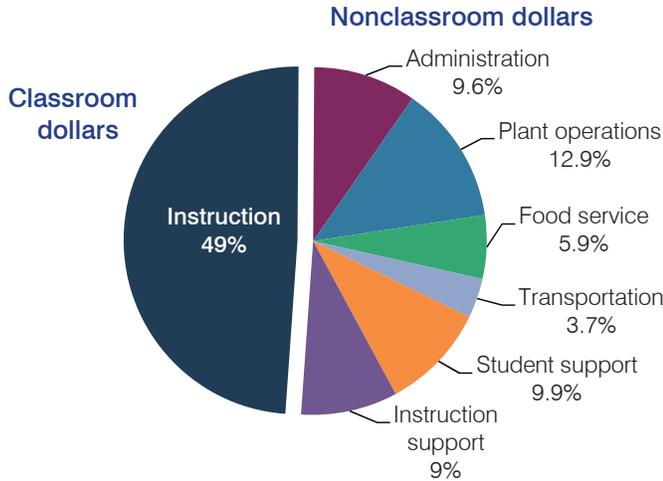
Osborn Elementary School District

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

District size, location: Medium-large, City
 Students attending: 2,757
 Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 5 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 50.9 to 49 percent. Overall, spending on instruction support increased, while spending on most other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$820	\$895	\$757
	Students per administrator	69	69	68
Plant operations	Cost per square foot	\$6.68	\$6.19	\$6.04
	Square footage per student	164	143	153
Food service	Cost per meal equivalent	\$2.29	\$2.48	\$2.69
Transportation	Cost per mile	\$4.52	\$4.98	\$3.62
	Cost per rider	\$861	\$909	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$8,188	\$8,498	\$7,656	\$7,578	\$10,667
Classroom dollars	3,973	4,162	3,929	4,073	6,495
Nonclassroom dollars:	4,215	4,336	3,727	3,505	4,172
Administration	712	820	895	757	1,160
Plant operations	1,089	1,094	879	923	1,008
Food service	504	498	558	405	429
Transportation	312	314	291	373	464
Student support	769	841	580	600	594
Instruction support	829	769	524	447	517

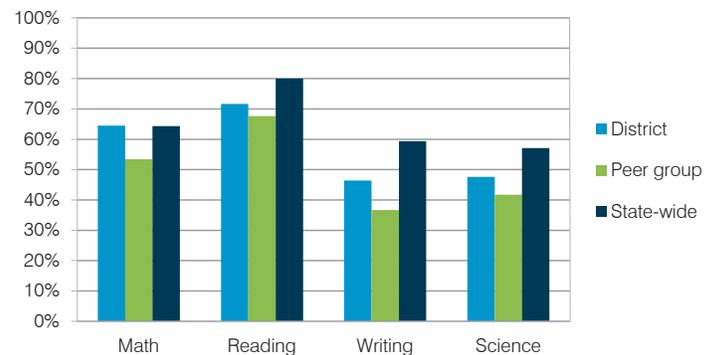
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	48%	52%	24%
Students per teacher	17.7	18.2	18.6
Average teacher salary	\$45,665	\$47,973	\$46,026
Amount from Proposition 301	\$4,054	\$4,193	\$4,810
Average years of teacher experience	7.9	8.8	10.9
Percentage of teachers in first 3 years	35%	33%	20%

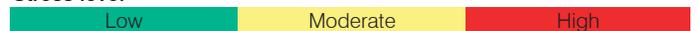
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.3%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



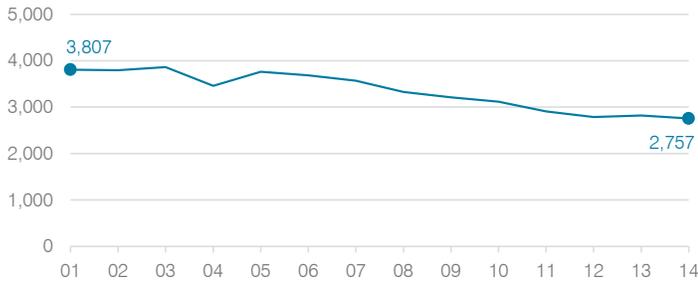
Osborn Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	53.2	53.1	52.9	51.5	49.1	50.0	49.0	49.6	50.9	49.4	44.3	47.0	48.5	49.0

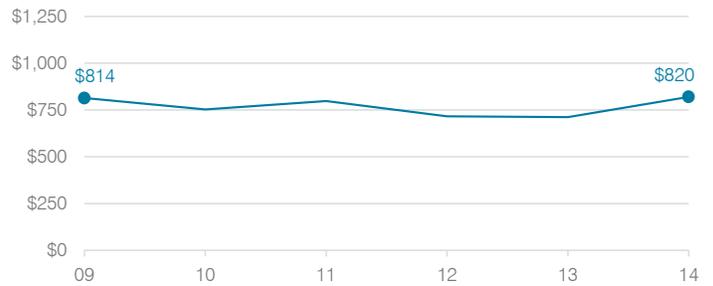
OPERATIONAL TRENDS

Fiscal years as indicated

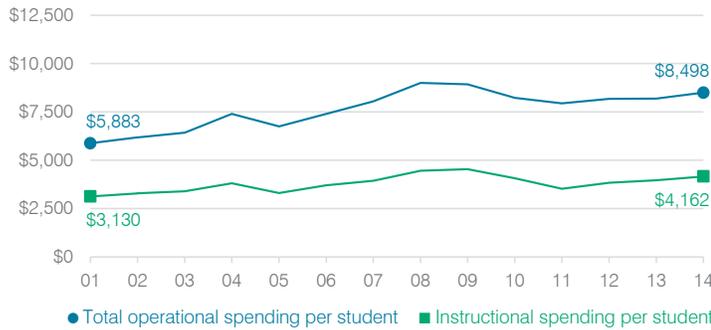
Students attending



Administrative cost per student



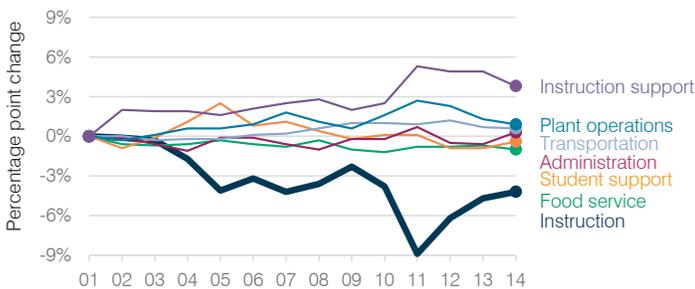
Total operational and instructional spending per student



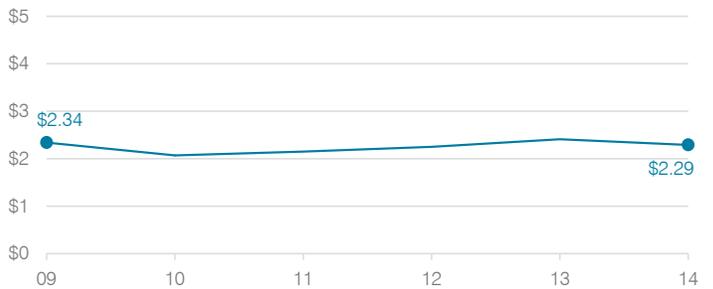
Plant cost per square foot and square footage per student



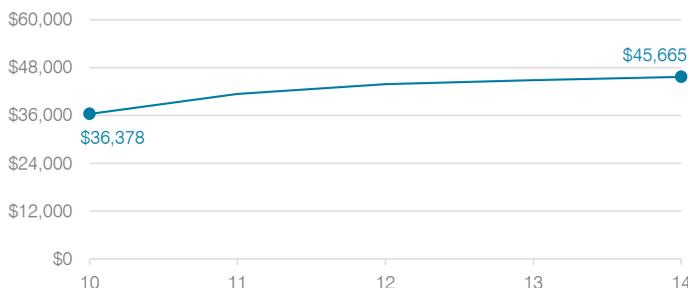
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Owens-Whitney Elementary School District

Mohave County

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

Legislative district(s): 5

District size, location:

Very small, Rural

Students attending:

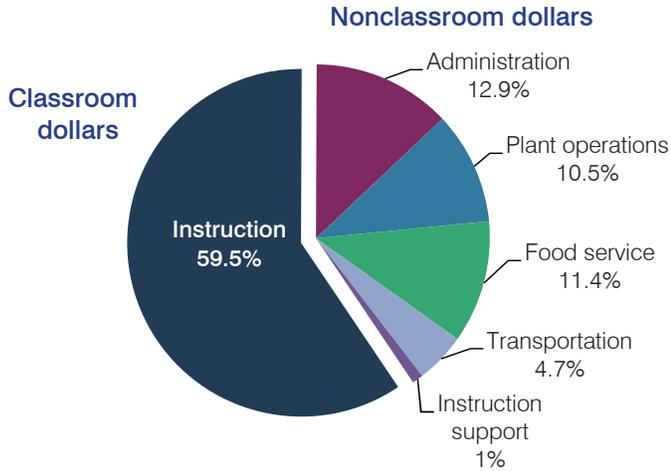
25

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 13 percent. Spending in the classroom varied year to year, decreasing overall from 61.2 to 59.5 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration, food service, and transportation increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,440	\$2,835	\$757
	Students per administrator	21	28	68
Plant operations	Cost per square foot	\$6.74	\$6.51	\$6.04
	Square footage per student	295	351	153
Food service	Cost per meal equivalent	NR	\$5.02	\$2.69
Transportation	Cost per mile	\$0.24	\$1.61	\$3.62
	Cost per rider	\$1,123	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$18,098	\$18,904	\$16,101	\$7,578	\$10,667
Classroom dollars	10,632	11,239	8,231	4,073	6,495
Nonclassroom dollars:	7,466	7,665	7,870	3,505	4,172
Administration	2,344	2,440	2,835	757	1,160
Plant operations	2,181	1,985	2,137	923	1,008
Food service	2,043	2,157	901	405	429
Transportation	677	887	1,072	373	464
Student support	31	12	536	600	594
Instruction support	190	184	389	447	517

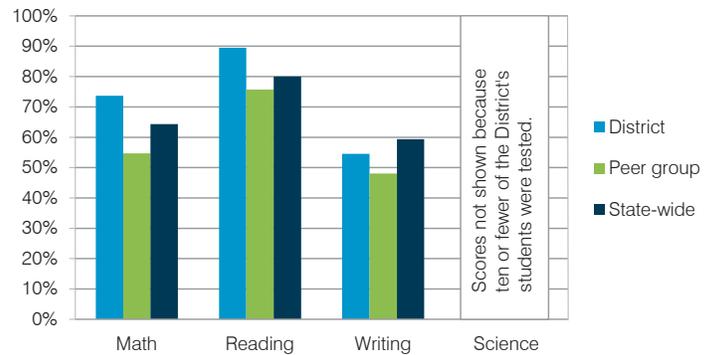
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	18%	20%	24%
Students per teacher	8.4	12.3	18.6
Average teacher salary	\$53,747	\$43,736	\$46,026
Amount from Proposition 301	\$3,903	\$3,455	\$4,810
Average years of teacher experience	22.7	11.8	10.9
Percentage of teachers in first 3 years	0%	15%	20%

Financial stress assessment

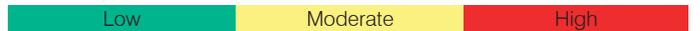
Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Assessment

Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.7%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Not assessed

Stress level

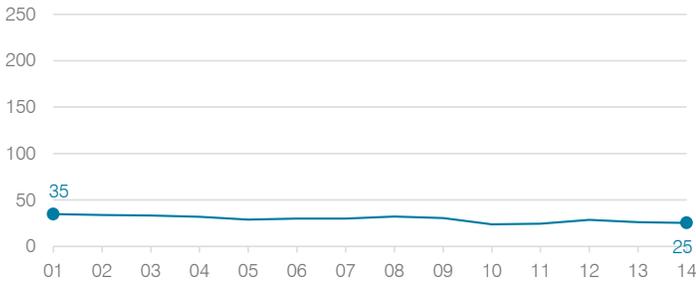


Owens-Whitney Elementary School District

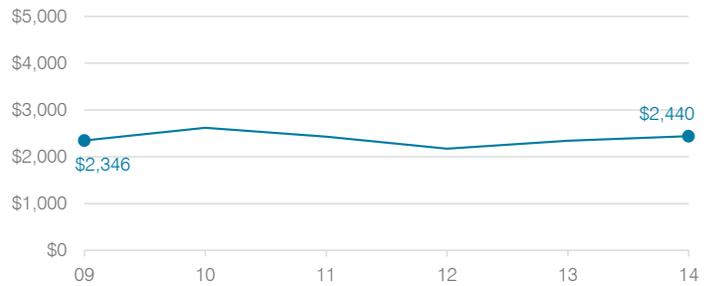
Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014
 52.0 55.6 53.0 53.7 59.6 60.2 61.4 61.7 61.2 52.3 39.5 55.6 58.7 59.5

OPERATIONAL TRENDS Fiscal years as indicated

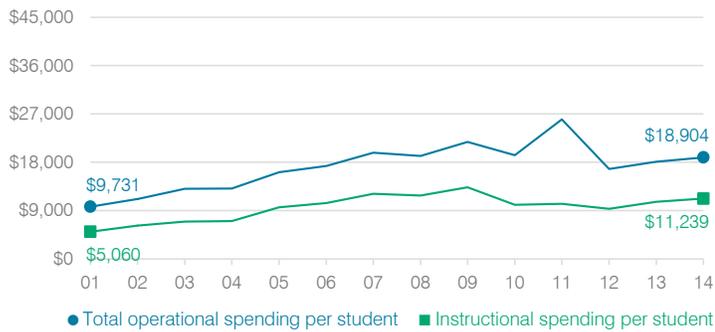
Students attending



Administrative cost per student



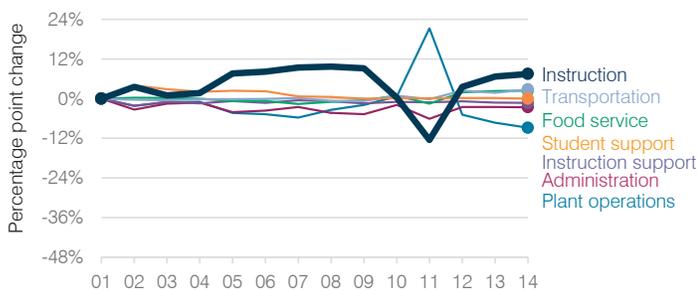
Total operational and instructional spending per student



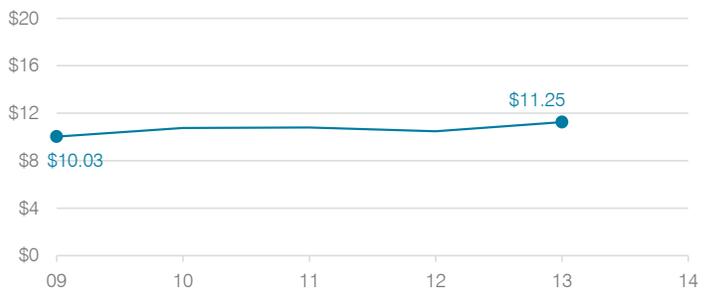
Plant cost per square foot and square footage per student



Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



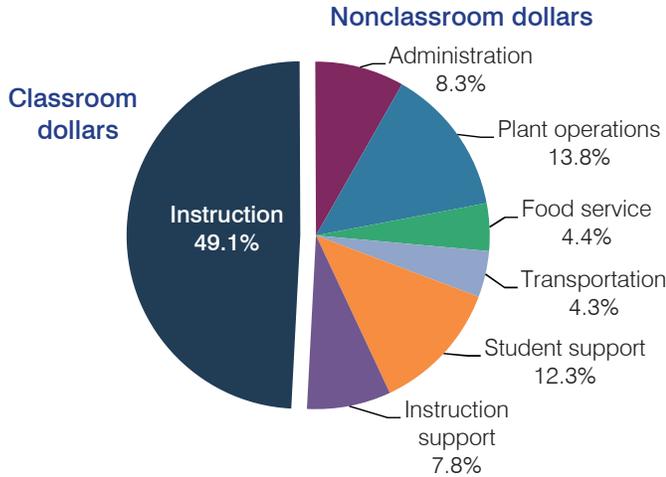
Page Unified School District

Coconino County
 Efficiency peer groups 4 and T-9, Achievement peer group 6
 Legislative district(s): 7

District size, location: Medium-large, Town
 Students attending: 2,613
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 4 percent. Spending in the classroom decreased overall from 52.3 to 49.1 percent. Overall, spending on instruction support increased substantially, spending on plant operations increased, and spending on administration increased slightly. Spending on most other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$801	\$789	\$757
	Students per administrator	55	67	68
Plant operations	Cost per square foot	\$5.46	\$5.46	\$6.04
	Square footage per student	244	188	153
Food service	Cost per meal equivalent	\$3.20	\$2.76	\$2.69
Transportation	Cost per mile	\$1.84	\$2.32	\$3.62
	Cost per rider	\$723	\$981	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$9,673	\$9,637	\$7,573	\$7,578	\$10,667
Classroom dollars	4,801	4,732	3,914	4,073	6,495
Nonclassroom dollars:	4,872	4,905	3,659	3,505	4,172
Administration	854	801	789	757	1,160
Plant operations	1,190	1,334	1,009	923	1,008
Food service	397	423	386	405	429
Transportation	520	414	406	373	464
Student support	1,274	1,186	607	600	594
Instruction support	637	747	462	447	517

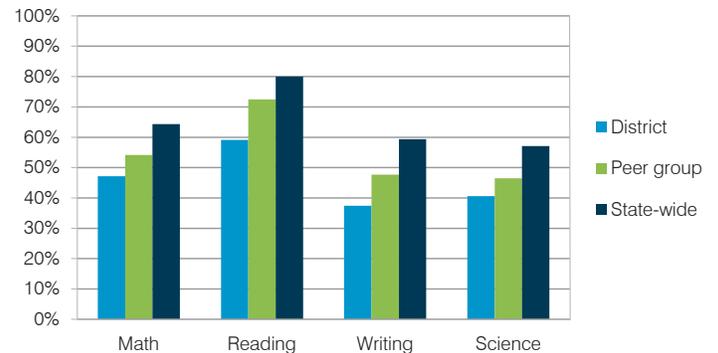
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	95%
Graduation rate (2013)	73%	78%	75%
Poverty rate (2013)	31%	32%	24%
Students per teacher	15.8	16.5	18.6
Average teacher salary	\$41,945	\$43,049	\$46,026
Amount from Proposition 301	\$5,000	\$5,173	\$4,810
Average years of teacher experience	9.6	12.0	10.9
Percentage of teachers in first 3 years	29%	19%	20%

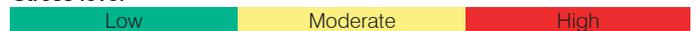
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

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

Stress level



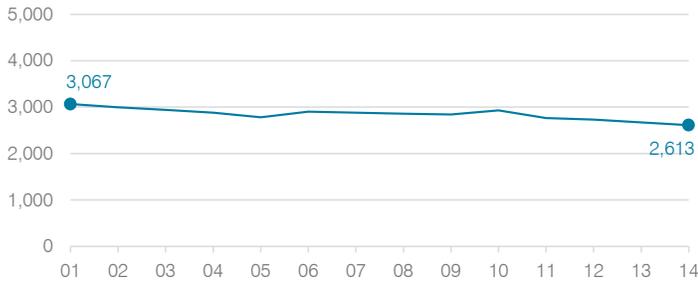
Page Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	56.5	54.8	54.8	53.0	51.3	54.8	53.1	52.5	52.3	51.3	49.1	49.4	49.6	49.1

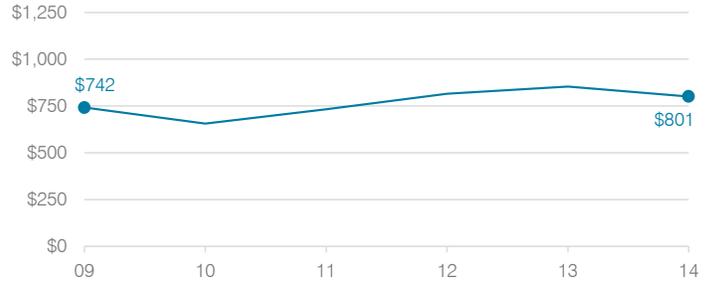
OPERATIONAL TRENDS

Fiscal years as indicated

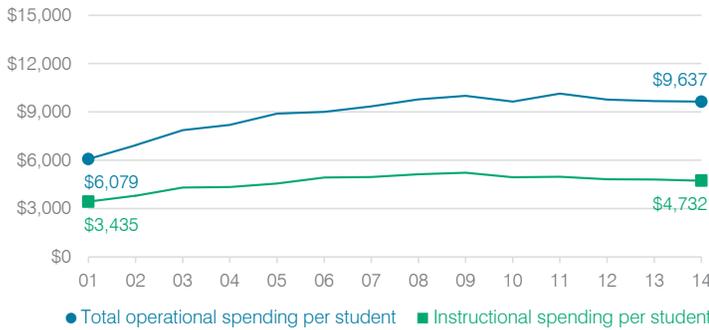
Students attending



Administrative cost per student



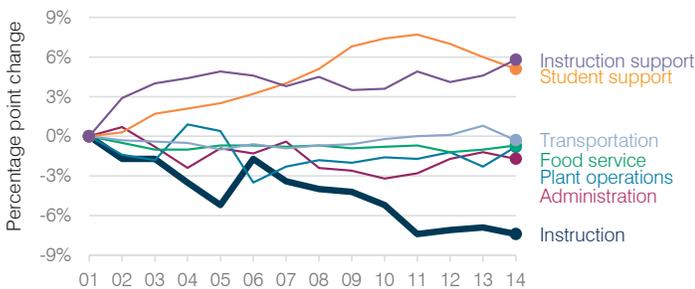
Total operational and instructional spending per student



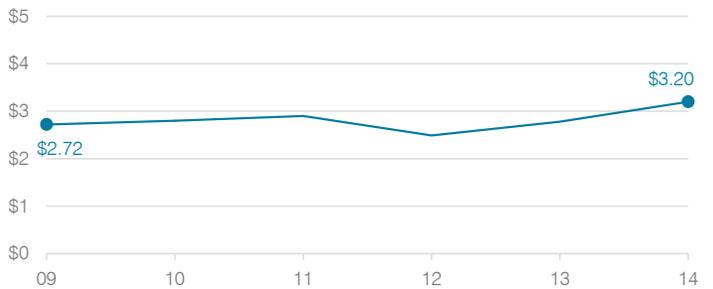
Plant cost per square foot and square footage per student



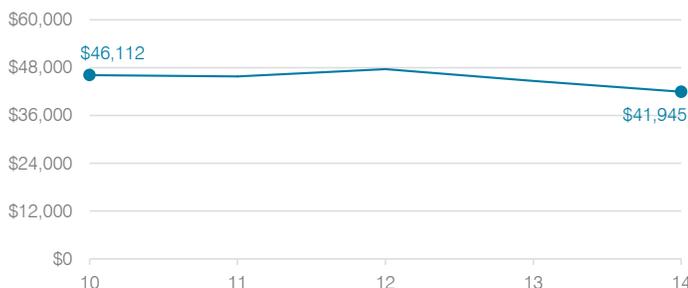
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Palo Verde Elementary School District

Maricopa County

Efficiency peer groups 10 and T-8, Achievement peer group 17

Legislative district(s): 4 and 13

District size, location:

Small, Rural

Students attending:

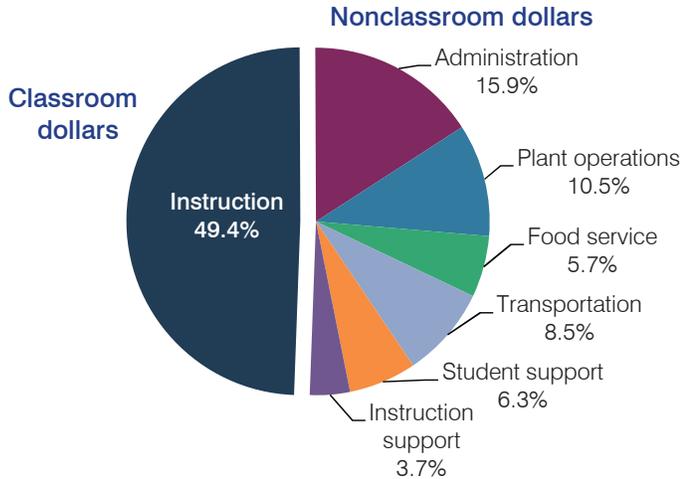
422

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 4 percent. Spending in the classroom varied year to year, decreasing overall from 52.3 to 49.4 percent. Overall, spending on administration and transportation increased, while spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,351	\$1,165	\$757
	Students per administrator	51	57	68
Plant operations	Cost per square foot	\$5.60	\$6.15	\$6.04
	Square footage per student	158	179	153
Food service	Cost per meal equivalent	\$2.49	\$2.98	\$2.69
Transportation	Cost per mile	\$2.12	\$2.61	\$3.62
	Cost per rider	\$852	\$774	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$8,585	\$8,473	\$8,683	\$7,578	\$10,667
Classroom dollars	4,426	4,182	4,668	4,073	6,495
Nonclassroom dollars:	4,159	4,291	4,015	3,505	4,172
Administration	1,269	1,351	1,165	757	1,160
Plant operations	899	886	1,037	923	1,008
Food service	435	481	550	405	429
Transportation	691	721	546	373	464
Student support	517	535	467	600	594
Instruction support	348	317	250	447	517

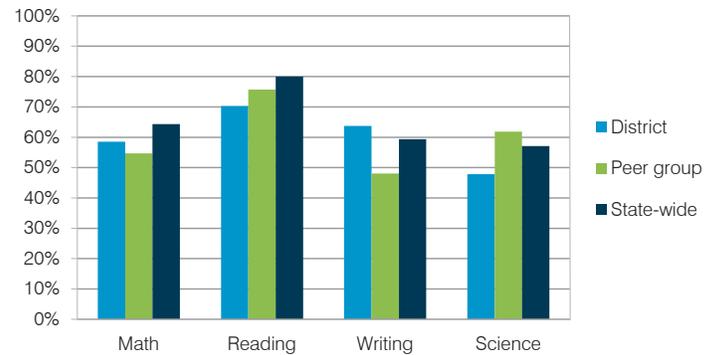
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	21%	20%	24%
Students per teacher	19.2	12.3	18.6
Average teacher salary	\$45,121	\$43,736	\$46,026
Amount from Proposition 301	\$3,475	\$3,455	\$4,810
Average years of teacher experience	10.8	11.8	10.9
Percentage of teachers in first 3 years	14%	15%	20%

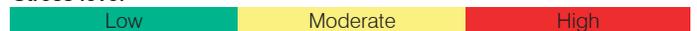
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



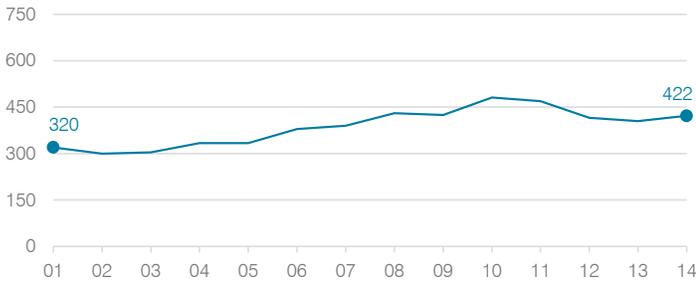
Palo Verde Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	52.3	58.3	53.7	49.9	49.6	53.4	51.4	50.4	51.9	51.0	53.7	52.2	51.6	49.4

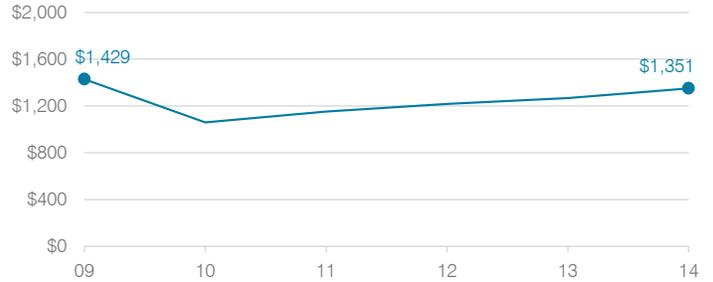
OPERATIONAL TRENDS

Fiscal years as indicated

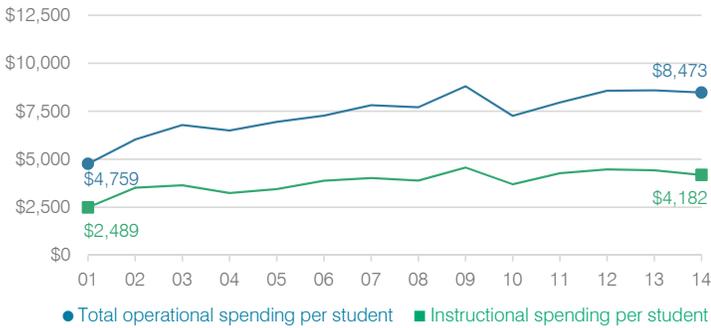
Students attending



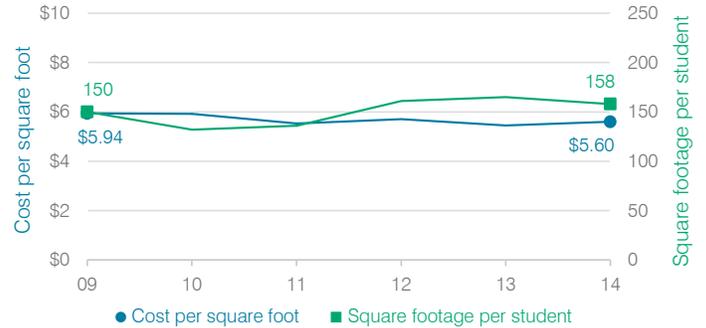
Administrative cost per student



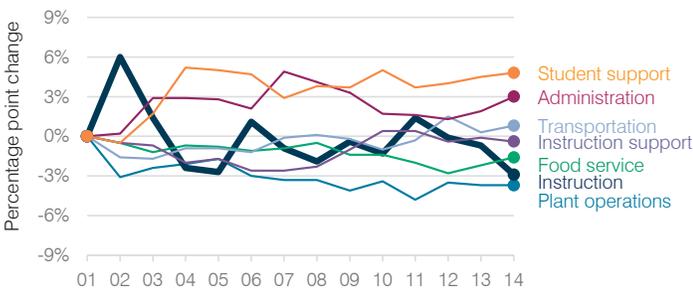
Total operational and instructional spending per student



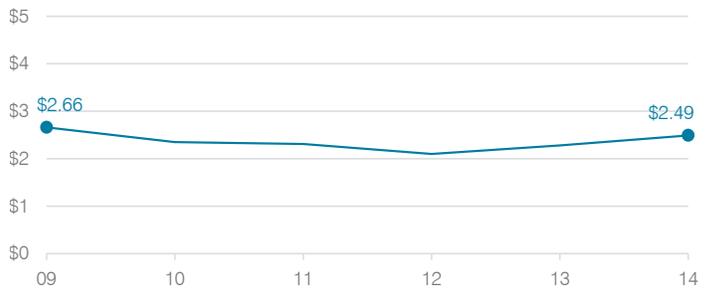
Plant cost per square foot and square footage per student



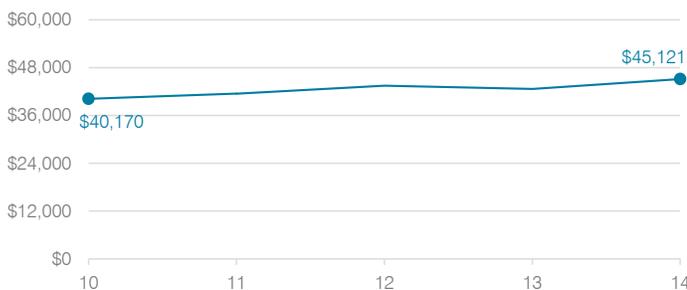
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



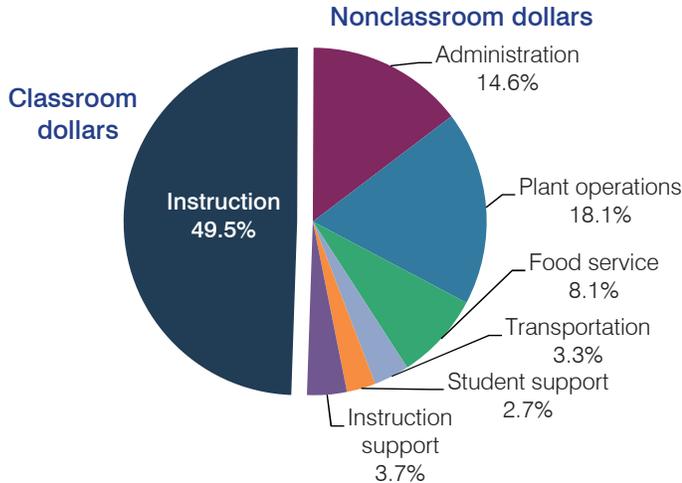
Paloma Elementary School District

Maricopa County
 Efficiency peer groups 11 and T-11, Achievement peer group 21
 Legislative district(s): 4

District size, location: Very small, Rural
 Students attending: 85
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 5 percent. Spending in the classroom varied year to year, decreasing slightly overall from 50.1 to 49.5 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on student support increased substantially, while spending on plant operations decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,115	\$2,835	\$757
	Students per administrator	38	28	68
Plant operations	Cost per square foot	\$14.57	\$6.51	\$6.04
	Square footage per student	181	351	153
Food service	Cost per meal equivalent	\$5.01	\$5.02	\$2.69
Transportation	Cost per mile	\$0.93	\$1.61	\$3.62
	Cost per rider	\$536	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$13,680	\$14,519	\$16,101	\$7,578	\$10,667
Classroom dollars	6,007	7,190	8,231	4,073	6,495
Nonclassroom dollars:	7,673	7,329	7,870	3,505	4,172
Administration	2,191	2,115	2,835	757	1,160
Plant operations	2,710	2,635	2,137	923	1,008
Food service	1,150	1,171	901	405	429
Transportation	501	482	1,072	373	464
Student support	412	389	536	600	594
Instruction support	709	537	389	447	517

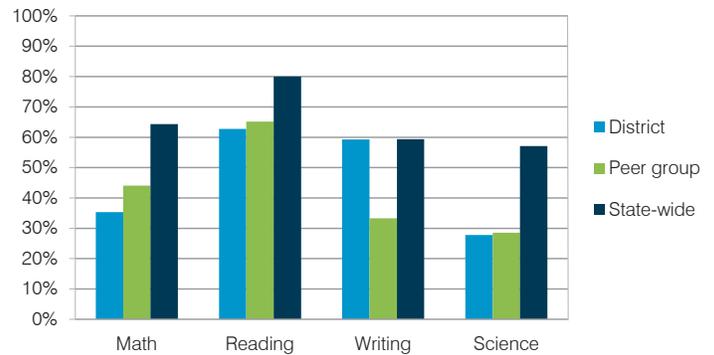
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	90%	93%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	52%	51%	24%
Students per teacher	21.1	12.6	18.6
Average teacher salary	\$42,677	\$43,853	\$46,026
Amount from Proposition 301	\$3,278	\$2,969	\$4,810
Average years of teacher experience	13.3	13.4	10.9
Percentage of teachers in first 3 years	25%	9%	20%

Financial stress assessment

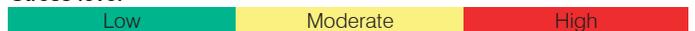
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

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

Stress level



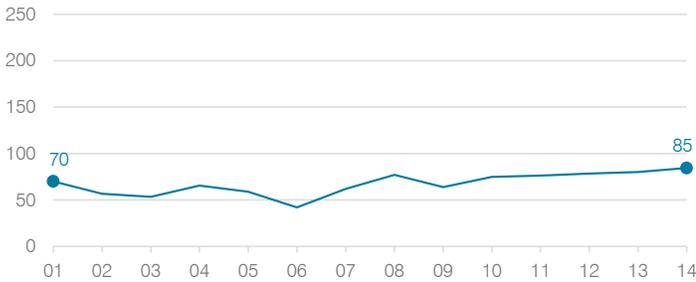
Paloma Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	43.1	42.9	50.8	46.6	48.1	50.5	48.4	51.4	50.1	47.5	48.4	46.2	43.9	49.5

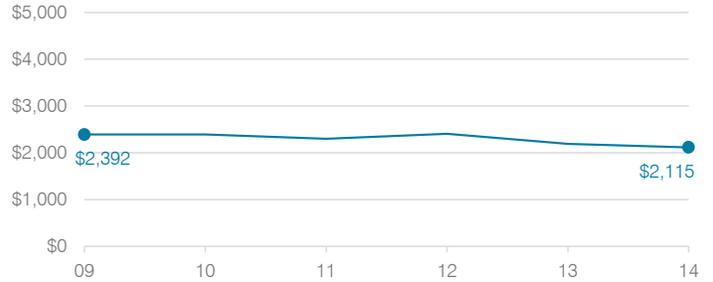
OPERATIONAL TRENDS

Fiscal years as indicated

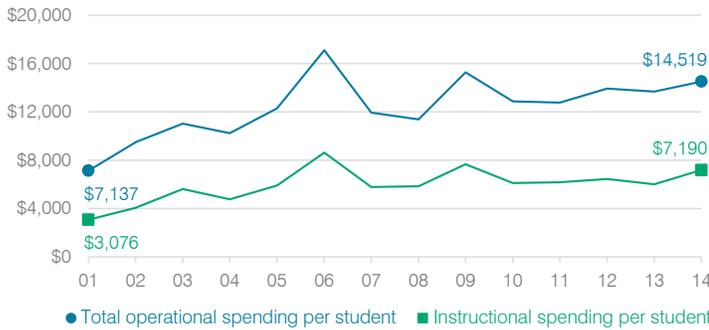
Students attending



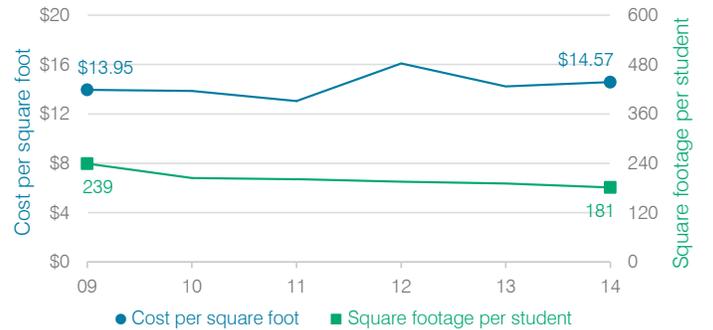
Administrative cost per student



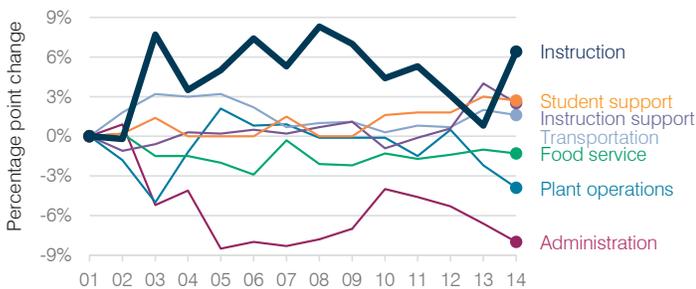
Total operational and instructional spending per student



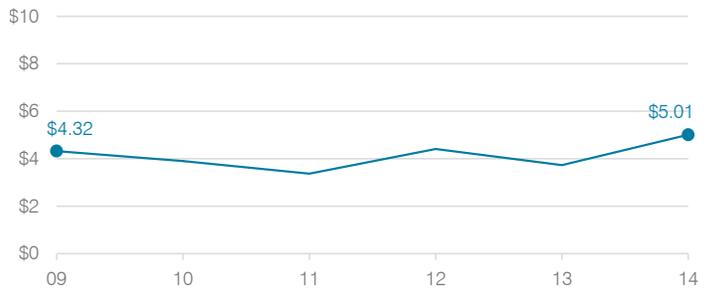
Plant cost per square foot and square footage per student



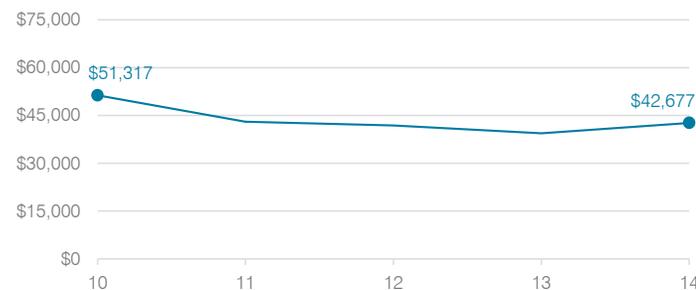
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



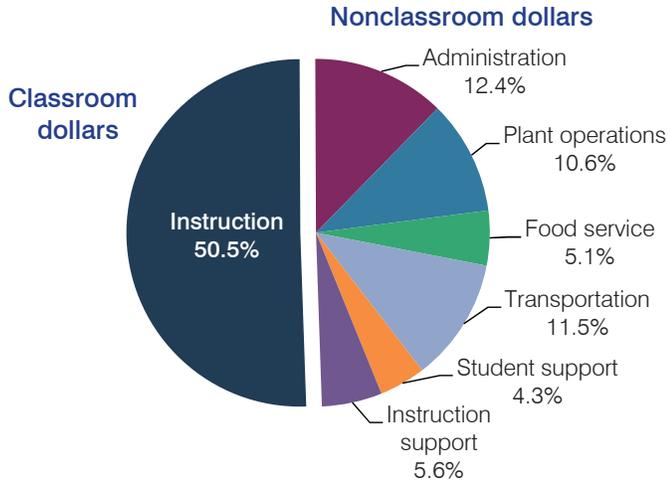
Palominas Elementary School District

Cochise County
 Efficiency peer groups 9 and T-8, Achievement peer group 19
 Legislative district(s): 14

District size, location: Medium, Rural
 Students attending: 984
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 7 percent. Spending in the classroom decreased overall from 54.1 to 50.5 percent. Overall, spending on transportation increased substantially, spending on administration and instruction support increased, and spending on food service increased slightly. Spending on plant operations decreased and spending on student support decreased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,058	\$974	\$757
	Students per administrator	64	65	68
Plant operations	Cost per square foot	\$6.91	\$6.55	\$6.04
	Square footage per student	132	140	153
Food service	Cost per meal equivalent	\$3.05	\$2.82	\$2.69
Transportation	Cost per mile	\$2.28	\$2.61	\$3.62
	Cost per rider	\$782	\$774	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$8,126	\$8,561	\$7,678	\$7,578	\$10,667
Classroom dollars	4,152	4,319	3,796	4,073	6,495
Nonclassroom dollars:	3,974	4,242	3,882	3,505	4,172
Administration	973	1,058	974	757	1,160
Plant operations	898	911	902	923	1,008
Food service	332	441	549	405	429
Transportation	1,013	983	496	373	464
Student support	319	372	463	600	594
Instruction support	439	477	498	447	517

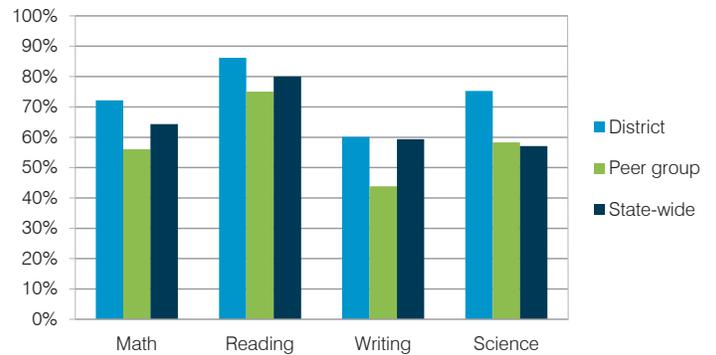
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	31%	30%	24%
Students per teacher	15.5	13.0	18.6
Average teacher salary	\$37,957	\$44,780	\$46,026
Amount from Proposition 301	\$2,604	\$3,720	\$4,810
Average years of teacher experience	11.1	14.2	10.9
Percentage of teachers in first 3 years	14%	15%	20%

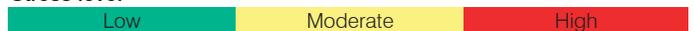
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.3%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



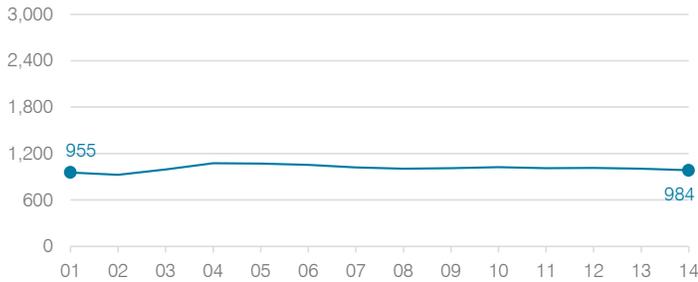
Palominas Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	55.4	54.9	54.2	55.7	54.3	55.6	55.5	55.9	54.1	53.8	51.5	50.3	51.1	50.5

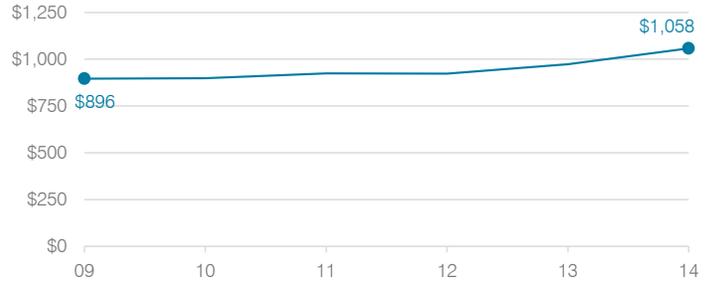
OPERATIONAL TRENDS

Fiscal years as indicated

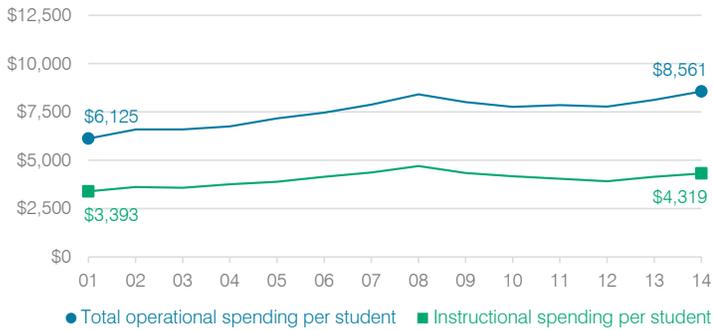
Students attending



Administrative cost per student



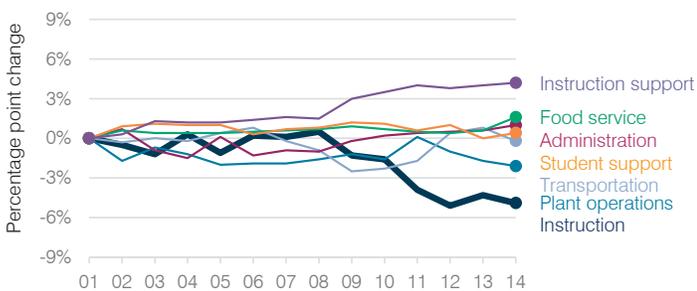
Total operational and instructional spending per student



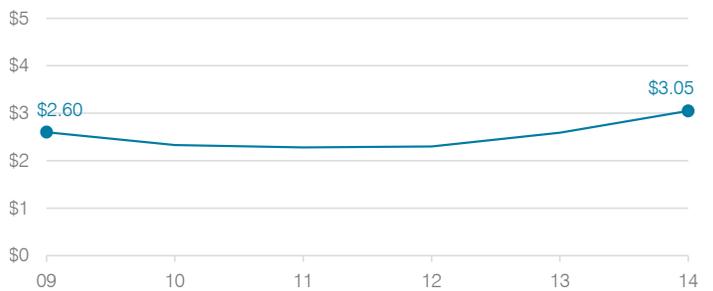
Plant cost per square foot and square footage per student



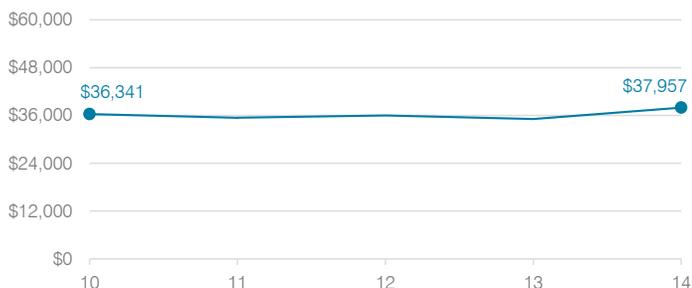
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



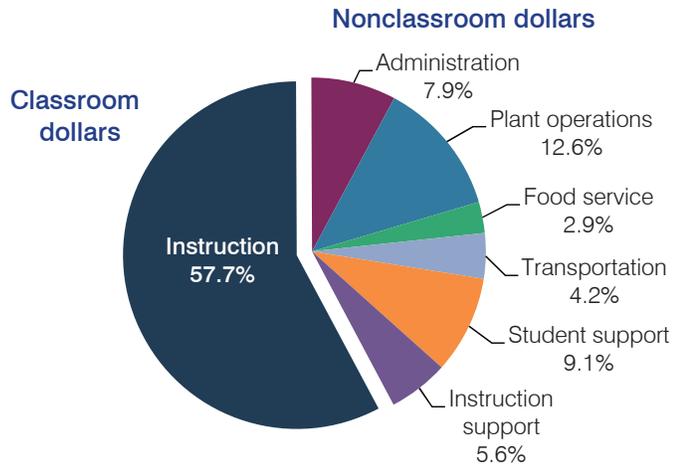
Paradise Valley Unified School District

Maricopa County
 Efficiency peer groups 1 and T-4, Achievement peer group 2
 Legislative district(s): 15, 20, 23, and 28

District size, location: Very large, City
 Students attending: 31,072
 Number of schools: 45

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 5 percent. Spending in the classroom decreased overall from 60.6 to 57.7 percent. Overall, spending on plant operations increased, spending on transportation and student support increased slightly, and spending on most other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$610	\$630	\$757
	Students per administrator	76	81	68
Plant operations	Cost per square foot	\$6.10	\$5.83	\$6.04
	Square footage per student	160	143	153
Food service	Cost per meal equivalent	\$2.44	\$2.72	\$2.69
Transportation	Cost per mile	\$4.13	\$3.54	\$3.62
	Cost per rider	\$1,475	\$1,065	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$7,365	\$7,747	\$7,208	\$7,578	\$10,667
Classroom dollars	4,208	4,471	4,086	4,073	6,495
Nonclassroom dollars:	3,157	3,276	3,122	3,505	4,172
Administration	567	610	630	757	1,160
Plant operations	958	978	831	923	1,008
Food service	212	227	330	405	429
Transportation	311	323	346	373	464
Student support	692	703	605	600	594
Instruction support	417	435	380	447	517

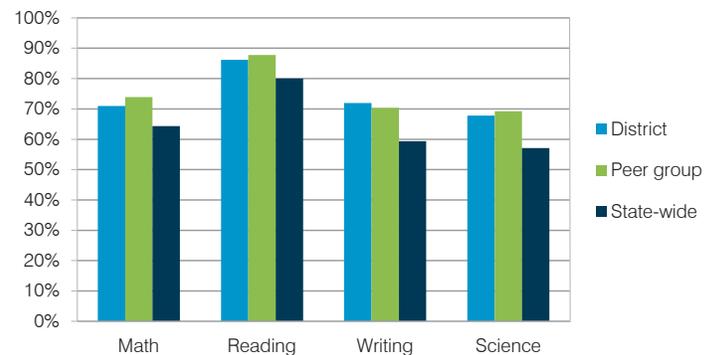
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	19	42%
B	14	31%
C	8	18%
D	1	2%
F	0	0%
Not rated	3	7%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	85%	87%	75%
Poverty rate (2013)	17%	14%	24%
Students per teacher	20.5	19.2	18.6
Average teacher salary	\$51,848	\$46,746	\$46,026
Amount from Proposition 301	\$5,416	\$4,740	\$4,810
Average years of teacher experience	13.3	11.0	10.9
Percentage of teachers in first 3 years	14%	15%	20%

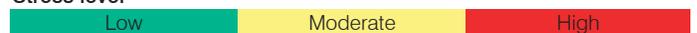
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.3%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



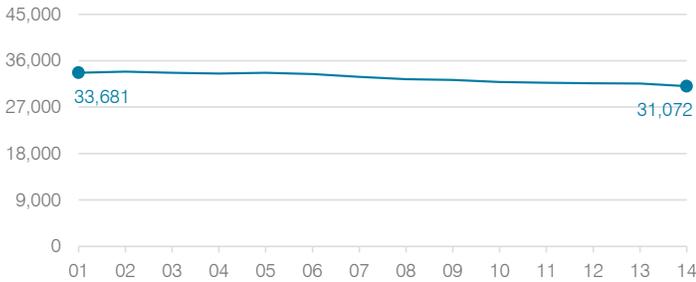
Paradise Valley Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	64.0	64.6	62.9	61.8	63.0	62.1	62.4	60.8	60.6	59.8	58.8	55.8	57.1	57.7

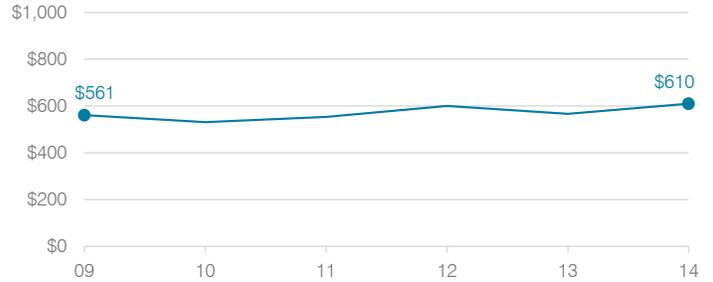
OPERATIONAL TRENDS

Fiscal years as indicated

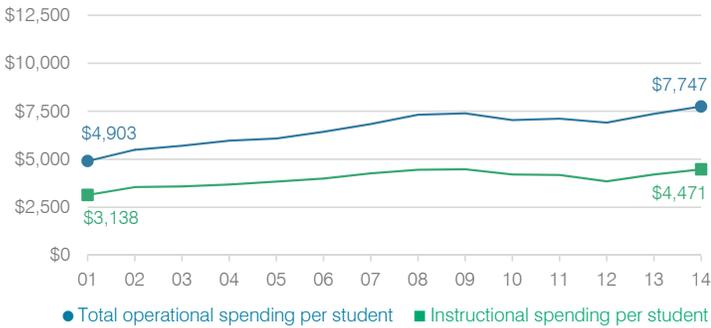
Students attending



Administrative cost per student



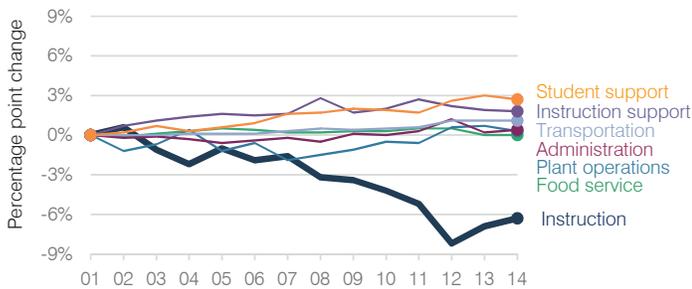
Total operational and instructional spending per student



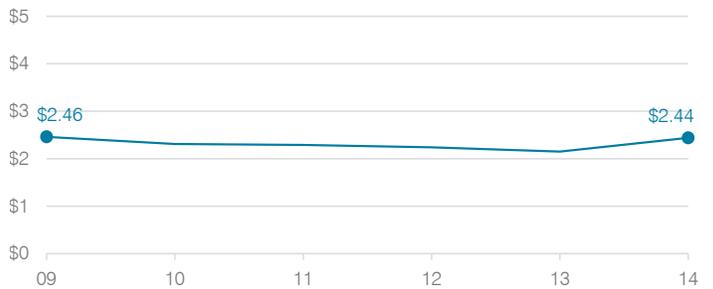
Plant cost per square foot and square footage per student



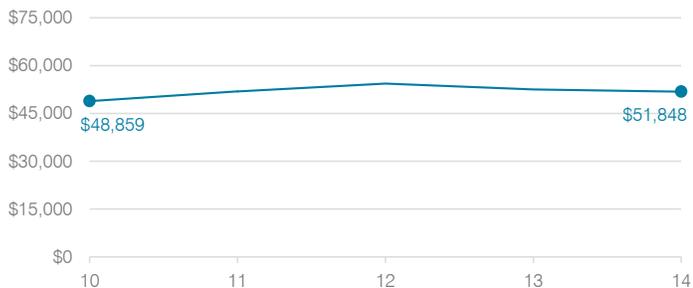
Changes in operational spending percentages



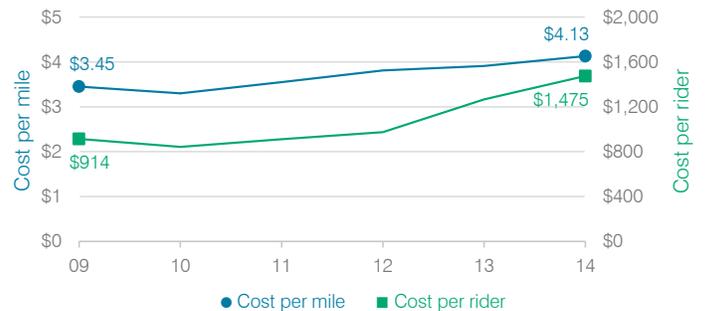
Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



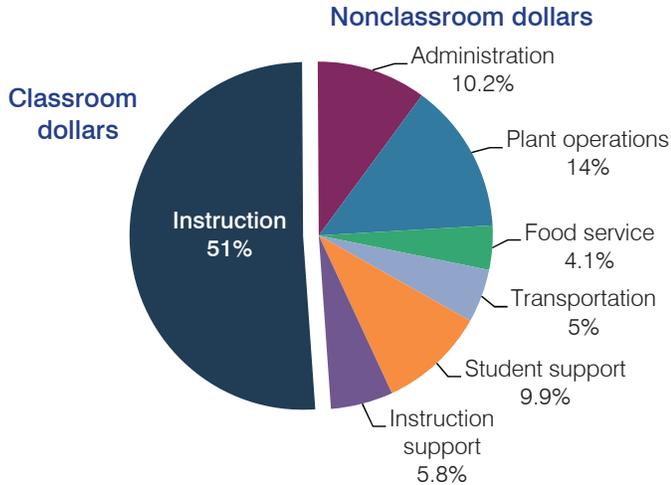
Parker Unified School District

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

District size, location: Medium, Town
 Students attending: 1,934
 Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 6 percent. Spending in the classroom was very inconsistent year to year, ranging overall from a high of 52.6 to a low of 50.5 percent. Overall, spending on food service decreased, while spending on most other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$878	\$1,016	\$757
	Students per administrator	66	54	68
Plant operations	Cost per square foot	\$6.36	\$4.71	\$6.04
	Square footage per student	189	261	153
Food service	Cost per meal equivalent	\$2.69	\$3.28	\$2.69
Transportation	Cost per mile	\$2.90	\$2.61	\$3.62
	Cost per rider	\$747	\$774	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$8,347	\$8,582	\$8,082	\$7,578	\$10,667
Classroom dollars	4,260	4,374	4,193	4,073	6,495
Nonclassroom dollars:	4,087	4,208	3,889	3,505	4,172
Administration	886	878	1,016	757	1,160
Plant operations	1,163	1,203	1,145	923	1,008
Food service	361	355	389	405	429
Transportation	436	430	477	373	464
Student support	785	849	563	600	594
Instruction support	456	493	299	447	517

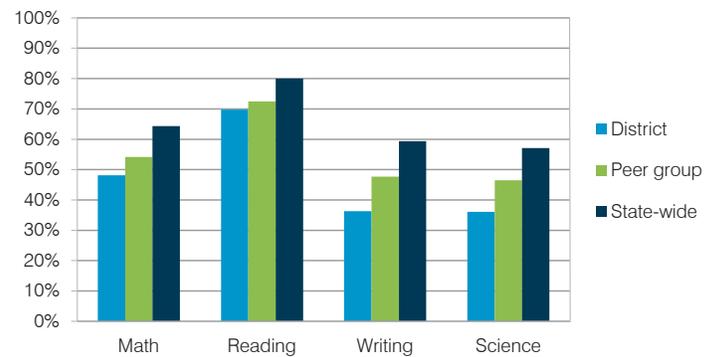
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	17%
C	3	50%
D	1	17%
F	0	0%
Not rated	1	17%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	95%
Graduation rate (2013)	67%	78%	75%
Poverty rate (2013)	33%	32%	24%
Students per teacher	16.9	16.5	18.6
Average teacher salary	\$42,640	\$43,049	\$46,026
Amount from Proposition 301	\$5,248	\$5,173	\$4,810
Average years of teacher experience	11.1	12.0	10.9
Percentage of teachers in first 3 years	24%	19%	20%

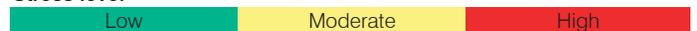
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

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

Stress level



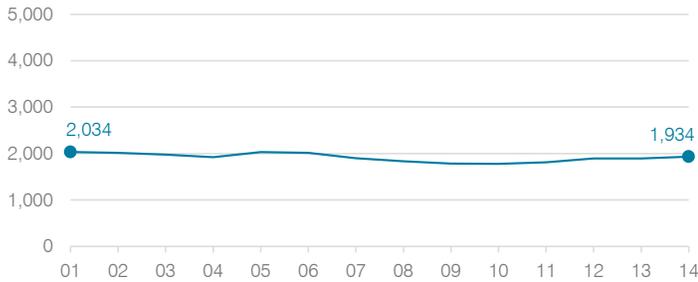
Parker Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	55.3	57.3	57.4	57.0	55.1	54.7	54.9	53.8	50.7	52.6	50.5	52.3	51.0	51.0

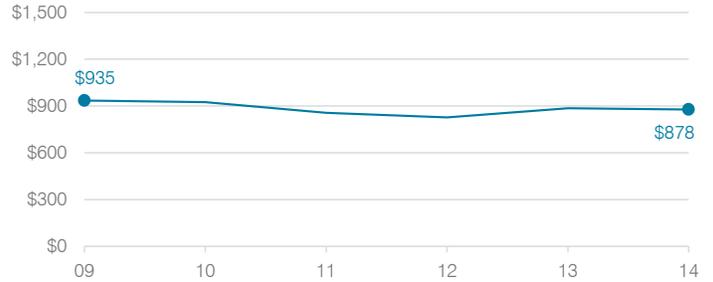
OPERATIONAL TRENDS

Fiscal years as indicated

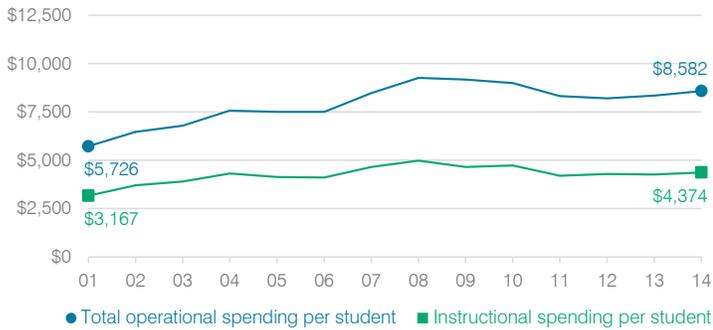
Students attending



Administrative cost per student



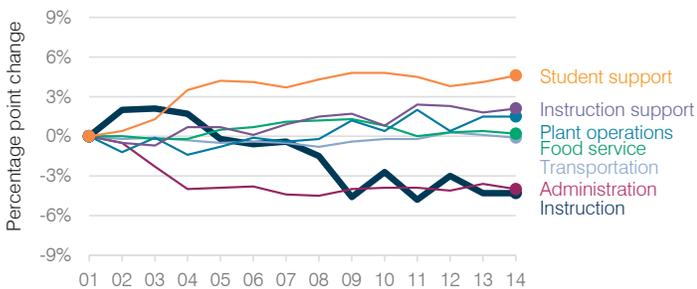
Total operational and instructional spending per student



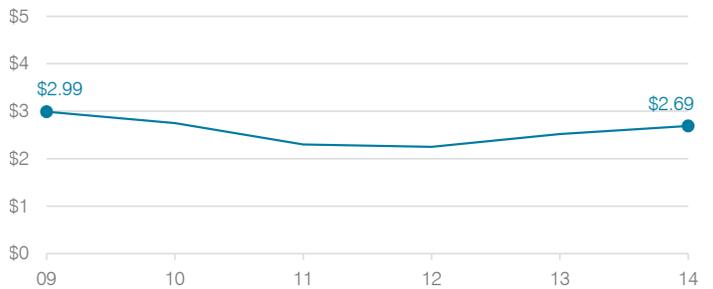
Plant cost per square foot and square footage per student



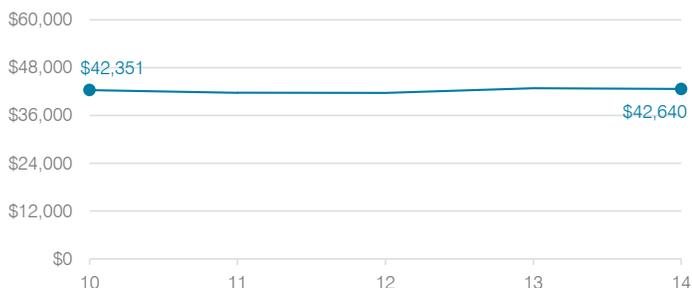
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



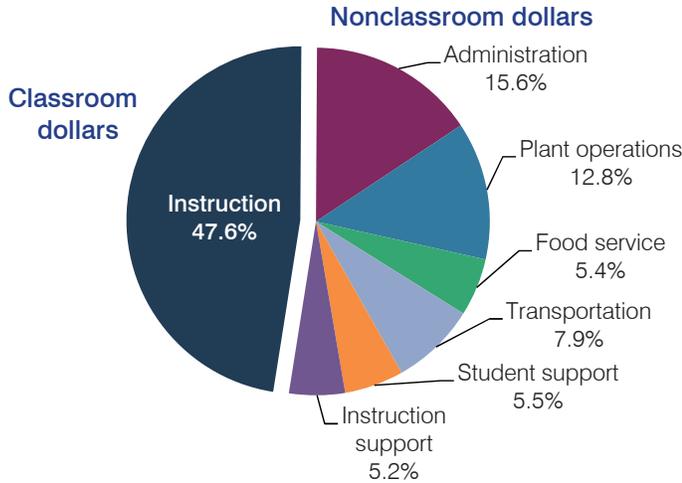
Patagonia Elementary School District

Santa Cruz County
 Efficiency peer groups 11 and T-11, Achievement peer group 19
 Legislative district(s): 2

District size, location: Very small, Rural
 Students attending: 89
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 15 percent. Spending in the classroom increased overall from 45.6 to 47.6 percent. Spending on most nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on food service increased, while spending on plant operations decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,774	\$2,835	\$757
	Students per administrator	25	28	68
Plant operations	Cost per square foot	\$4.48	\$6.51	\$6.04
	Square footage per student	509	351	153
Food service	Cost per meal equivalent	\$5.14	\$5.02	\$2.69
Transportation	Cost per mile	\$1.41	\$1.61	\$3.62
	Cost per rider	\$2,972	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$18,743	\$17,746	\$16,101	\$7,578	\$10,667
Classroom dollars	8,691	8,441	8,231	4,073	6,495
Nonclassroom dollars:	10,052	9,305	7,870	3,505	4,172
Administration	2,861	2,774	2,835	757	1,160
Plant operations	2,855	2,279	2,137	923	1,008
Food service	881	963	901	405	429
Transportation	1,658	1,397	1,072	373	464
Student support	955	973	536	600	594
Instruction support	842	919	389	447	517

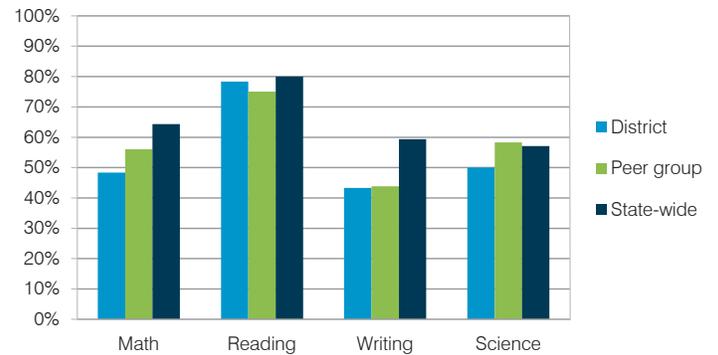
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	32%	30%	24%
Students per teacher	9.1	13.0	18.6
Average teacher salary	\$31,884	\$44,780	\$46,026
Amount from Proposition 301	\$3,245	\$3,720	\$4,810
Average years of teacher experience	9.7	14.2	10.9
Percentage of teachers in first 3 years	34%	15%	20%

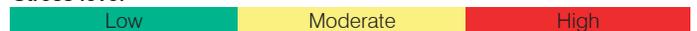
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

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

Stress level



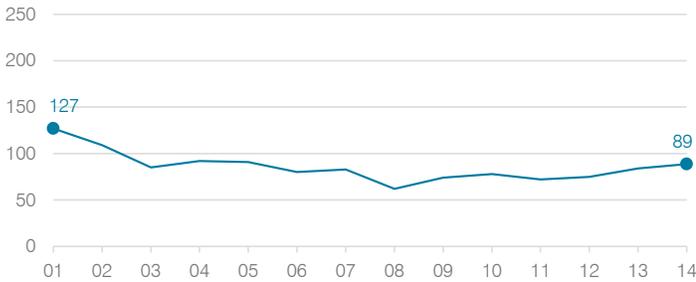
Patagonia Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	48.1	48.8	50.4	50.7	49.3	46.5	47.8	46.0	45.6	44.4	46.3	47.9	46.4	47.6

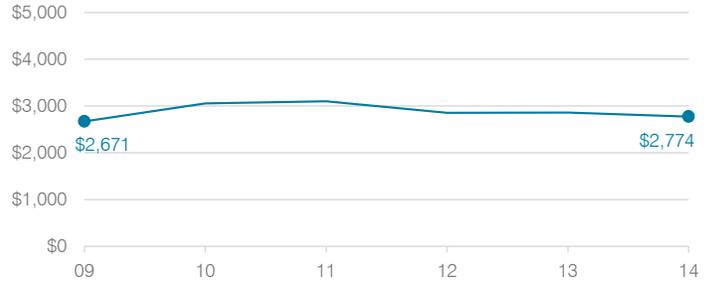
OPERATIONAL TRENDS

Fiscal years as indicated

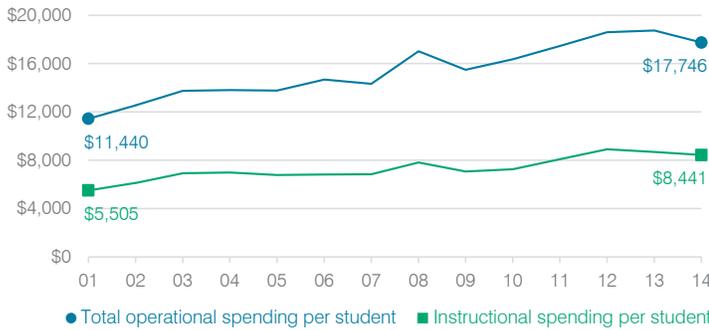
Students attending



Administrative cost per student



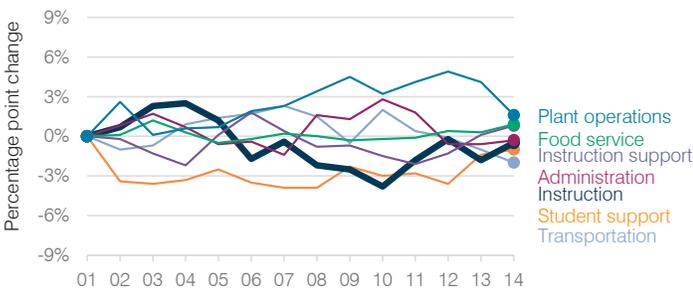
Total operational and instructional spending per student



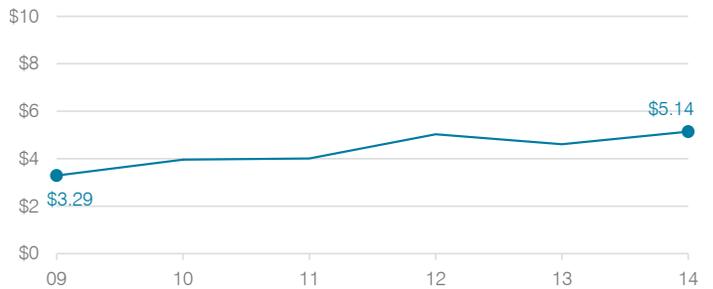
Plant cost per square foot and square footage per student



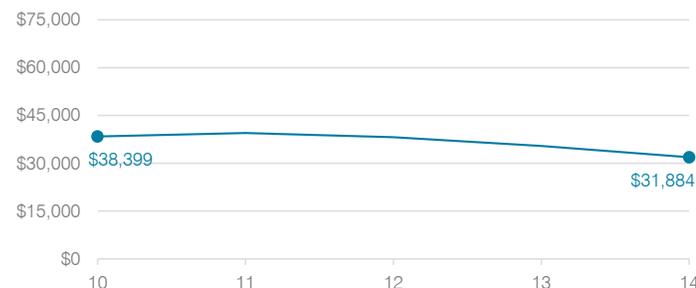
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



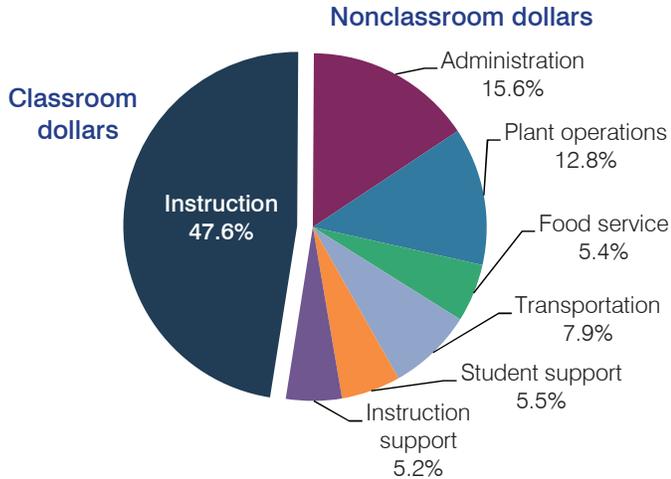
Patagonia Union High School District

Santa Cruz County
 Efficiency peer groups 11 and T-11, Achievement peer group 10
 Legislative district(s): 2

District size, location: Very small, Rural
 Students attending: 75
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 15 percent. Spending in the classroom increased overall from 45.6 to 47.6 percent. Spending on most nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on food service increased, while spending on plant operations decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,774	\$2,835	\$757
	Students per administrator	25	28	68
Plant operations	Cost per square foot	\$4.48	\$6.51	\$6.04
	Square footage per student	509	351	153
Food service	Cost per meal equivalent	\$5.14	\$5.02	\$2.69
Transportation	Cost per mile	\$1.41	\$1.61	\$3.62
	Cost per rider	\$2,972	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$18,743	\$17,746	\$16,101	\$7,578	\$10,667
Classroom dollars	8,691	8,441	8,231	4,073	6,495
Nonclassroom dollars:	10,052	9,305	7,870	3,505	4,172
Administration	2,861	2,774	2,835	757	1,160
Plant operations	2,855	2,279	2,137	923	1,008
Food service	881	963	901	405	429
Transportation	1,658	1,397	1,072	373	464
Student support	955	973	536	600	594
Instruction support	842	919	389	447	517

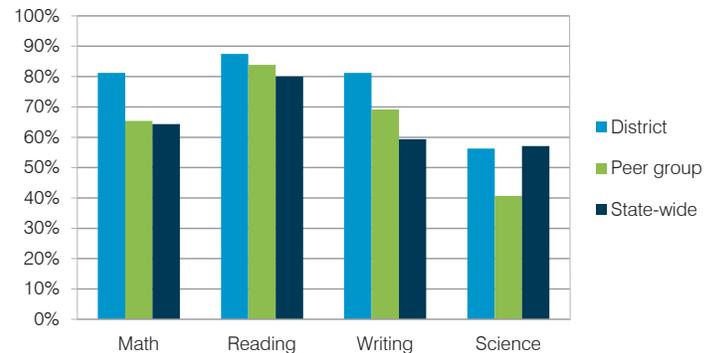
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2013)	N/A	75%	75%
Poverty rate (2013)	17%	20%	24%
Students per teacher	9.1	16.3	18.6
Average teacher salary	\$31,884	\$41,233	\$46,026
Amount from Proposition 301	\$3,245	\$4,174	\$4,810
Average years of teacher experience	9.7	11.5	10.9
Percentage of teachers in first 3 years	34%	22%	20%

Financial stress assessment

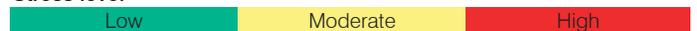
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

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

Stress level



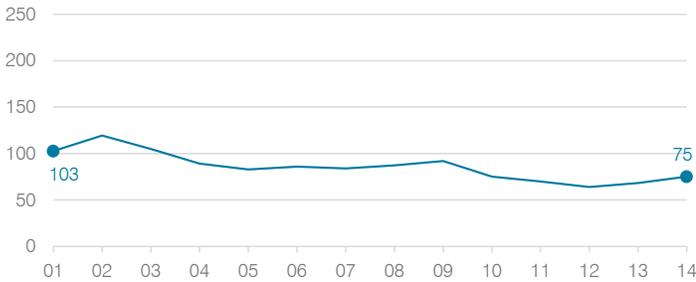
Patagonia Union High School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	48.1	48.8	50.4	50.7	49.3	46.5	47.8	46.0	45.6	44.4	46.3	47.9	46.4	47.6

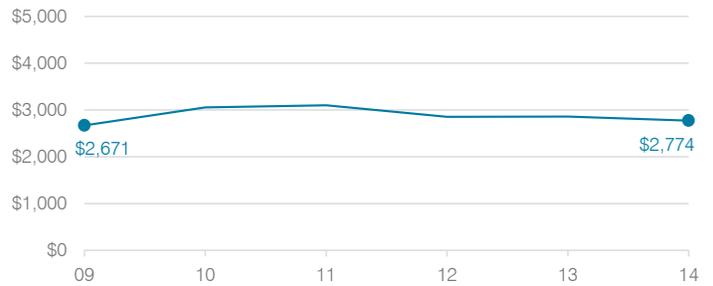
OPERATIONAL TRENDS

Fiscal years as indicated

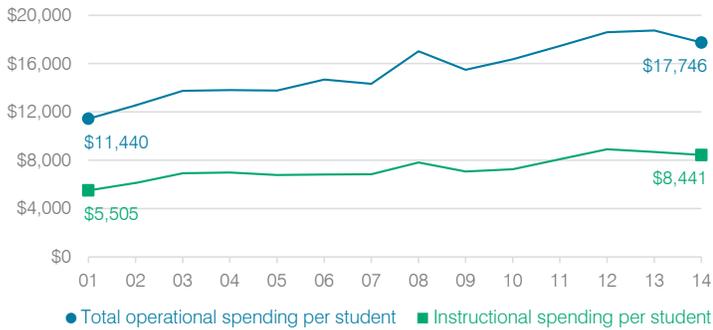
Students attending



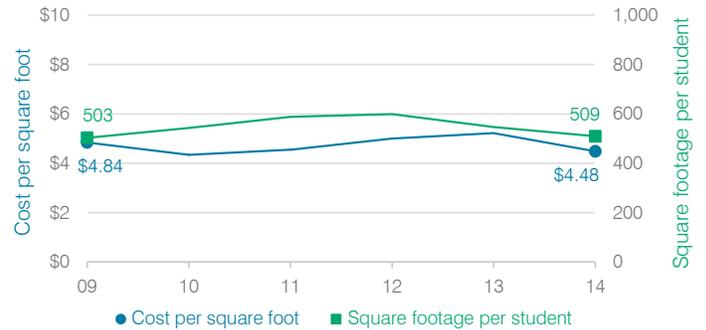
Administrative cost per student



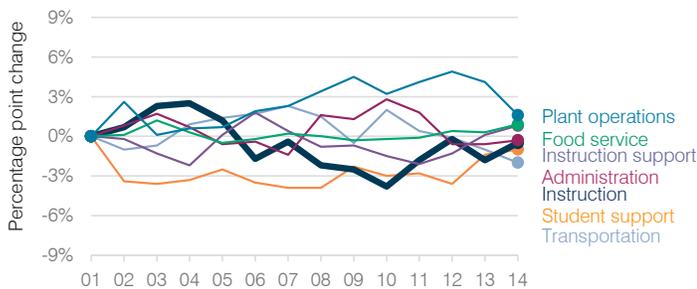
Total operational and instructional spending per student



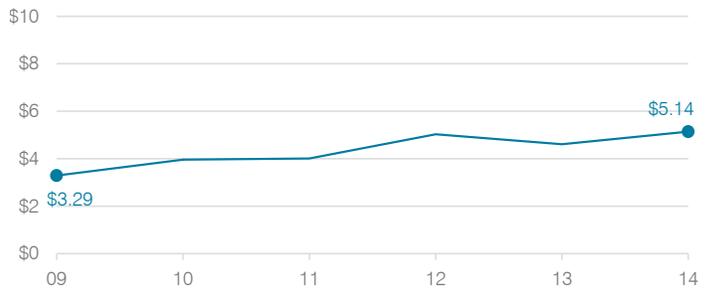
Plant cost per square foot and square footage per student



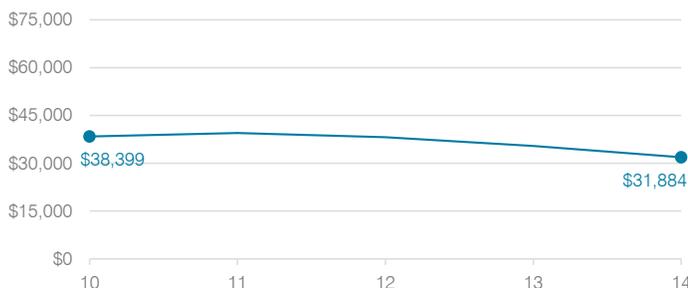
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



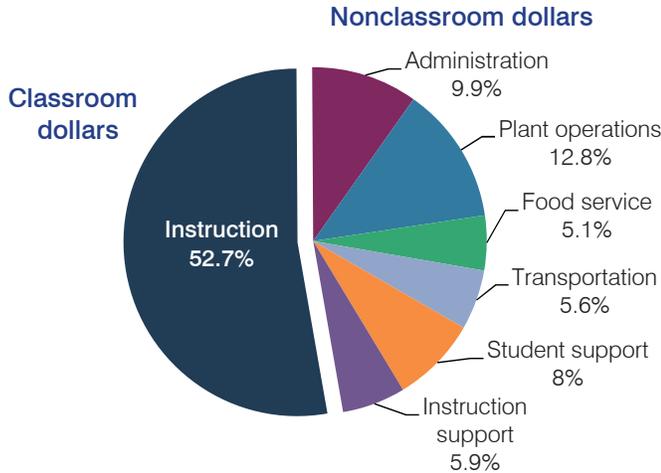
Payson Unified School District

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

District size, location: Medium-large, Town
 Students attending: 2,314
 Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 3 percent. Spending in the classroom decreased from 57.2 to 52.7 percent. Overall, spending on plant operations and transportation increased and spending on administration and instruction support increased slightly. Spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$751	\$789	\$757
	Students per administrator	60	67	68
Plant operations	Cost per square foot	\$5.57	\$5.46	\$6.04
	Square footage per student	174	188	153
Food service	Cost per meal equivalent	\$3.19	\$2.76	\$2.69
Transportation	Cost per mile	\$3.25	\$2.32	\$3.62
	Cost per rider	\$1,159	\$981	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$7,797	\$7,571	\$7,573	\$7,578	\$10,667
Classroom dollars	4,155	3,988	3,914	4,073	6,495
Nonclassroom dollars:	3,642	3,583	3,659	3,505	4,172
Administration	818	751	789	757	1,160
Plant operations	1,009	970	1,009	923	1,008
Food service	380	384	386	405	429
Transportation	454	423	406	373	464
Student support	623	606	607	600	594
Instruction support	358	449	462	447	517

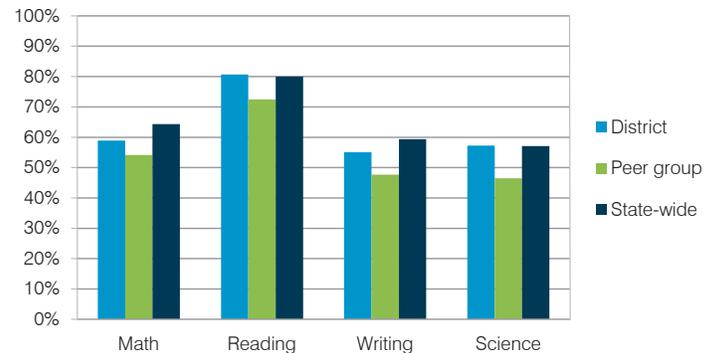
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	95%
Graduation rate (2013)	74%	78%	75%
Poverty rate (2013)	28%	32%	24%
Students per teacher	19.3	16.5	18.6
Average teacher salary	\$46,309	\$43,049	\$46,026
Amount from Proposition 301	\$5,381	\$5,173	\$4,810
Average years of teacher experience	13.6	12.0	10.9
Percentage of teachers in first 3 years	10%	19%	20%

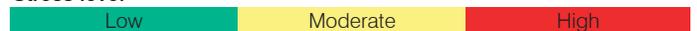
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.5%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



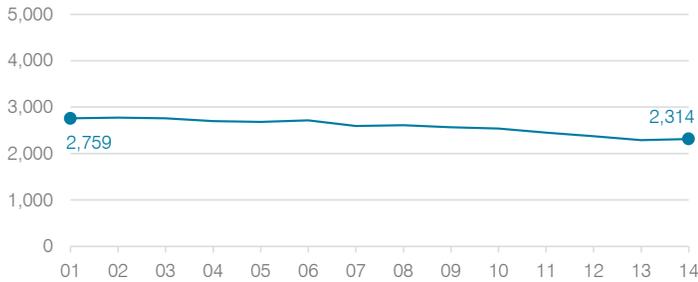
Payson Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	57.8	60.8	61.5	59.5	59.3	57.4	57.0	58.3	57.2	56.2	55.4	55.4	53.3	52.7

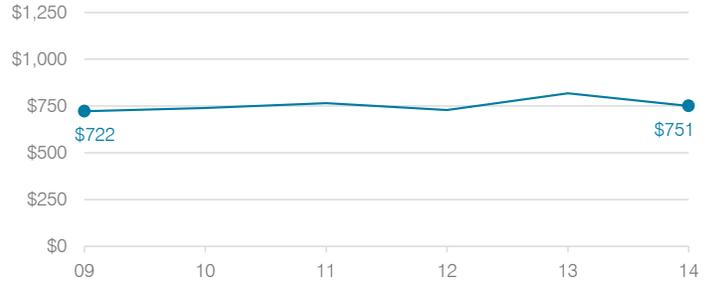
OPERATIONAL TRENDS

Fiscal years as indicated

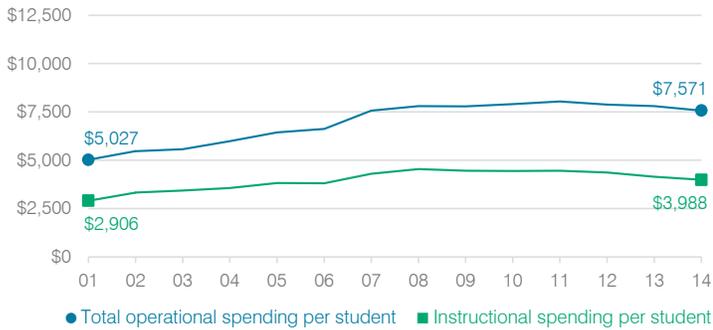
Students attending



Administrative cost per student



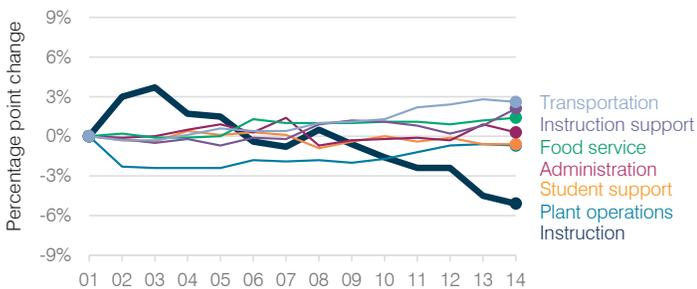
Total operational and instructional spending per student



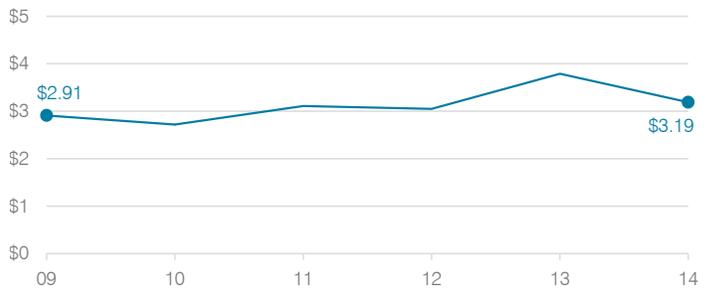
Plant cost per square foot and square footage per student



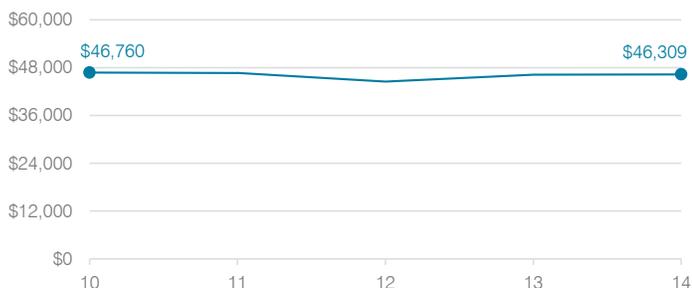
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Peach Springs Unified School District

Mohave County

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

Legislative district(s): 7

District size, location:

Very small, Rural

Students attending:

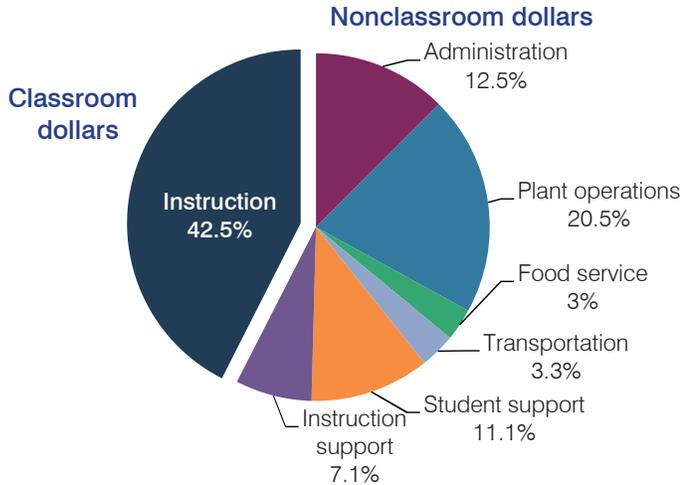
184

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 23 percent. Spending in the classroom varied year to year, increasing overall from 41.3 to 42.5 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on student support increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,023	\$2,835	\$757
	Students per administrator	46	28	68
Plant operations	Cost per square foot	\$5.85	\$6.51	\$6.04
	Square footage per student	568	351	153
Food service	Cost per meal equivalent	\$3.40	\$5.02	\$2.69
Transportation	Cost per mile	\$3.67	\$1.61	\$3.62
	Cost per rider	\$974	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$18,252	\$16,209	\$16,101	\$7,578	\$10,667
Classroom dollars	7,774	6,893	8,231	4,073	6,495
Nonclassroom dollars:	10,478	9,316	7,870	3,505	4,172
Administration	2,362	2,023	2,835	757	1,160
Plant operations	4,422	3,323	2,137	923	1,008
Food service	566	482	901	405	429
Transportation	534	529	1,072	373	464
Student support	1,958	1,801	536	600	594
Instruction support	636	1,158	389	447	517

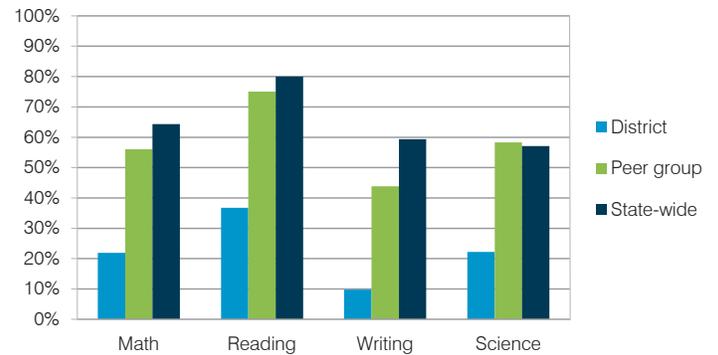
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	33%	30%	24%
Students per teacher	13.2	13.0	18.6
Average teacher salary	\$50,870	\$44,780	\$46,026
Amount from Proposition 301	\$5,892	\$3,720	\$4,810
Average years of teacher experience	12.9	14.2	10.9
Percentage of teachers in first 3 years	6%	15%	20%

Financial stress assessment

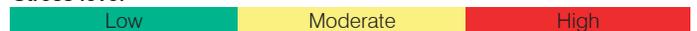
Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Assessment

Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.2%, Decreasing
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Noncompliant

Stress level



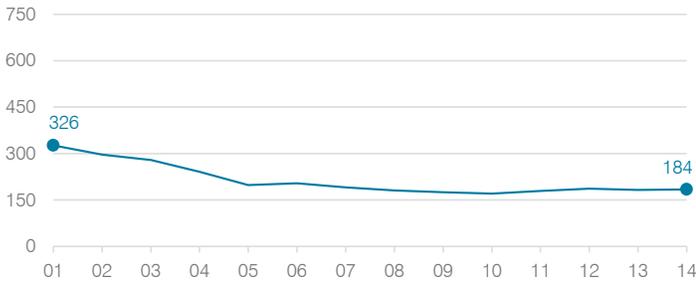
Peach Springs Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	57.2	59.4	57.8	55.0	60.6	61.3	22.8	53.7	41.3	54.1	41.2	43.9	42.6	42.5

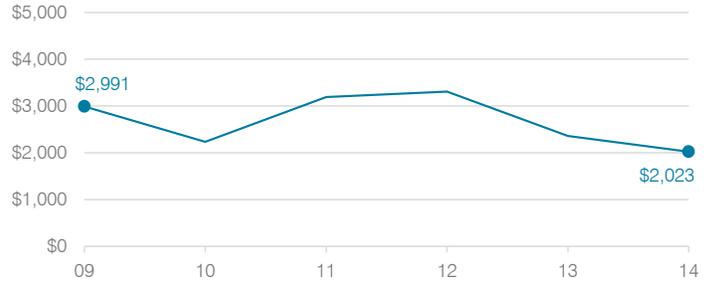
OPERATIONAL TRENDS

Fiscal years as indicated

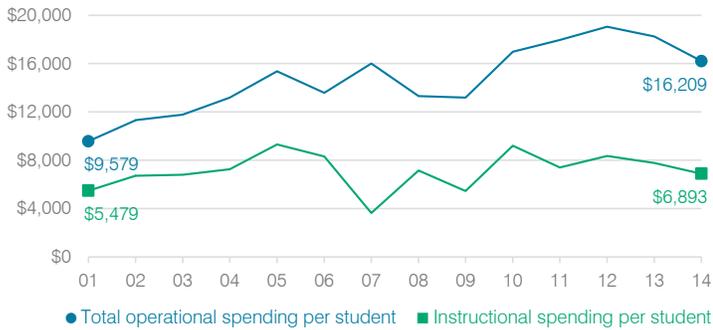
Students attending



Administrative cost per student



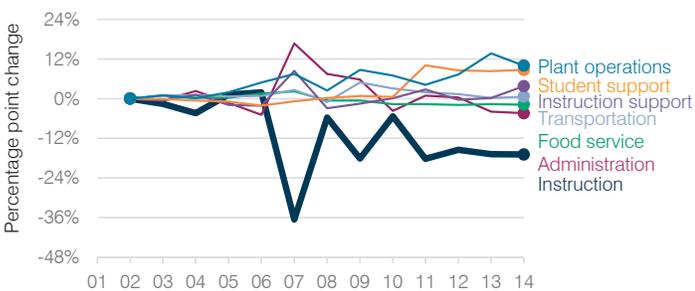
Total operational and instructional spending per student



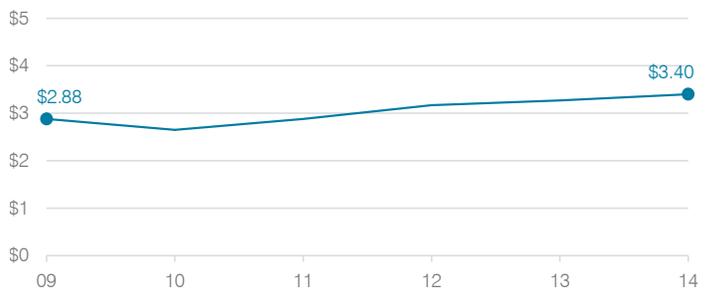
Plant cost per square foot and square footage per student



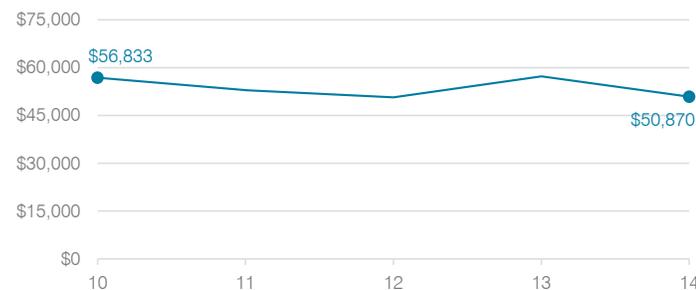
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Pearce Elementary School District

Cochise County

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

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

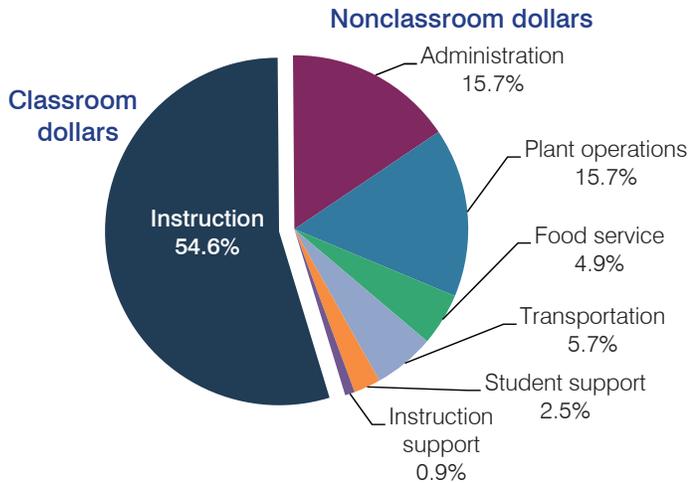
101

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 17 percent. Spending in the classroom varied year to year, decreasing overall from 56.1 to 54.6 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,139	\$2,835	\$757
	Students per administrator	31	28	68
Plant operations	Cost per square foot	\$7.39	\$6.51	\$6.04
	Square footage per student	290	351	153
Food service	Cost per meal equivalent	\$4.17	\$5.02	\$2.69
Transportation	Cost per mile	\$1.58	\$1.61	\$3.62
	Cost per rider	\$962	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$14,002	\$13,622	\$16,101	\$7,578	\$10,667
Classroom dollars	7,463	7,434	8,231	4,073	6,495
Nonclassroom dollars:	6,539	6,188	7,870	3,505	4,172
Administration	2,179	2,139	2,835	757	1,160
Plant operations	2,527	2,145	2,137	923	1,008
Food service	601	667	901	405	429
Transportation	794	772	1,072	373	464
Student support	309	335	536	600	594
Instruction support	129	130	389	447	517

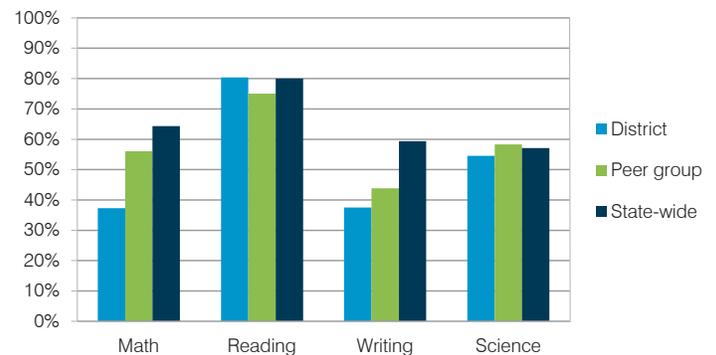
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	90%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	31%	30%	24%
Students per teacher	10.1	13.0	18.6
Average teacher salary	\$43,411	\$44,780	\$46,026
Amount from Proposition 301	\$4,341	\$3,720	\$4,810
Average years of teacher experience	14.1	14.2	10.9
Percentage of teachers in first 3 years	33%	15%	20%

Financial stress assessment

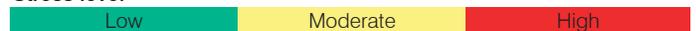
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

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

Stress level



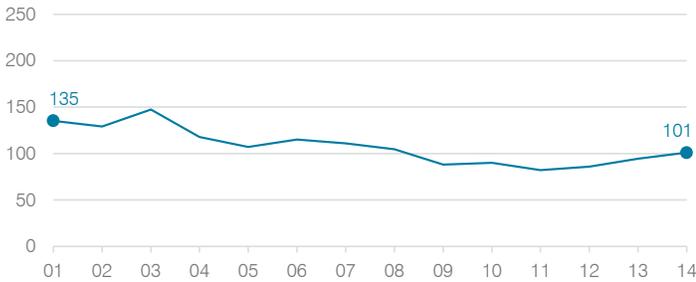
Pearce Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	56.9	58.8	58.6	54.6	52.4	53.9	54.4	55.3	56.1	55.1	54.1	58.0	53.3	54.6

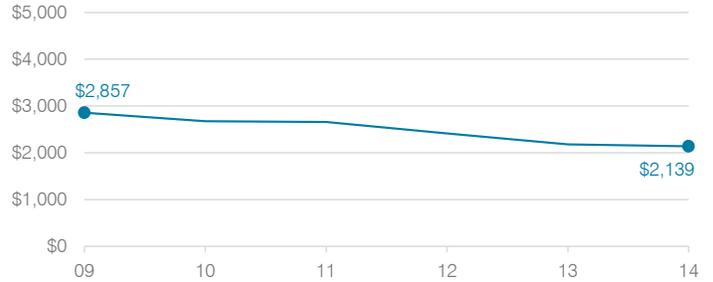
OPERATIONAL TRENDS

Fiscal years as indicated

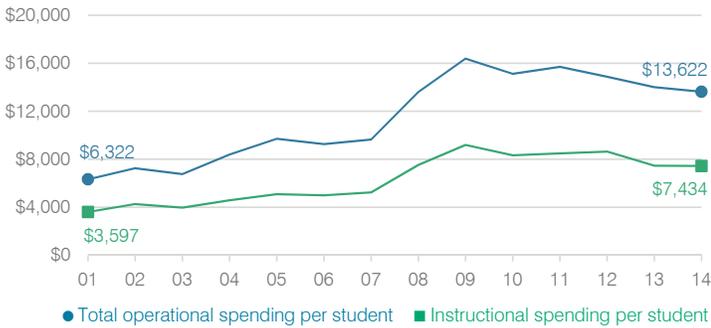
Students attending



Administrative cost per student



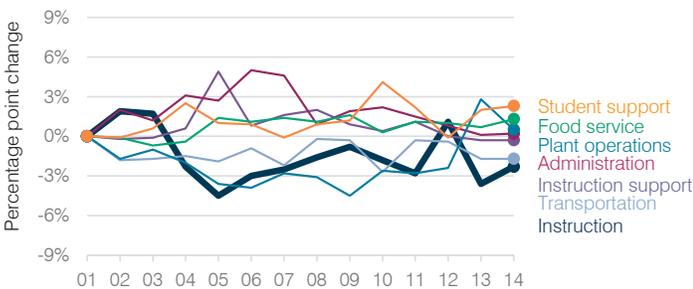
Total operational and instructional spending per student



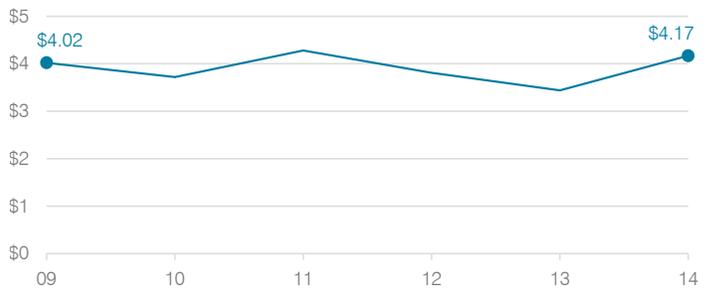
Plant cost per square foot and square footage per student



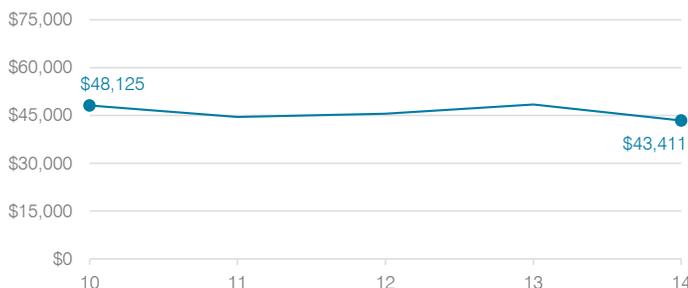
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



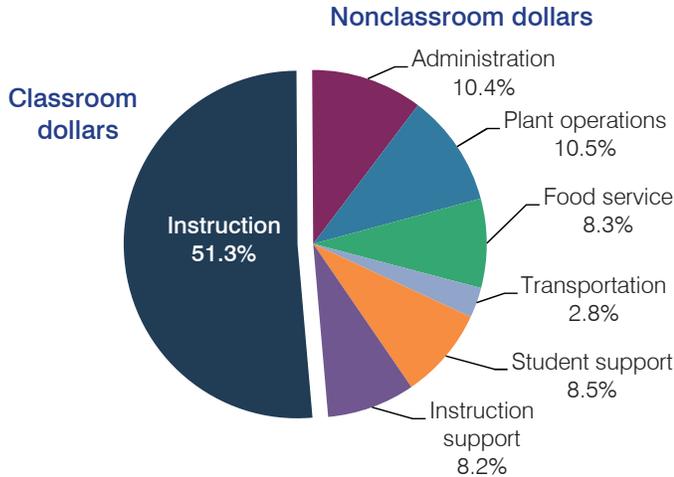
Pendergast Elementary School District

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

District size, location: Large, City
 Students attending: 9,281
 Number of schools: 13

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 5 percent. Spending in the classroom decreased from 55.7 to 51.3 percent. Overall, spending on administration and food service increased and spending on student support increased slightly. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$725	\$726	\$757
	Students per administrator	80	77	68
Plant operations	Cost per square foot	\$5.65	\$6.09	\$6.04
	Square footage per student	129	131	153
Food service	Cost per meal equivalent	\$2.43	\$2.64	\$2.69
Transportation	Cost per mile	\$4.90	\$3.79	\$3.62
	Cost per rider	\$1,270	\$977	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$6,970	\$6,963	\$7,414	\$7,578	\$10,667
Classroom dollars	3,661	3,575	3,939	4,073	6,495
Nonclassroom dollars:	3,309	3,388	3,475	3,505	4,172
Administration	695	725	726	757	1,160
Plant operations	751	730	793	923	1,008
Food service	526	580	547	405	429
Transportation	200	196	308	373	464
Student support	580	589	575	600	594
Instruction support	557	568	526	447	517

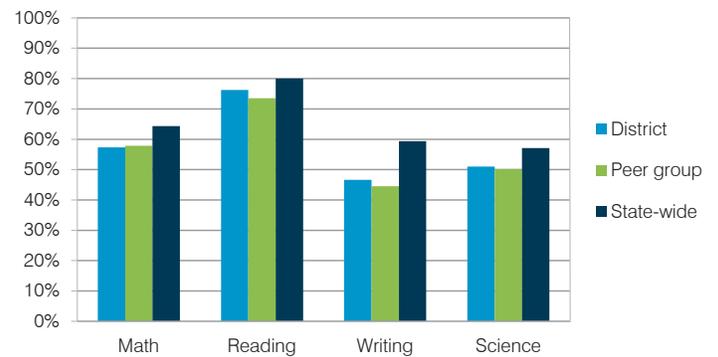
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	0	0%
B	10	77%
C	2	15%
D	0	0%
F	1	8%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	27%	26%	24%
Students per teacher	20.8	19.7	18.6
Average teacher salary	\$46,881	\$40,842	\$46,026
Amount from Proposition 301	\$2,567	\$3,876	\$4,810
Average years of teacher experience	9.2	7.6	10.9
Percentage of teachers in first 3 years	27%	34%	20%

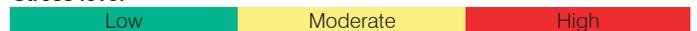
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

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

Stress level



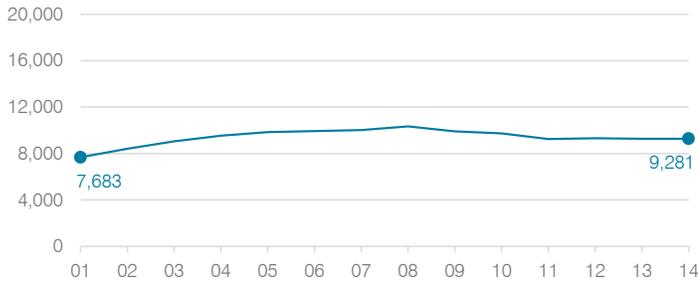
Pendergast Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	58.9	57.0	59.0	59.1	58.9	59.3	56.2	56.3	56.0	55.1	55.5	54.2	52.5	51.3

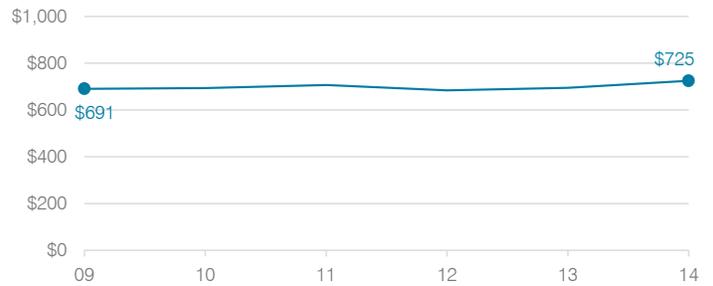
OPERATIONAL TRENDS

Fiscal years as indicated

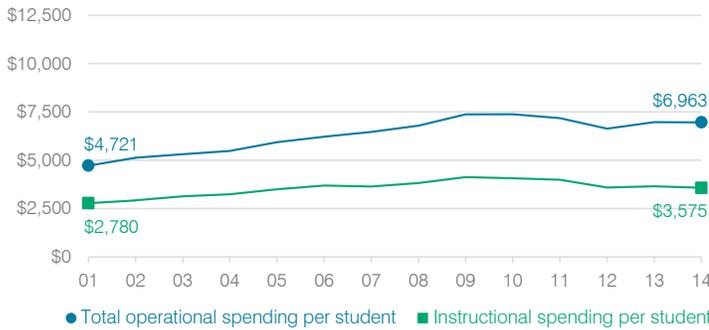
Students attending



Administrative cost per student



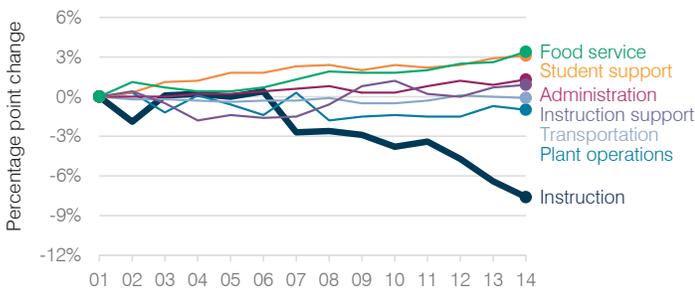
Total operational and instructional spending per student



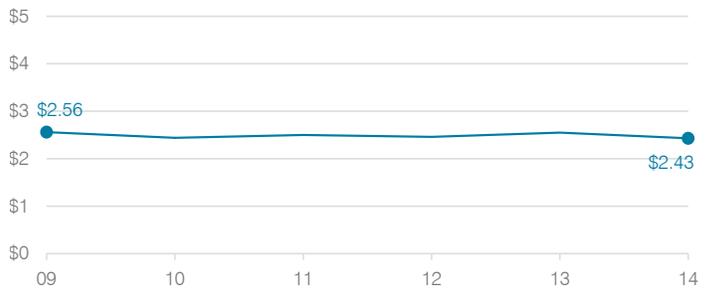
Plant cost per square foot and square footage per student



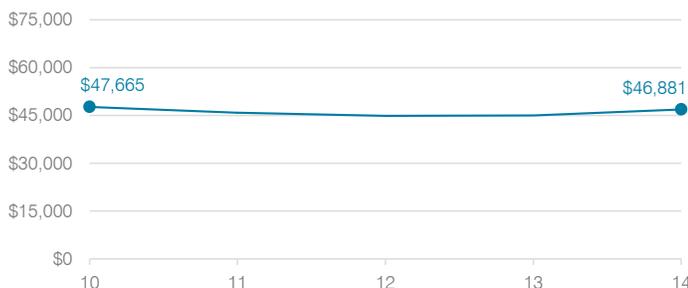
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



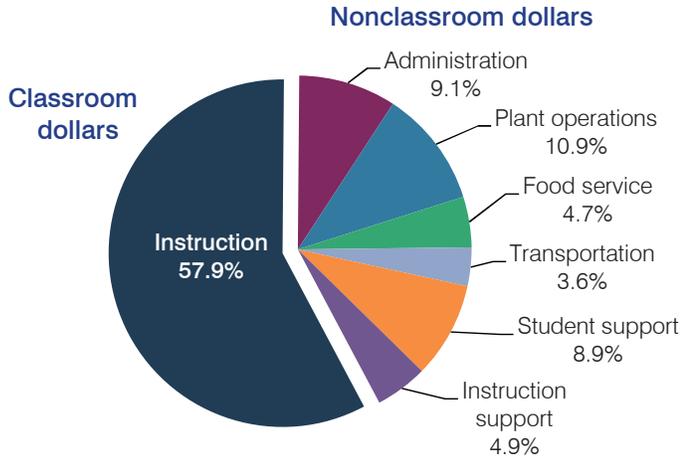
Peoria Unified School District

Maricopa County
 Efficiency peer groups 1 and T-5, Achievement peer group 2
 Legislative district(s): 20, 21, 22, and 29

District size, location: Very large, Suburb
 Students attending: 35,383
 Number of schools: 40

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 9 percent. Spending in the classroom varied year to year, decreasing overall from 60.5 to 57.9 percent. Spending on administration and food service increased and spending on plant operations increased slightly. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$601	\$630	\$757
	Students per administrator	89	81	68
Plant operations	Cost per square foot	\$5.54	\$5.83	\$6.04
	Square footage per student	130	143	153
Food service	Cost per meal equivalent	\$2.84	\$2.72	\$2.69
Transportation	Cost per mile	\$3.24	\$3.47	\$3.62
	Cost per rider	\$1,128	\$1,326	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$6,708	\$6,585	\$7,208	\$7,578	\$10,667
Classroom dollars	3,756	3,814	4,086	4,073	6,495
Nonclassroom dollars:	2,952	2,771	3,122	3,505	4,172
Administration	723	601	630	757	1,160
Plant operations	758	718	831	923	1,008
Food service	298	308	330	405	429
Transportation	240	236	346	373	464
Student support	582	582	605	600	594
Instruction support	351	326	380	447	517

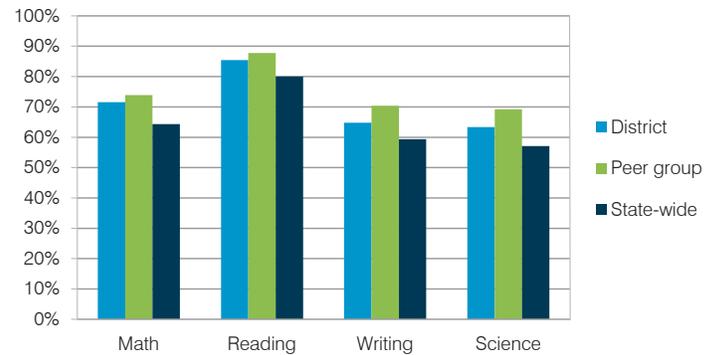
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	20	50%
B	16	40%
C	3	8%
D	0	0%
F	0	0%
Not rated	1	2%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2013)	93%	87%	75%
Poverty rate (2013)	15%	14%	24%
Students per teacher	18.4	19.2	18.6
Average teacher salary	\$41,433	\$46,746	\$46,026
Amount from Proposition 301	\$5,135	\$4,740	\$4,810
Average years of teacher experience	10.0	11.0	10.9
Percentage of teachers in first 3 years	17%	15%	20%

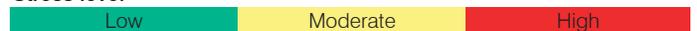
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	0.7%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



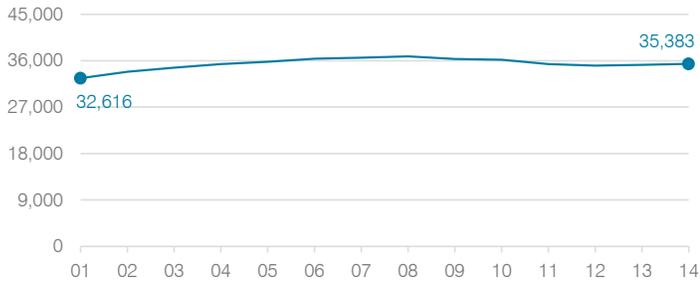
Peoria Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	61.9	61.5	61.4	61.5	60.0	60.6	59.6	59.8	60.5	59.6	57.2	57.6	56.0	57.9

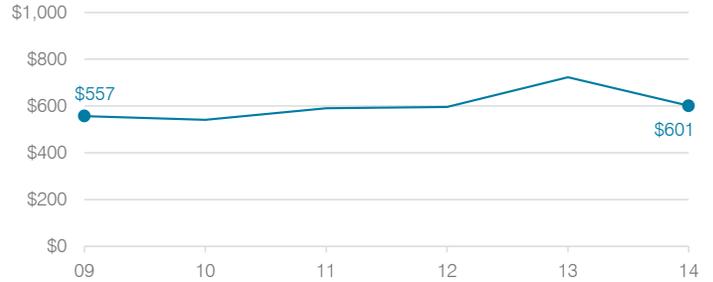
OPERATIONAL TRENDS

Fiscal years as indicated

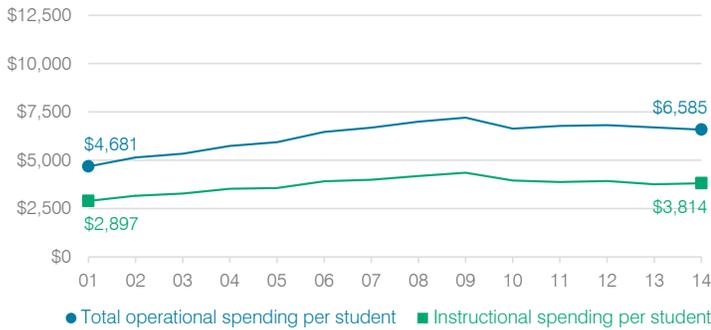
Students attending



Administrative cost per student



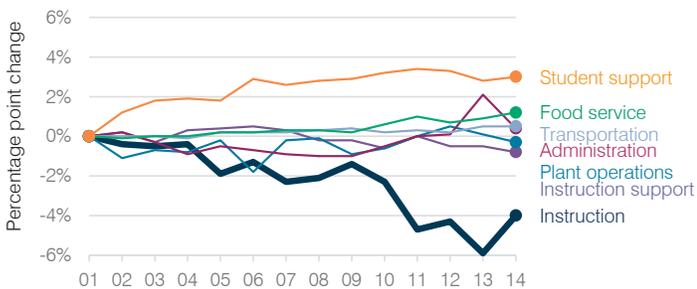
Total operational and instructional spending per student



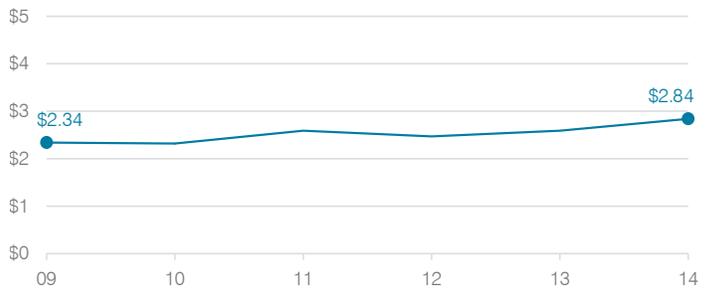
Plant cost per square foot and square footage per student



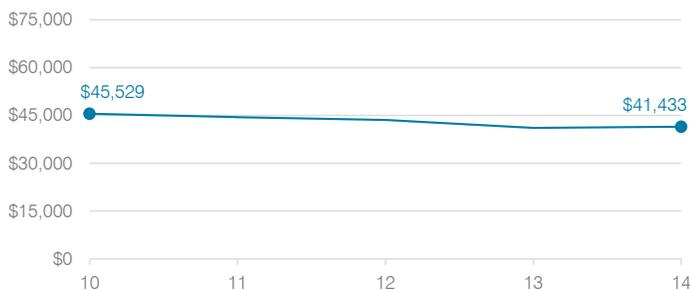
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



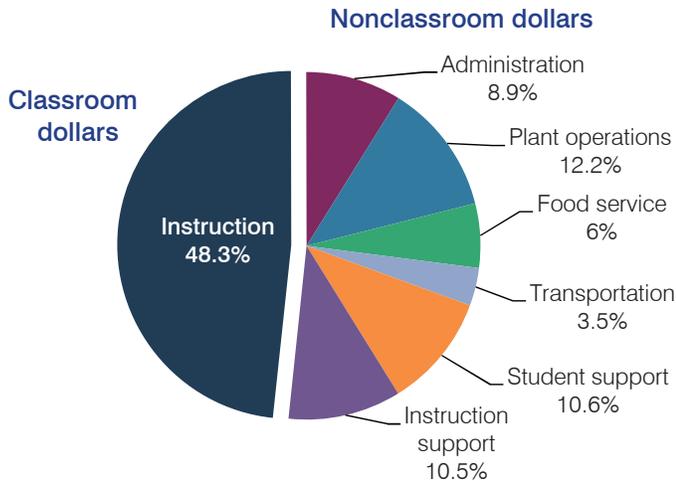
Phoenix Elementary School District

Maricopa County
 Efficiency peer groups 8 and T-1, Achievement peer group 15
 Legislative district(s): 24, 27, and 30

District size, location: Medium-large, City
 Students attending: 6,894
 Number of schools: 14

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 5 percent. Spending in the classroom decreased from 53.8 to 48.3 percent. Spending on administration, plant operations, food service, and student support increased and spending on transportation increased slightly. Spending on instruction support remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$883	\$895	\$757
	Students per administrator	49	69	68
Plant operations	Cost per square foot	\$7.17	\$6.19	\$6.04
	Square footage per student	170	143	153
Food service	Cost per meal equivalent	\$2.26	\$2.48	\$2.69
Transportation	Cost per mile	\$7.26	\$6.52	\$3.62
	Cost per rider	\$1,278	\$710	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$9,494	\$9,927	\$7,656	\$7,578	\$10,667
Classroom dollars	4,556	4,796	3,929	4,073	6,495
Nonclassroom dollars:	4,938	5,131	3,727	3,505	4,172
Administration	857	883	895	757	1,160
Plant operations	1,198	1,215	879	923	1,008
Food service	614	599	558	405	429
Transportation	321	345	291	373	464
Student support	938	1,048	580	600	594
Instruction support	1,010	1,041	524	447	517

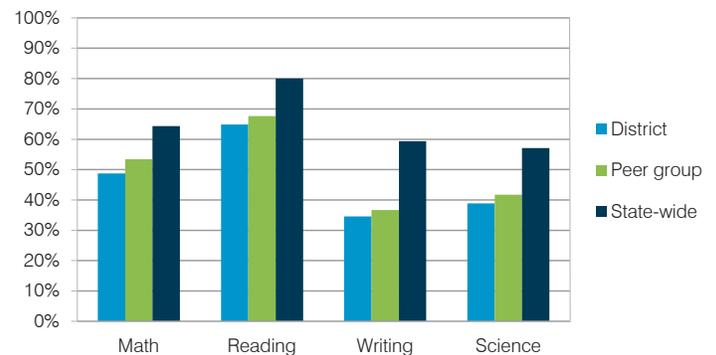
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	2	14%
B	0	0%
C	7	50%
D	5	36%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	58%	52%	24%
Students per teacher	15.4	18.2	18.6
Average teacher salary	\$39,874	\$47,973	\$46,026
Amount from Proposition 301	\$2,666	\$4,193	\$4,810
Average years of teacher experience	10.3	8.8	10.9
Percentage of teachers in first 3 years	31%	33%	20%

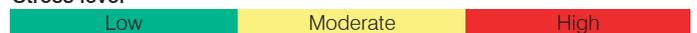
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



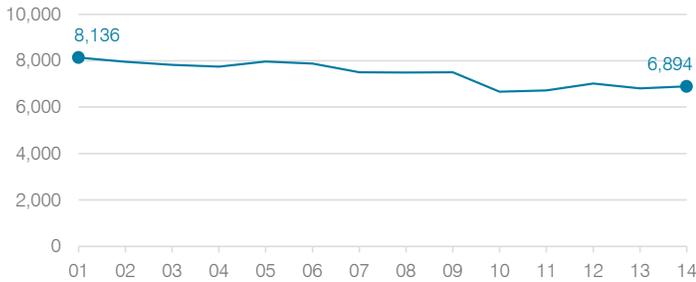
Phoenix Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	54.8	55.3	54.3	54.1	57.1	55.1	54.0	56.3	53.8	50.9	49.1	48.8	48.0	48.3

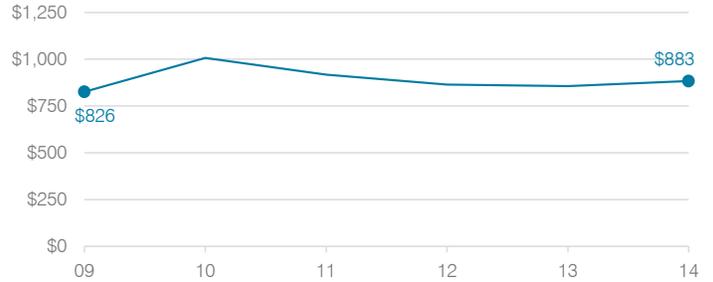
OPERATIONAL TRENDS

Fiscal years as indicated

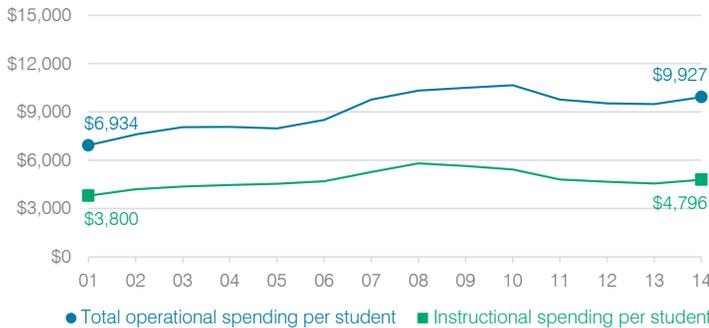
Students attending



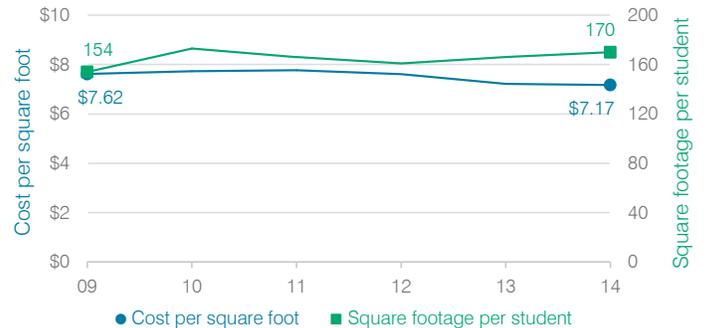
Administrative cost per student



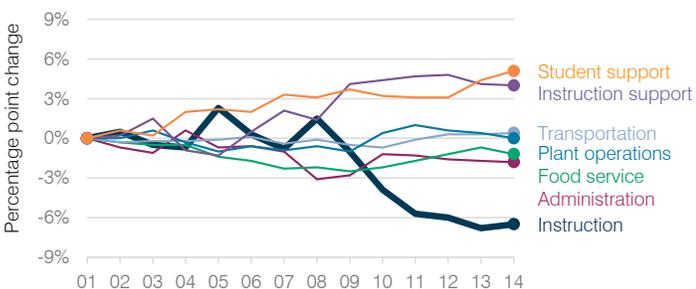
Total operational and instructional spending per student



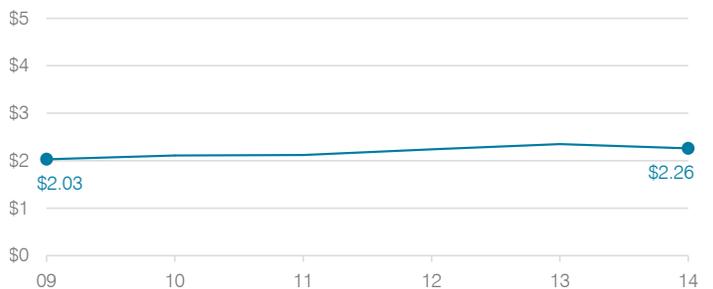
Plant cost per square foot and square footage per student



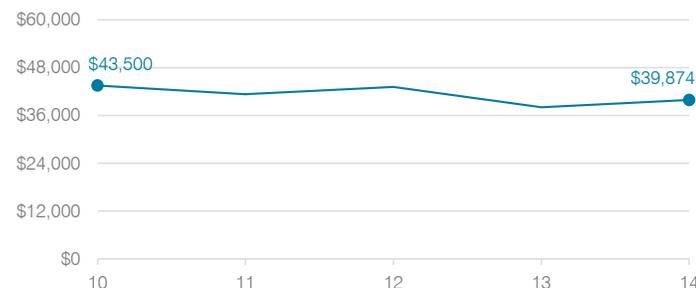
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



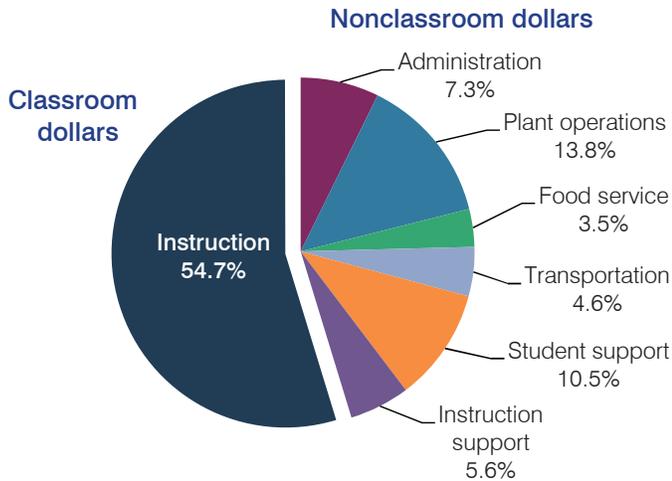
Phoenix Union High School District

Maricopa County
 Efficiency peer groups 1 and T-5, Achievement peer group 9
 Legislative district(s): 19, 24, 27, 28, 29, and 30

District size, location: Very large, City
 Students attending: 26,199
 Number of schools: 15

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 6 percent. Spending in the classroom varied year to year, decreasing overall from 55.6 to 54.7 percent. Overall, spending on plant operations and food service increased slightly, while spending on administration decreased and spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$699	\$630	\$757
	Students per administrator	41	81	68
Plant operations	Cost per square foot	\$8.00	\$5.83	\$6.04
	Square footage per student	166	143	153
Food service	Cost per meal equivalent	\$2.50	\$2.72	\$2.69
Transportation	Cost per mile	N/A	\$3.47	\$3.62
	Cost per rider	\$813	\$1,326	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$9,578	\$9,634	\$7,208	\$7,578	\$10,667
Classroom dollars	5,268	5,266	4,086	4,073	6,495
Nonclassroom dollars:	4,310	4,368	3,122	3,505	4,172
Administration	676	699	630	757	1,160
Plant operations	1,329	1,332	831	923	1,008
Food service	341	334	330	405	429
Transportation	408	448	346	373	464
Student support	998	1,012	605	600	594
Instruction support	558	543	380	447	517

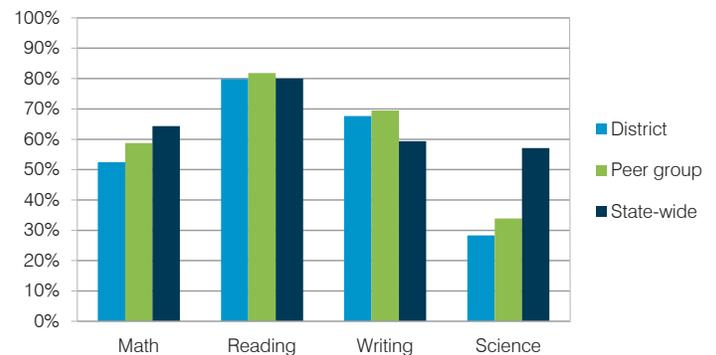
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	95%
Graduation rate (2013)	75%	80%	75%
Poverty rate (2013)	37%	32%	24%
Students per teacher	18.3	20.8	18.6
Average teacher salary	\$58,113	\$52,084	\$46,026
Amount from Proposition 301	\$5,191	\$6,495	\$4,810
Average years of teacher experience	13.5	11.9	10.9
Percentage of teachers in first 3 years	5%	16%	20%

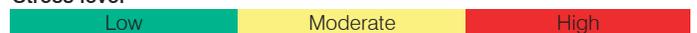
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



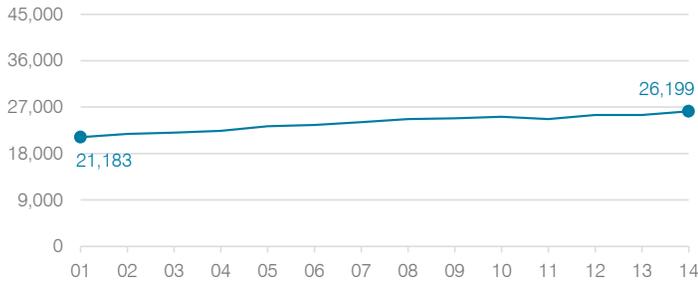
Phoenix Union High School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	52.5	52.0	53.1	54.3	55.3	56.8	57.1	56.1	55.6	54.9	56.2	54.5	55.0	54.7

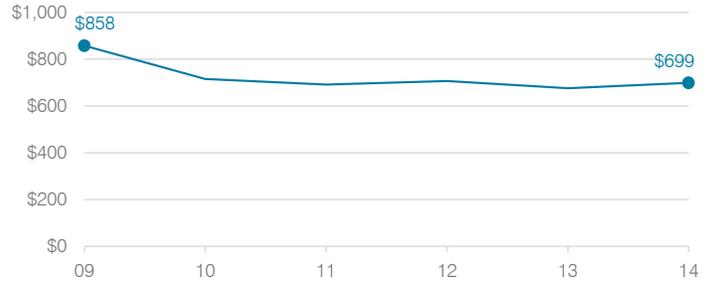
OPERATIONAL TRENDS

Fiscal years as indicated

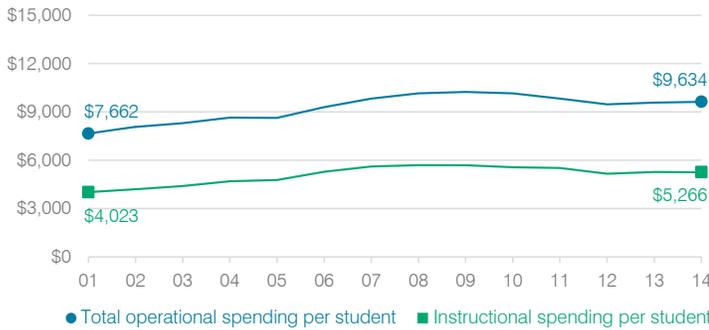
Students attending



Administrative cost per student



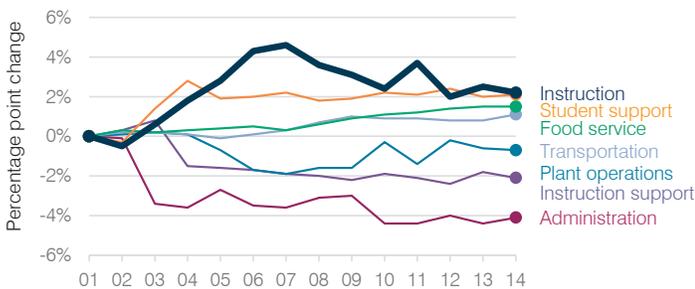
Total operational and instructional spending per student



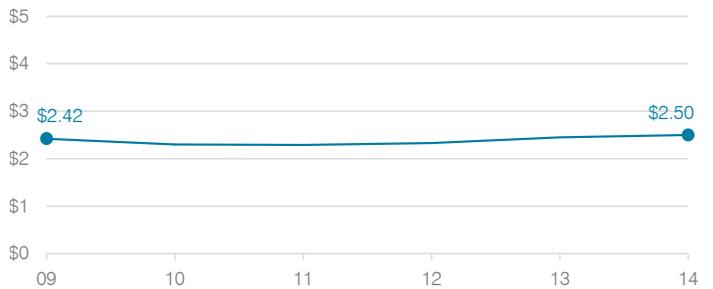
Plant cost per square foot and square footage per student



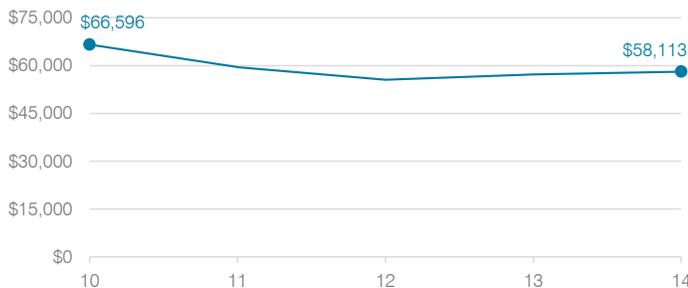
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Picacho Elementary School District

Pinal County

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

Legislative district(s): 8 and 11

District size, location:

Very small, Rural

Students attending:

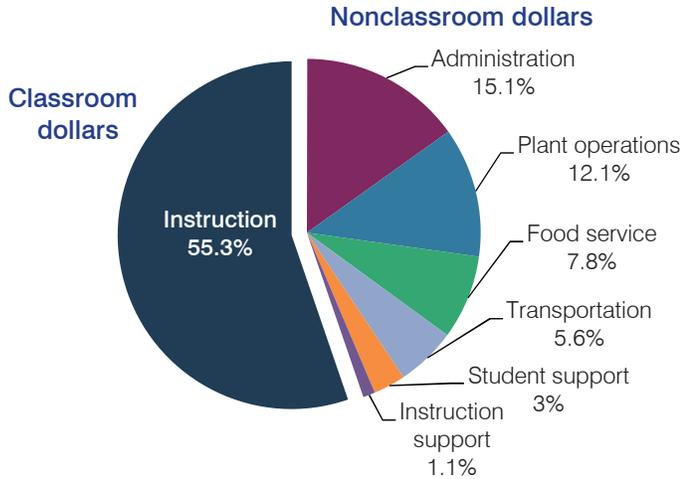
179

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 4 percent. Spending in the classroom varied year to year, increasing from 51.8 to 55.3 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations and transportation increased, while spending on administration decreased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,405	\$2,835	\$757
	Students per administrator	65	28	68
Plant operations	Cost per square foot	\$7.52	\$6.51	\$6.04
	Square footage per student	150	351	153
Food service	Cost per meal equivalent	\$2.99	\$5.02	\$2.69
Transportation	Cost per mile	\$2.64	\$1.61	\$3.62
	Cost per rider	\$505	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$7,756	\$9,296	\$16,101	\$7,578	\$10,667
Classroom dollars	4,026	5,136	8,231	4,073	6,495
Nonclassroom dollars:	3,730	4,160	7,870	3,505	4,172
Administration	1,210	1,405	2,835	757	1,160
Plant operations	981	1,127	2,137	923	1,008
Food service	660	727	901	405	429
Transportation	478	520	1,072	373	464
Student support	153	275	536	600	594
Instruction support	248	106	389	447	517

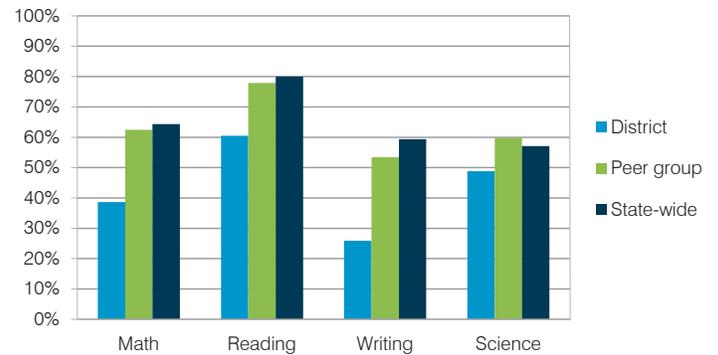
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	24%	25%	24%
Students per teacher	16.3	13.1	18.6
Average teacher salary	\$44,638	\$45,915	\$46,026
Amount from Proposition 301	\$4,767	\$3,467	\$4,810
Average years of teacher experience	14.3	12.1	10.9
Percentage of teachers in first 3 years	20%	13%	20%

Financial stress assessment

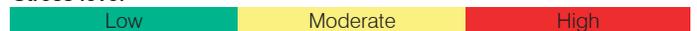
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant

Stress level



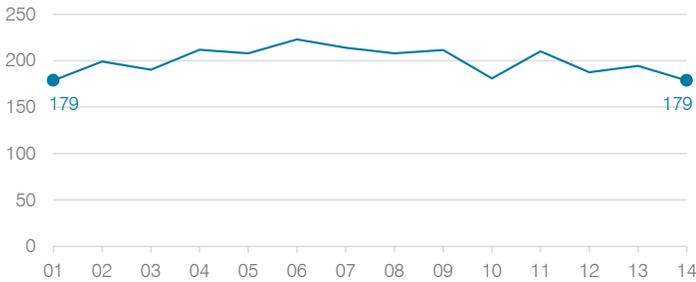
Picacho Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	55.0	52.7	55.9	48.5	54.1	55.8	52.3	57.9	55.6	56.2	51.8	52.3	51.9	55.3

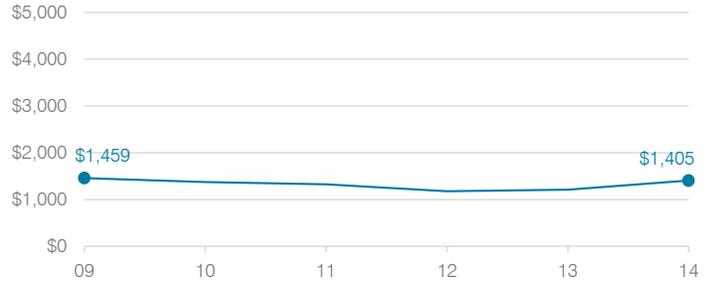
OPERATIONAL TRENDS

Fiscal years as indicated

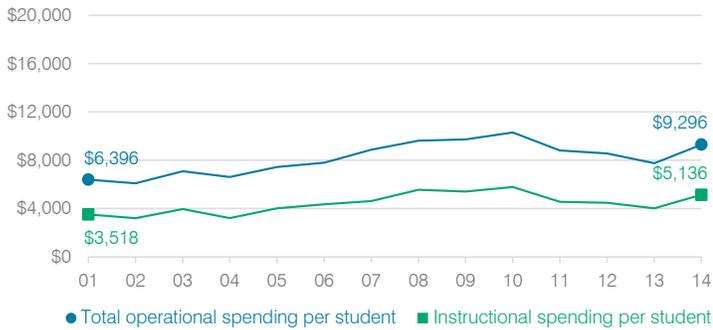
Students attending



Administrative cost per student



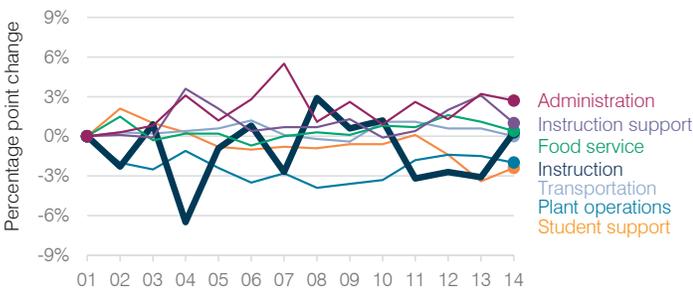
Total operational and instructional spending per student



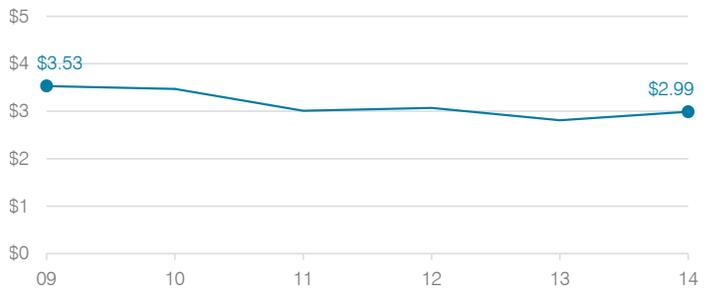
Plant cost per square foot and square footage per student



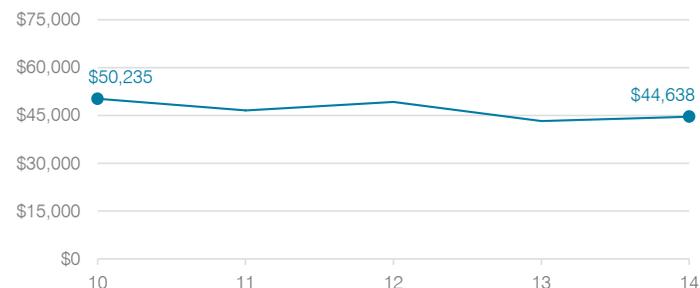
Changes in operational spending percentages



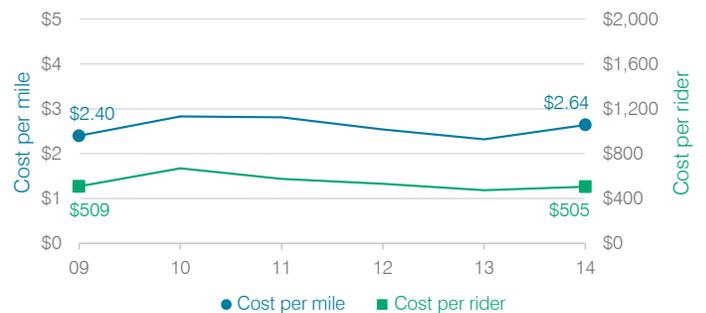
Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



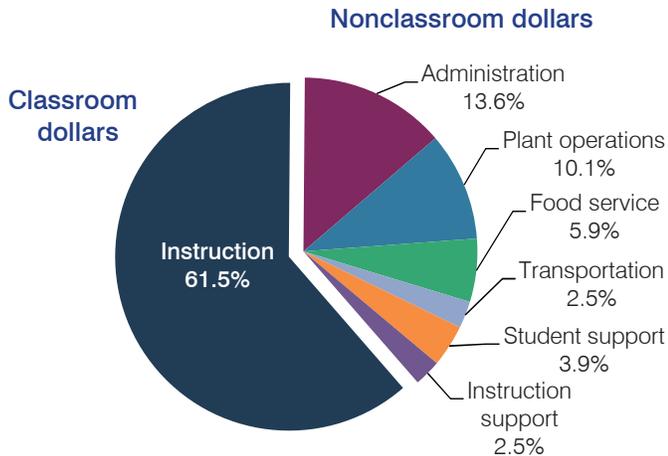
Pima Unified School District

Graham County
 Efficiency peer groups 5 and T-7, Achievement peer group 4
 Legislative district(s): 14

District size, location: Medium, Rural
 Students attending: 773
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 13 percent. Spending in the classroom was very inconsistent year to year, increasing overall from 59.7 to 61.5 percent. Overall, spending on administration increased, while spending on plant operations and instruction support decreased and spending on transportation decreased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$900	\$1,016	\$757
	Students per administrator	64	54	68
Plant operations	Cost per square foot	\$4.69	\$4.71	\$6.04
	Square footage per student	142	261	153
Food service	Cost per meal equivalent	\$3.39	\$3.28	\$2.69
Transportation	Cost per mile	\$3.56	\$3.45	\$3.62
	Cost per rider	\$319	\$832	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$6,325	\$6,597	\$8,082	\$7,578	\$10,667
Classroom dollars	3,768	4,057	4,193	4,073	6,495
Nonclassroom dollars:	2,557	2,540	3,889	3,505	4,172
Administration	828	900	1,016	757	1,160
Plant operations	679	666	1,145	923	1,008
Food service	427	391	389	405	429
Transportation	190	162	477	373	464
Student support	247	256	563	600	594
Instruction support	186	165	299	447	517

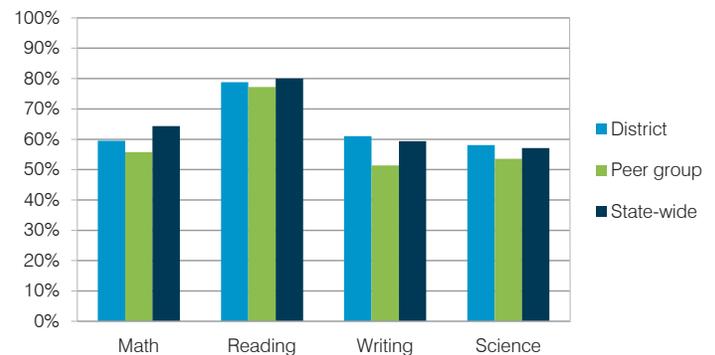
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	95%
Graduation rate (2013)	94%	86%	75%
Poverty rate (2013)	18%	15%	24%
Students per teacher	17.2	16.1	18.6
Average teacher salary	\$38,620	\$41,932	\$46,026
Amount from Proposition 301	\$5,396	\$4,526	\$4,810
Average years of teacher experience	11.1	10.2	10.9
Percentage of teachers in first 3 years	33%	21%	20%

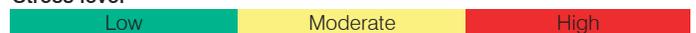
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

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

Stress level



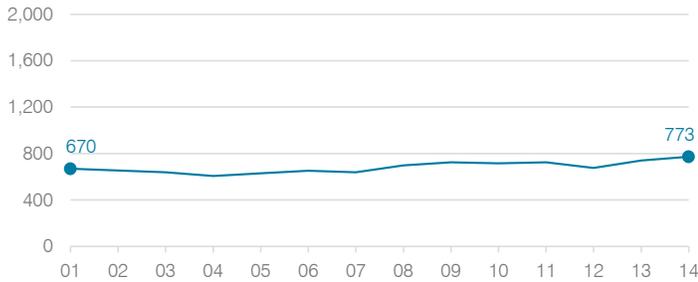
Pima Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	59.9	61.5	61.0	58.7	59.6	57.6	60.9	60.4	60.3	57.8	59.0	57.2	59.6	61.5

OPERATIONAL TRENDS

Fiscal years as indicated

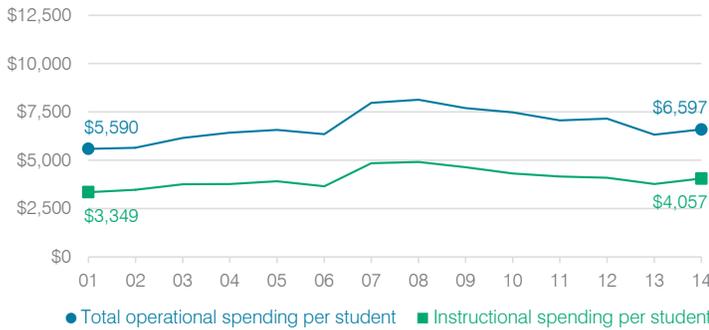
Students attending



Administrative cost per student



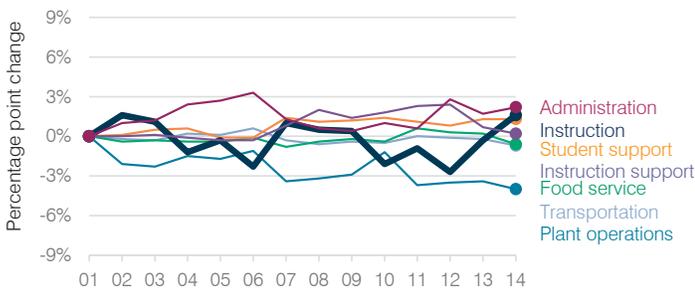
Total operational and instructional spending per student



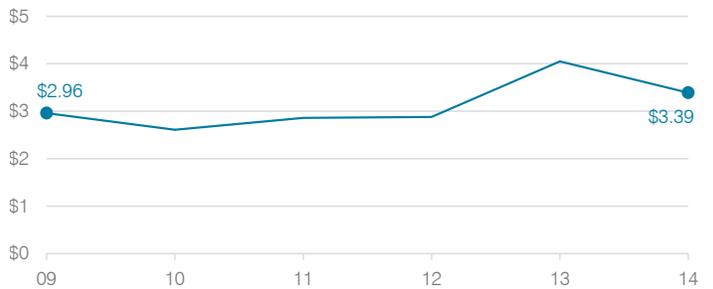
Plant cost per square foot and square footage per student



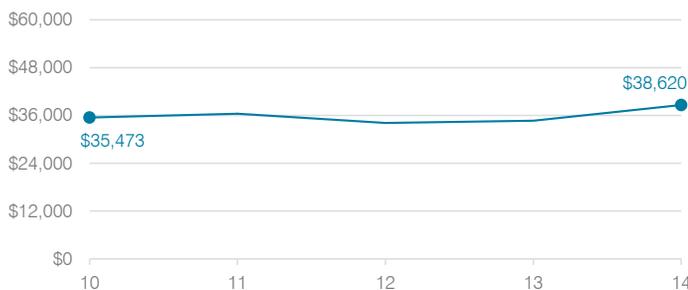
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Pine Strawberry Elementary School District

Gila County

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

Legislative district(s): 6

District size, location:

Very small, Rural

Students attending:

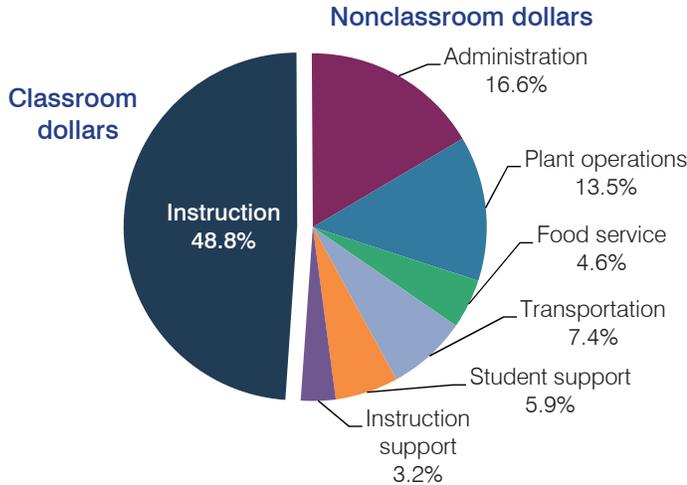
110

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 10 percent. Spending in the classroom varied year to year, increasing overall from 47.4 to 48.8 percent. Spending on some nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on plant operations decreased substantially and spending on instruction support decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,715	\$2,835	\$757
	Students per administrator	22	28	68
Plant operations	Cost per square foot	\$4.93	\$6.51	\$6.04
	Square footage per student	609	351	153
Food service	Cost per meal equivalent	\$7.37	\$5.02	\$2.69
Transportation	Cost per mile	\$2.84	\$1.61	\$3.62
	Cost per rider	\$2,413	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$23,005	\$22,319	\$16,101	\$7,578	\$10,667
Classroom dollars	11,431	10,890	8,231	4,073	6,495
Nonclassroom dollars:	11,574	11,429	7,870	3,505	4,172
Administration	3,474	3,715	2,835	757	1,160
Plant operations	2,959	3,002	2,137	923	1,008
Food service	1,076	1,028	901	405	429
Transportation	1,921	1,652	1,072	373	464
Student support	1,276	1,322	536	600	594
Instruction support	868	710	389	447	517

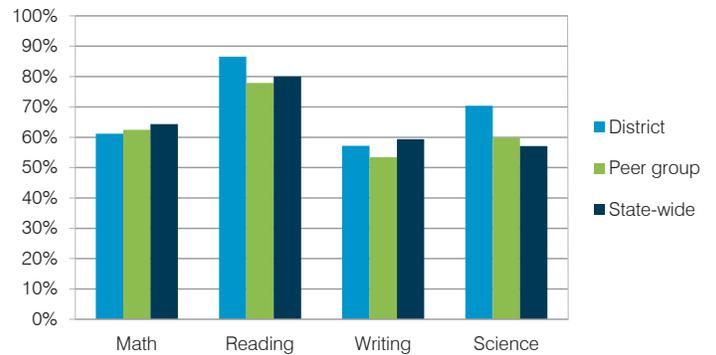
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	25%	25%	24%
Students per teacher	6.8	13.1	18.6
Average teacher salary	\$41,783	\$45,915	\$46,026
Amount from Proposition 301	\$2,534	\$3,467	\$4,810
Average years of teacher experience	8.3	12.1	10.9
Percentage of teachers in first 3 years	13%	13%	20%

Financial stress assessment

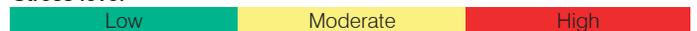
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

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

Stress level



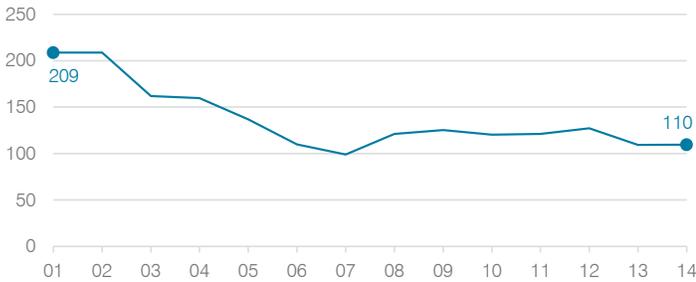
Pine Strawberry Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	51.5	55.2	55.7	52.6	54.8	49.7	48.5	50.7	47.4	49.6	49.2	51.9	49.7	48.8

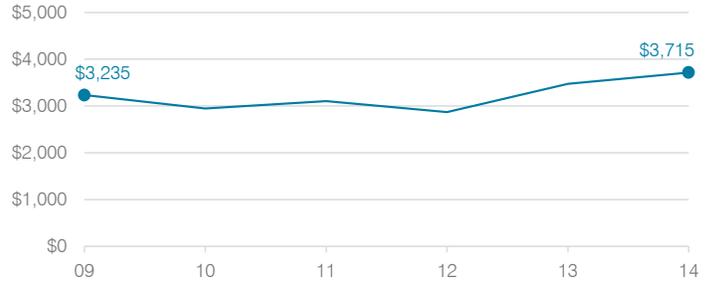
OPERATIONAL TRENDS

Fiscal years as indicated

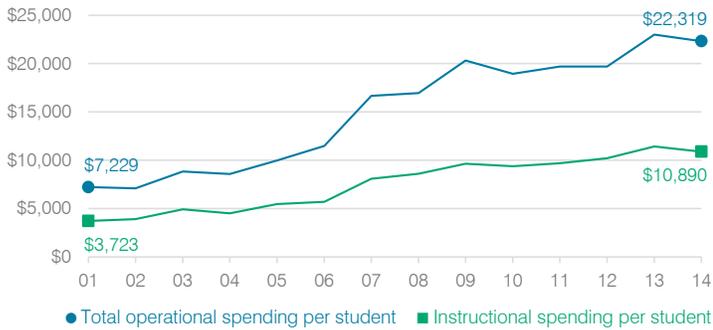
Students attending



Administrative cost per student



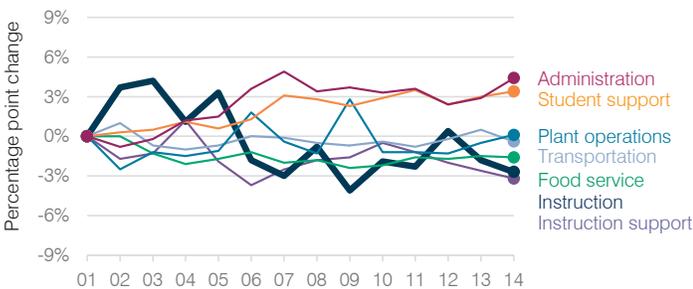
Total operational and instructional spending per student



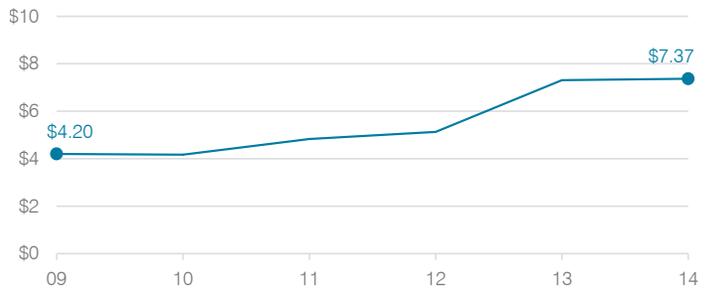
Plant cost per square foot and square footage per student



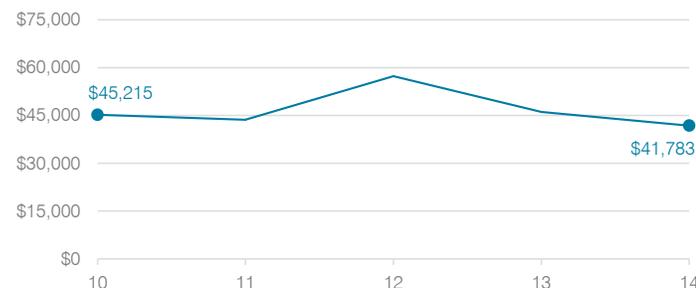
Changes in operational spending percentages



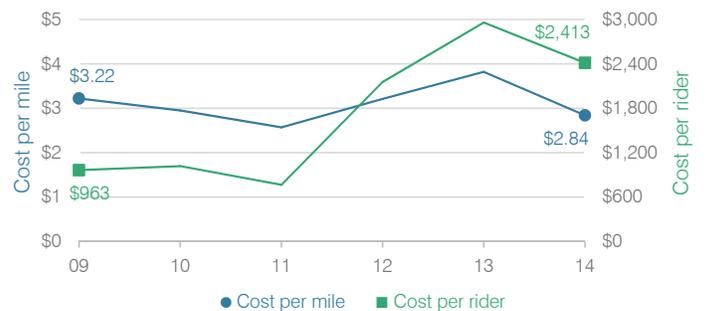
Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



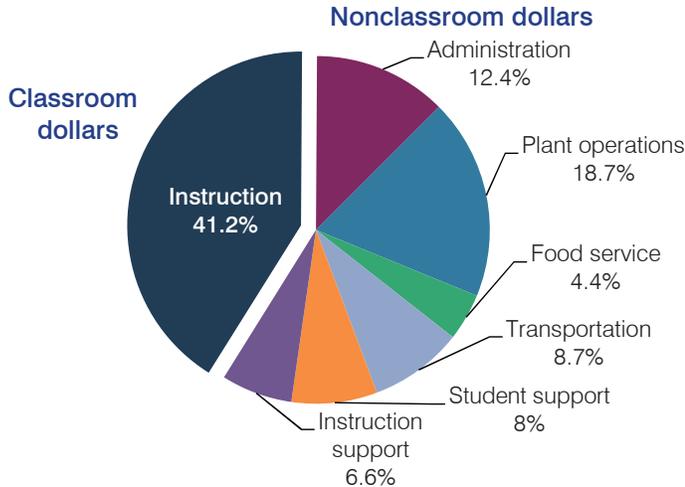
Pinon Unified School District

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

District size, location: Medium, Rural
 Students attending: 1,244
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 10 percent. Spending in the classroom was very inconsistent year to year, increasing overall from 37.7 to 41.2 percent. Overall, spending on administration and instruction support decreased substantially and spending on food service decreased. Spending on plant operations and transportation increased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,719	\$1,016	\$757
	Students per administrator	31	54	68
Plant operations	Cost per square foot	\$9.35	\$4.71	\$6.04
	Square footage per student	277	261	153
Food service	Cost per meal equivalent	\$2.55	\$3.28	\$2.69
Transportation	Cost per mile	\$3.42	\$2.12	\$3.62
	Cost per rider	\$2,013	\$1,121	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$13,757	\$13,809	\$8,082	\$7,578	\$10,667
Classroom dollars	5,192	5,688	4,193	4,073	6,495
Nonclassroom dollars:	8,565	8,121	3,889	3,505	4,172
Administration	1,795	1,719	1,016	757	1,160
Plant operations	2,619	2,587	1,145	923	1,008
Food service	568	602	389	405	429
Transportation	1,100	1,204	477	373	464
Student support	1,149	1,101	563	600	594
Instruction support	1,334	908	299	447	517

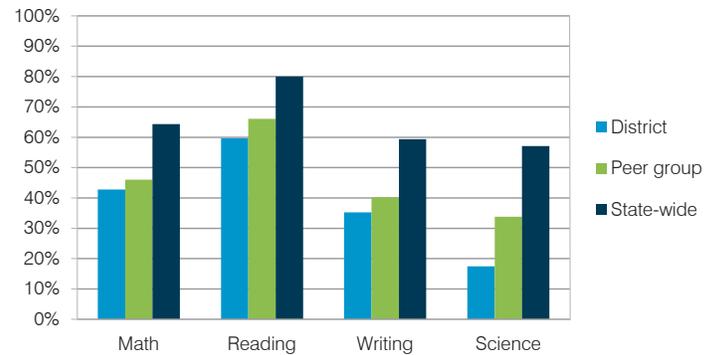
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	93%	95%
Graduation rate (2013)	64%	73%	75%
Poverty rate (2013)	53%	45%	24%
Students per teacher	13.5	15.2	18.6
Average teacher salary	\$48,993	\$43,616	\$46,026
Amount from Proposition 301	\$5,087	\$4,111	\$4,810
Average years of teacher experience	8.1	12.2	10.9
Percentage of teachers in first 3 years	24%	18%	20%

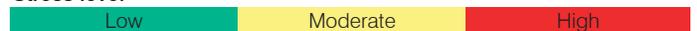
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

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

Stress level



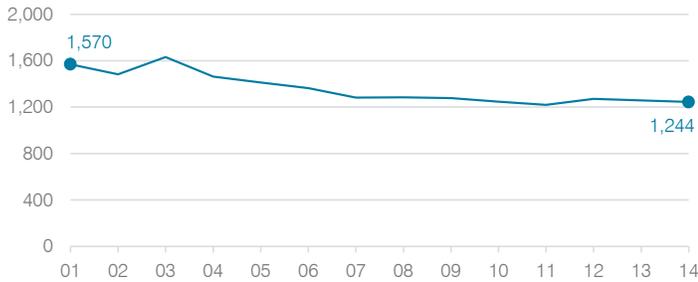
Pinon Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	44.9	51.5	52.0	49.8	45.8	42.0	40.7	42.1	37.7	35.0	36.5	38.9	37.7	41.2

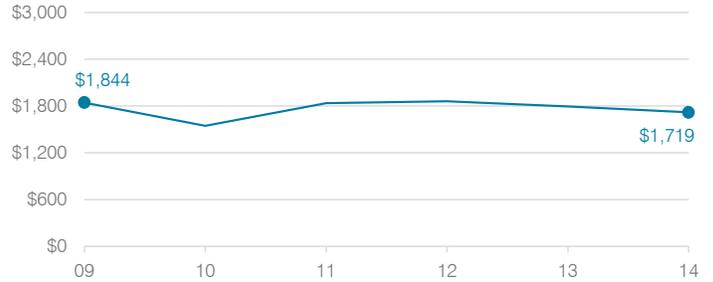
OPERATIONAL TRENDS

Fiscal years as indicated

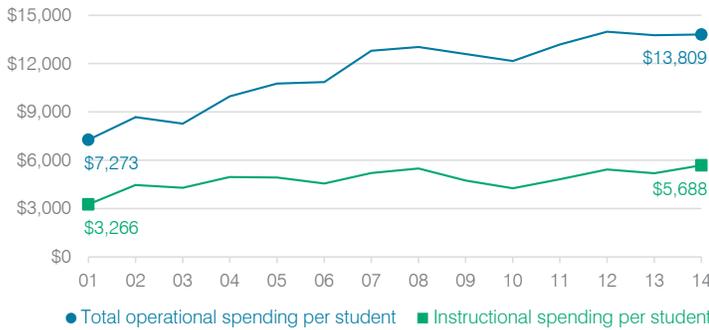
Students attending



Administrative cost per student



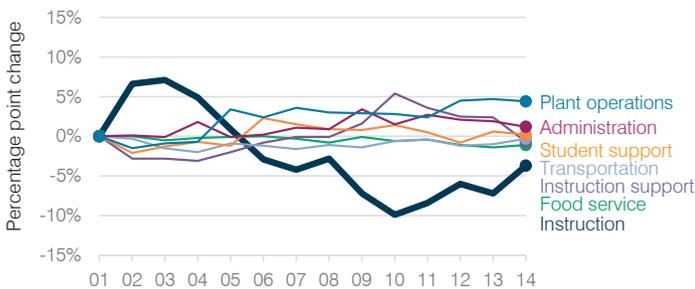
Total operational and instructional spending per student



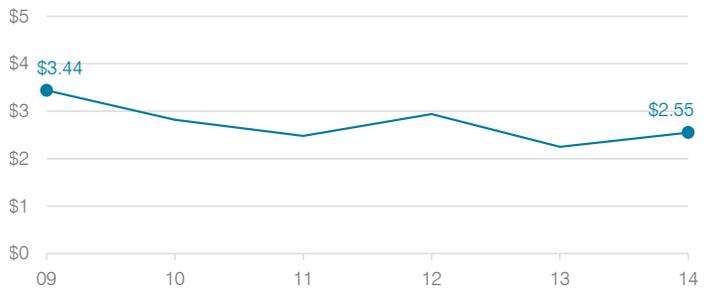
Plant cost per square foot and square footage per student



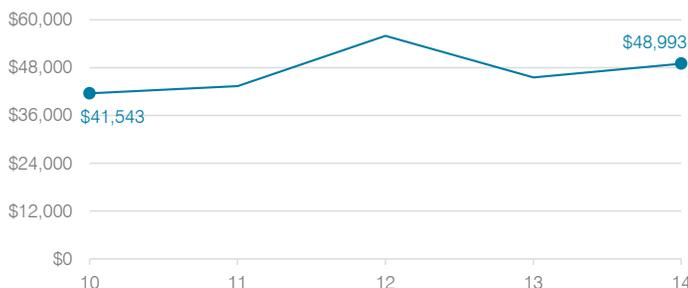
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Pomerene Elementary School District

Cochise County

Efficiency peer groups 11 and T-11, Achievement peer group 16

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

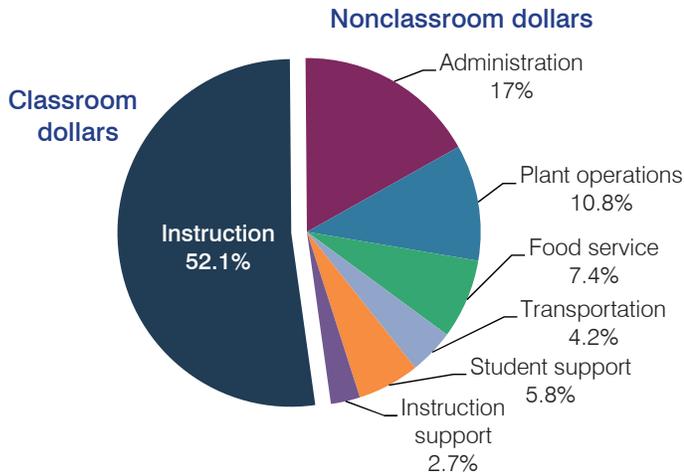
106

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 17 percent. Spending in the classroom varied year to year, decreasing overall from 61.6 to 52.1 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration and transportation increased substantially, while spending on student support decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,565	\$2,835	\$757
	Students per administrator	39	28	68
Plant operations	Cost per square foot	\$3.67	\$6.51	\$6.04
	Square footage per student	272	351	153
Food service	Cost per meal equivalent	\$4.22	\$5.02	\$2.69
Transportation	Cost per mile	\$4.45	\$1.61	\$3.62
	Cost per rider	\$641	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$8,255	\$9,235	\$16,101	\$7,578	\$10,667
Classroom dollars	4,263	4,815	8,231	4,073	6,495
Nonclassroom dollars:	3,992	4,420	7,870	3,505	4,172
Administration	1,208	1,565	2,835	757	1,160
Plant operations	1,032	999	2,137	923	1,008
Food service	625	686	901	405	429
Transportation	306	386	1,072	373	464
Student support	645	532	536	600	594
Instruction support	176	252	389	447	517

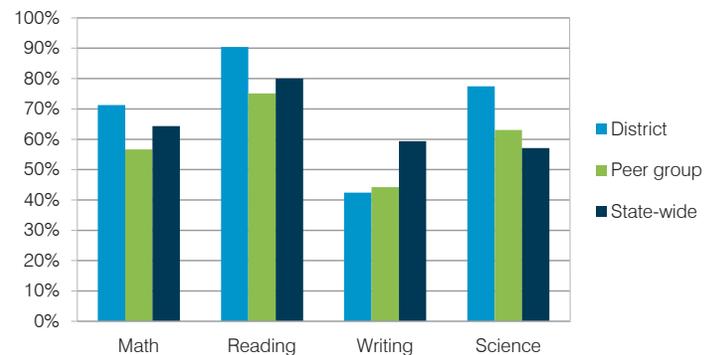
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	16%	9%	24%
Students per teacher	11.8	11.5	18.6
Average teacher salary	\$37,547	\$46,876	\$46,026
Amount from Proposition 301	\$3,219	\$3,288	\$4,810
Average years of teacher experience	7.8	12.6	10.9
Percentage of teachers in first 3 years	33%	11%	20%

Financial stress assessment

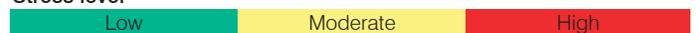
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

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

Stress level



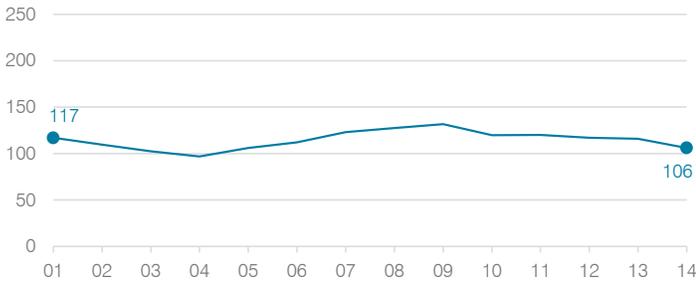
Pomerene Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	56.9	56.7	54.6	53.3	52.3	54.8	53.9	56.2	61.6	54.0	62.9	53.9	51.6	52.1

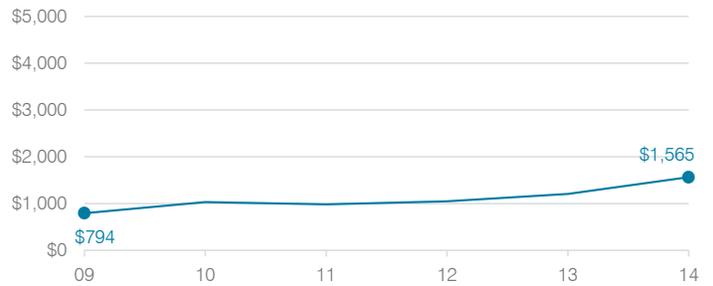
OPERATIONAL TRENDS

Fiscal years as indicated

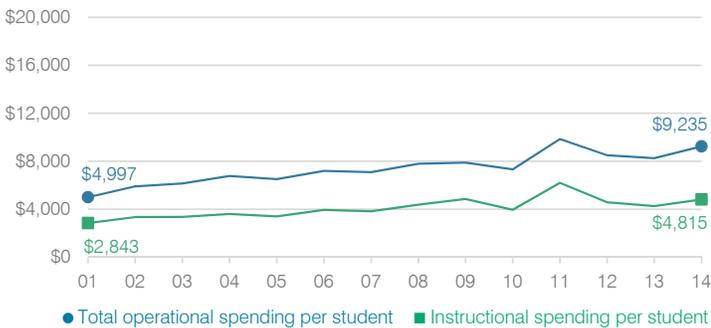
Students attending



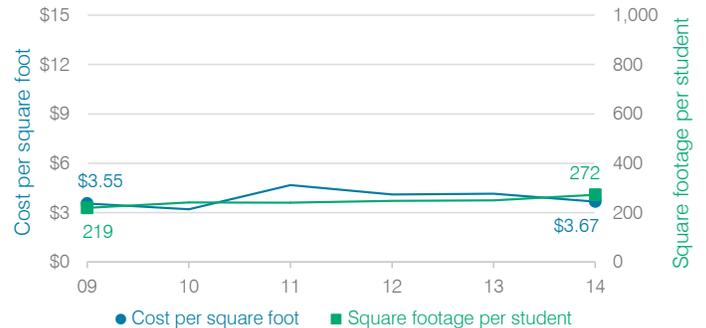
Administrative cost per student



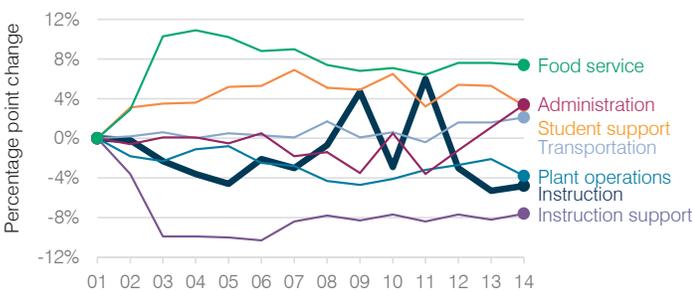
Total operational and instructional spending per student



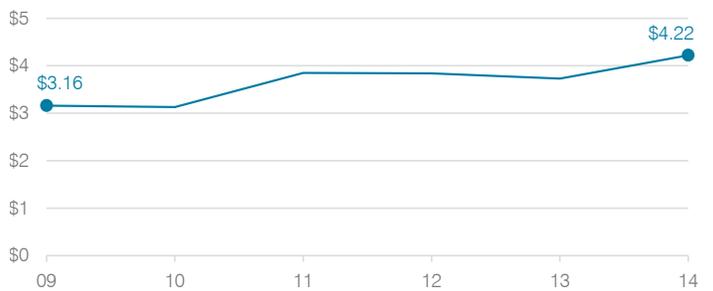
Plant cost per square foot and square footage per student



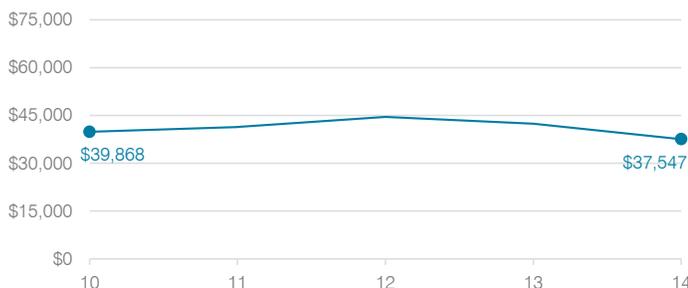
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



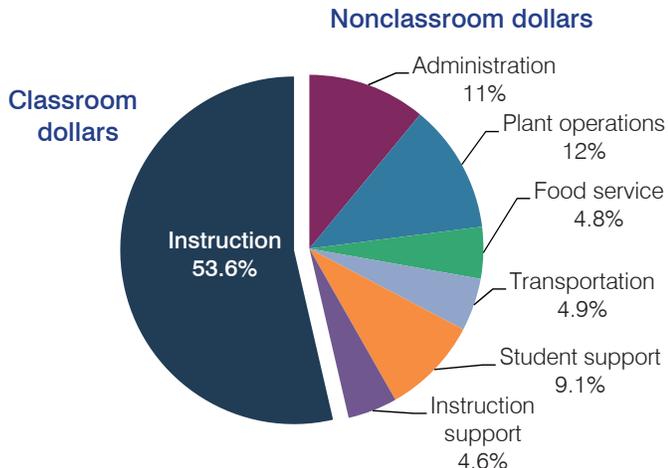
Prescott Unified School District

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

District size, location: Medium-large, City
 Students attending: 4,731
 Number of schools: 8

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 3 percent. Spending in the classroom decreased overall from 61.6 to 53.6 percent. Overall, spending on administration and student support increased substantially and spending on transportation and instruction support increased. Spending on all other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$737	\$771	\$757
	Students per administrator	65	69	68
Plant operations	Cost per square foot	\$5.28	\$5.92	\$6.04
	Square footage per student	153	163	153
Food service	Cost per meal equivalent	\$2.98	\$2.82	\$2.69
Transportation	Cost per mile	\$3.81	\$3.79	\$3.62
	Cost per rider	\$1,252	\$977	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$6,553	\$6,716	\$7,182	\$7,578	\$10,667
Classroom dollars	3,590	3,600	3,829	4,073	6,495
Nonclassroom dollars:	2,963	3,116	3,353	3,505	4,172
Administration	716	737	771	757	1,160
Plant operations	788	807	955	923	1,008
Food service	322	323	324	405	429
Transportation	307	327	426	373	464
Student support	547	612	561	600	594
Instruction support	283	310	316	447	517

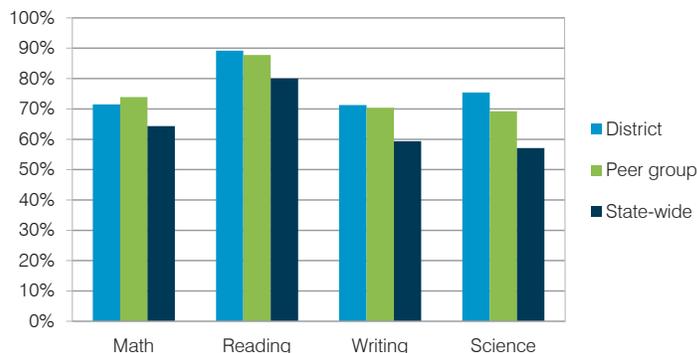
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	13%
B	6	75%
C	1	13%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2013)	80%	87%	75%
Poverty rate (2013)	16%	14%	24%
Students per teacher	NR	19.2	18.6
Average teacher salary	NR	\$46,746	\$46,026
Amount from Proposition 301	NR	\$4,740	\$4,810
Average years of teacher experience	NR	11.0	10.9
Percentage of teachers in first 3 years	NR	15%	20%

Financial stress assessment

Overall financial stress level: **High**

Measure: 2012 through 2014	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.6%, Decreasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Noncompliant



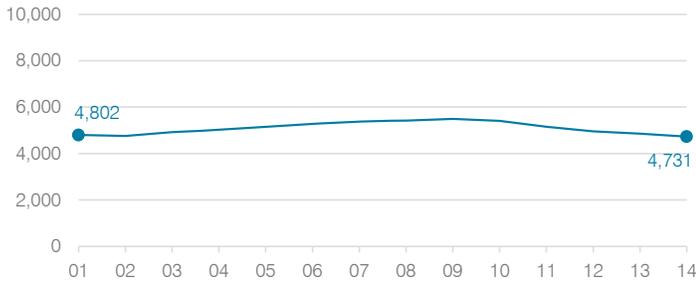
Prescott Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	61.3	61.2	62.6	61.5	60.5	61.5	62.3	62.2	61.6	57.5	58.3	55.7	54.8	53.6

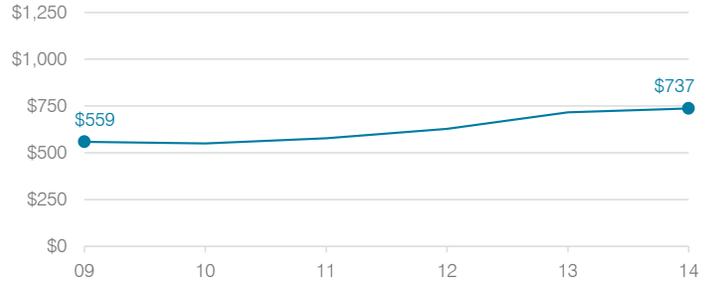
OPERATIONAL TRENDS

Fiscal years as indicated

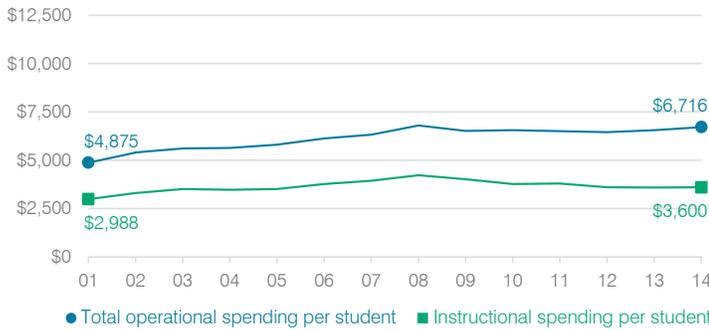
Students attending



Administrative cost per student



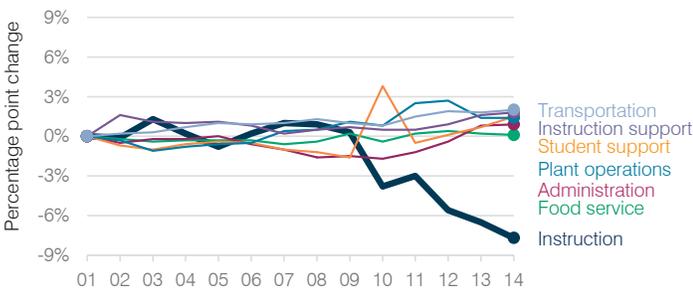
Total operational and instructional spending per student



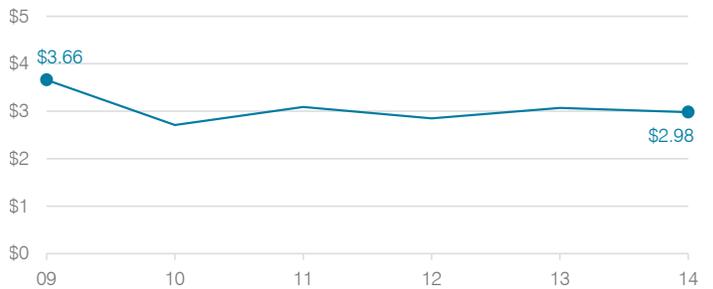
Plant cost per square foot and square footage per student



Changes in operational spending percentages



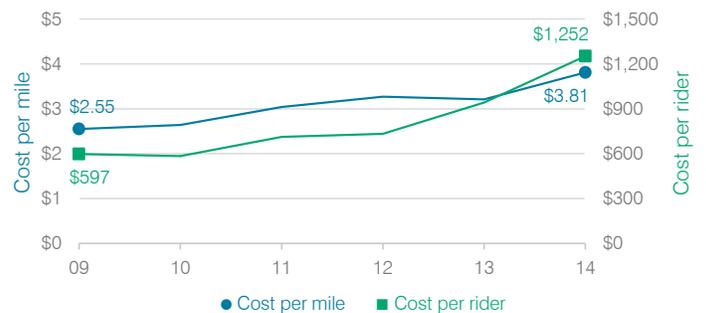
Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Quartzsite Elementary School District

La Paz County

Efficiency peer groups 10 and T-7, Achievement peer group 17

Legislative district(s): 5

District size, location:

Small, Rural

Students attending:

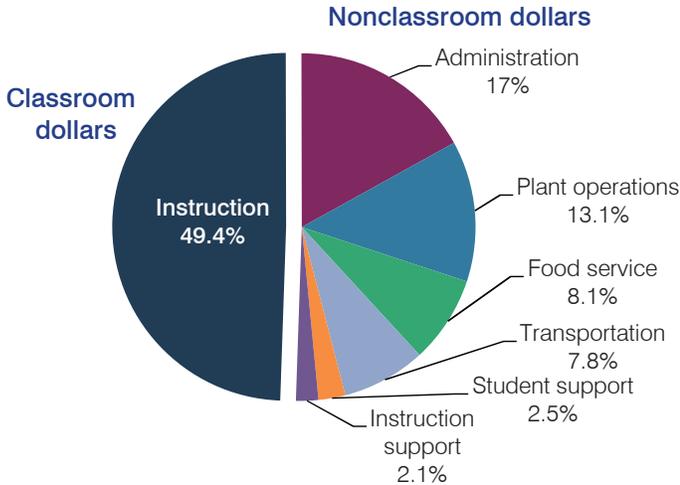
219

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 23 percent. Spending in the classroom varied year to year, ranging overall from a high of 53.2 to a low of 45.7 percent. Spending on student support increased and spending on food service increased slightly, while spending on plant operations decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,460	\$1,165	\$757
	Students per administrator	46	57	68
Plant operations	Cost per square foot	\$4.63	\$6.15	\$6.04
	Square footage per student	242	179	153
Food service	Cost per meal equivalent	\$2.94	\$2.98	\$2.69
Transportation	Cost per mile	\$2.96	\$3.45	\$3.62
	Cost per rider	\$669	\$832	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$9,143	\$8,560	\$8,683	\$7,578	\$10,667
Classroom dollars	4,865	4,227	4,668	4,073	6,495
Nonclassroom dollars:	4,278	4,333	4,015	3,505	4,172
Administration	1,302	1,460	1,165	757	1,160
Plant operations	1,294	1,122	1,037	923	1,008
Food service	676	690	550	405	429
Transportation	670	669	546	373	464
Student support	211	212	467	600	594
Instruction support	125	180	250	447	517

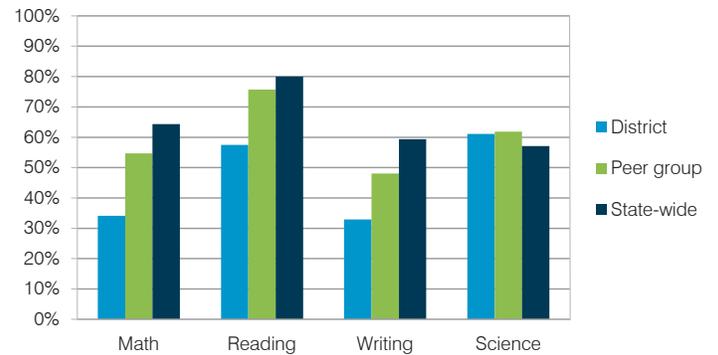
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	20%	20%	24%
Students per teacher	15.7	12.3	18.6
Average teacher salary	\$40,829	\$43,736	\$46,026
Amount from Proposition 301	\$3,744	\$3,455	\$4,810
Average years of teacher experience	8.9	11.8	10.9
Percentage of teachers in first 3 years	15%	15%	20%

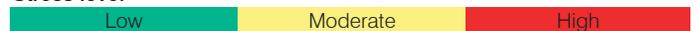
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	2.4%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



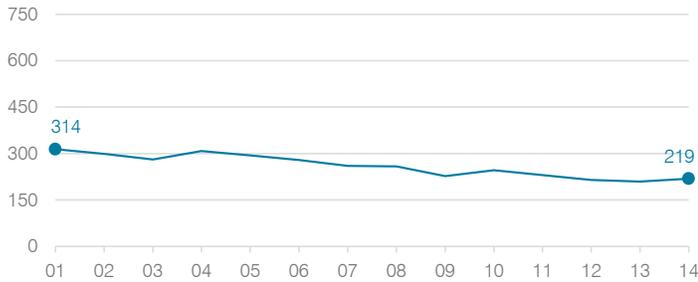
Quartzsite Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	47.3	49.6	49.6	46.3	48.2	49.6	50.7	48.8	49.4	49.6	46.4	45.7	53.2	49.4

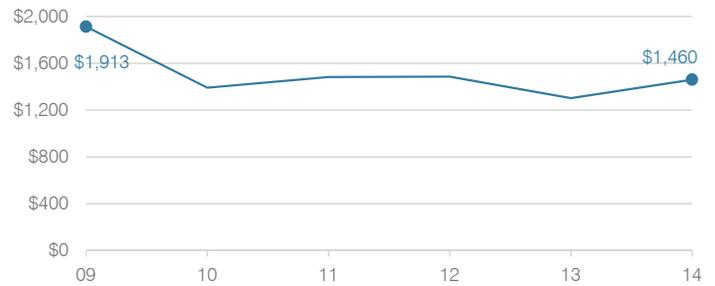
OPERATIONAL TRENDS

Fiscal years as indicated

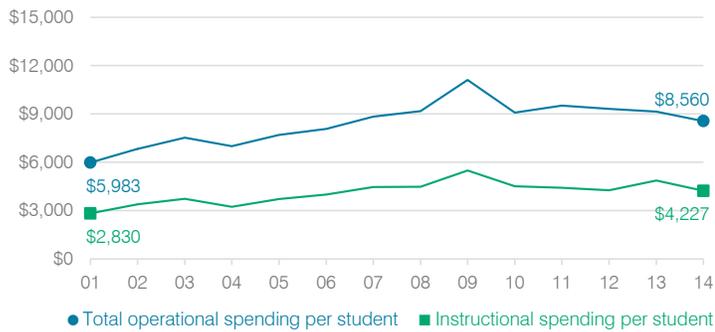
Students attending



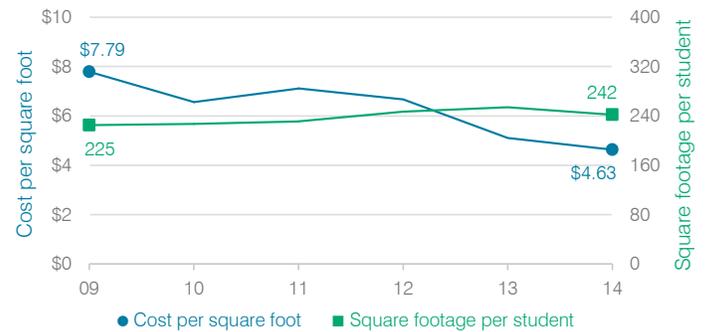
Administrative cost per student



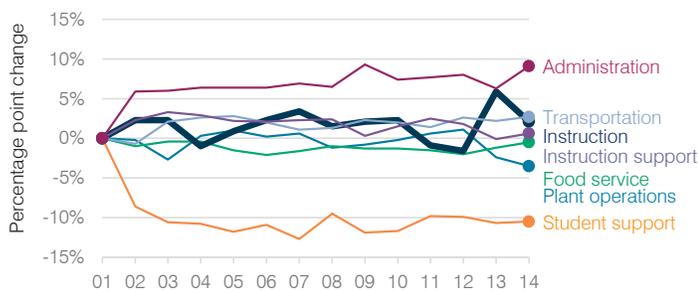
Total operational and instructional spending per student



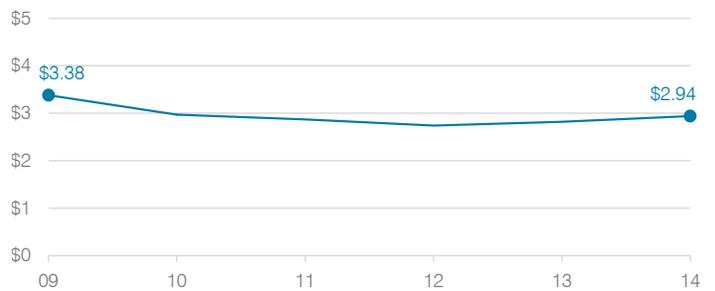
Plant cost per square foot and square footage per student



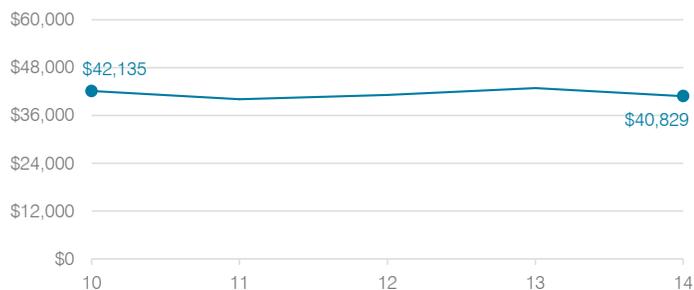
Changes in operational spending percentages



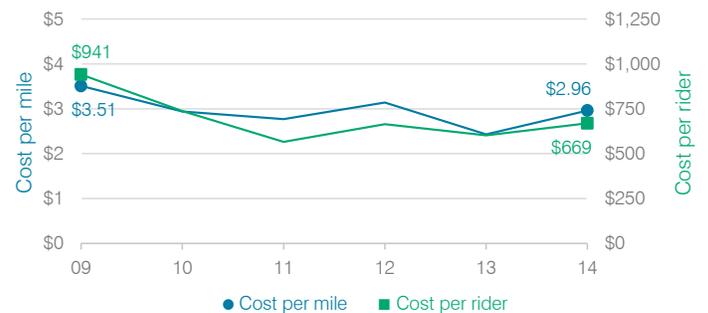
Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



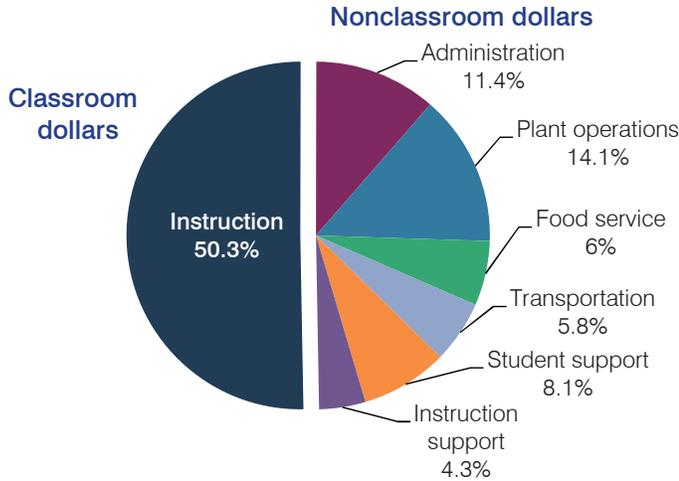
Queen Creek Unified School District

Maricopa County
 Efficiency peer groups 3 and T-3, Achievement peer group 2
 Legislative district(s): 12 and 16

District size, location: Medium-large, Suburb
 Students attending: 4,935
 Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 5 percent. Spending in the classroom decreased from 59.7 to 50.3 percent. Overall, spending on administration and plant operations increased substantially, spending on student support and instruction support increased, and spending on transportation and food service increased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$804	\$771	\$757
	Students per administrator	73	69	68
Plant operations	Cost per square foot	\$6.54	\$5.92	\$6.04
	Square footage per student	152	163	153
Food service	Cost per meal equivalent	\$3.28	\$2.82	\$2.69
Transportation	Cost per mile	\$3.53	\$3.79	\$3.62
	Cost per rider	\$843	\$977	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$7,353	\$7,039	\$7,182	\$7,578	\$10,667
Classroom dollars	3,761	3,542	3,829	4,073	6,495
Nonclassroom dollars:	3,592	3,497	3,353	3,505	4,172
Administration	823	804	771	757	1,160
Plant operations	988	992	955	923	1,008
Food service	429	422	324	405	429
Transportation	455	411	426	373	464
Student support	623	567	561	600	594
Instruction support	274	301	316	447	517

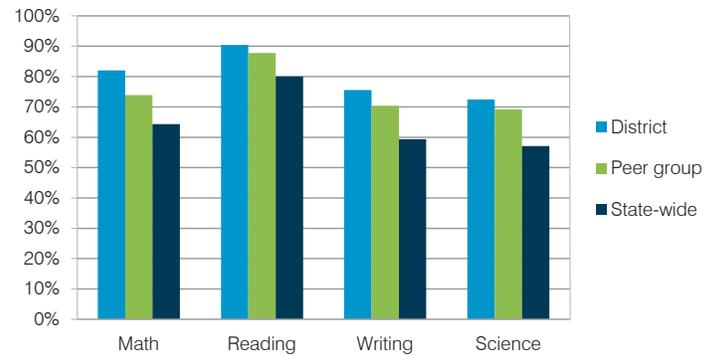
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	95%
Graduation rate (2013)	90%	87%	75%
Poverty rate (2013)	12%	14%	24%
Students per teacher	20.0	19.2	18.6
Average teacher salary	\$43,106	\$46,746	\$46,026
Amount from Proposition 301	\$3,519	\$4,740	\$4,810
Average years of teacher experience	9.0	11.0	10.9
Percentage of teachers in first 3 years	18%	15%	20%

Financial stress assessment

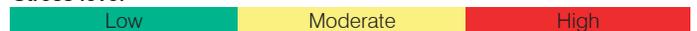
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

Change in number of district students	Steady
Spending exceeded operating/capital budgets	< \$1,000, isolated
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	3.5%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



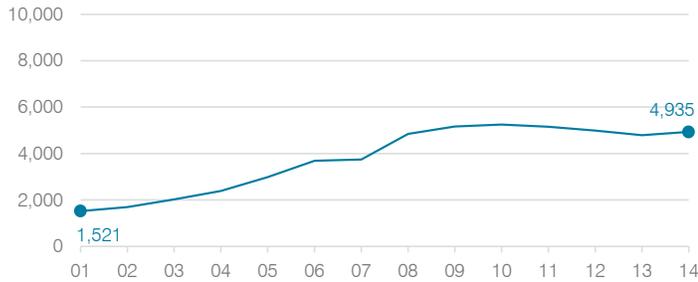
Queen Creek Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	50.5	51.2	49.7	52.7	57.1	57.8	60.0	60.7	59.7	59.9	56.3	53.6	51.2	50.3

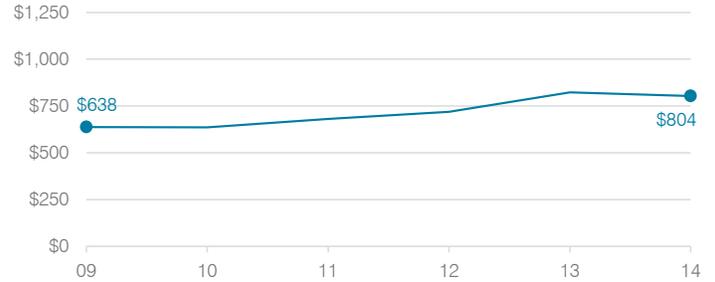
OPERATIONAL TRENDS

Fiscal years as indicated

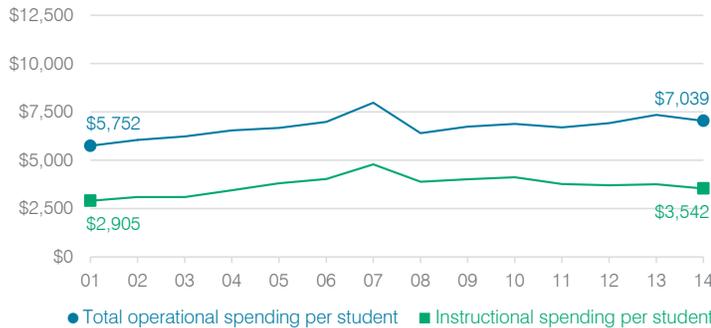
Students attending



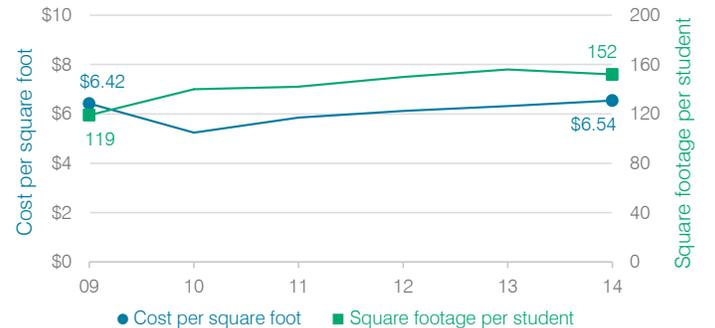
Administrative cost per student



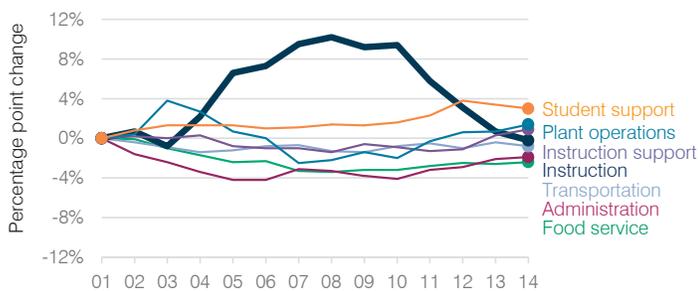
Total operational and instructional spending per student



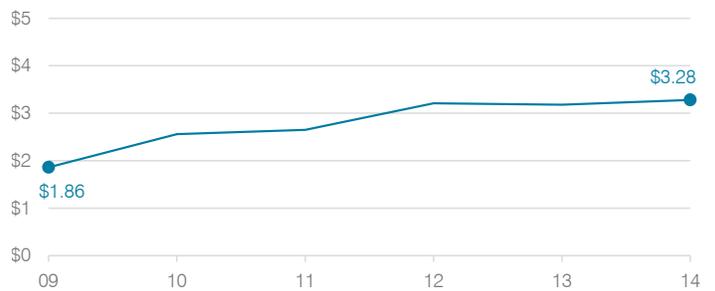
Plant cost per square foot and square footage per student



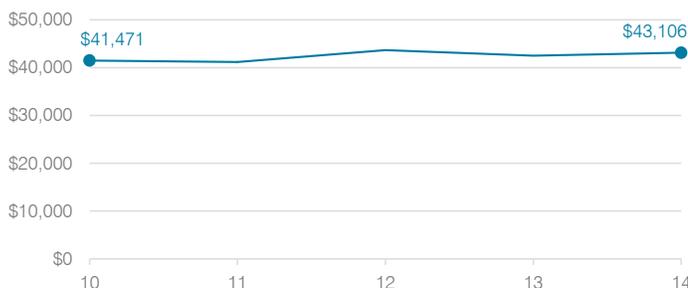
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



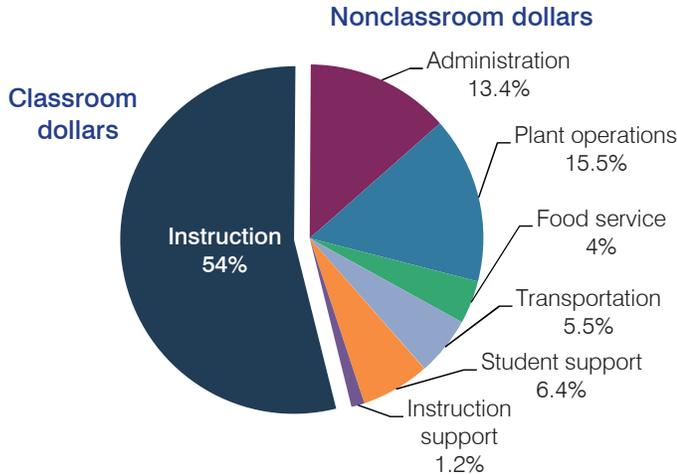
Ray Unified School District

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

District size, location: Small, Rural
 Students attending: 490
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 9 percent. Spending in the classroom varied year to year, decreasing slightly overall from 54.5 to 54 percent. Overall, spending on plant operations increased substantially and spending on student support increased, while spending on administration and instruction support decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,222	\$1,534	\$757
	Students per administrator	45	45	68
Plant operations	Cost per square foot	\$3.61	\$4.68	\$6.04
	Square footage per student	390	307	153
Food service	Cost per meal equivalent	\$3.22	\$3.36	\$2.69
Transportation	Cost per mile	\$2.01	\$2.12	\$3.62
	Cost per rider	\$921	\$1,121	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$8,933	\$9,106	\$10,014	\$7,578	\$10,667
Classroom dollars	4,909	4,920	5,015	4,073	6,495
Nonclassroom dollars:	4,024	4,186	4,999	3,505	4,172
Administration	1,264	1,222	1,534	757	1,160
Plant operations	1,307	1,409	1,518	923	1,008
Food service	319	366	448	405	429
Transportation	519	500	501	373	464
Student support	507	578	626	600	594
Instruction support	108	111	372	447	517

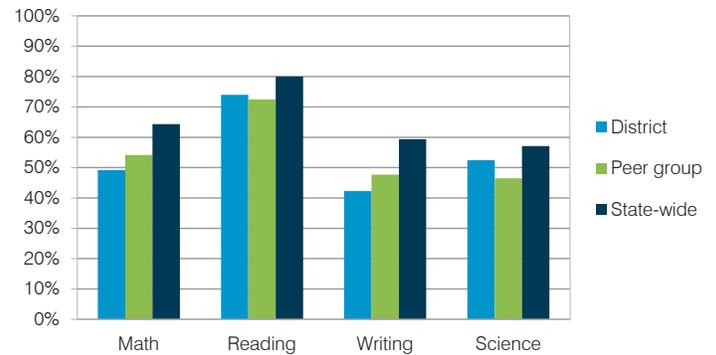
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	95%
Graduation rate (2013)	83%	78%	75%
Poverty rate (2013)	28%	32%	24%
Students per teacher	14.4	16.5	18.6
Average teacher salary	\$42,992	\$43,049	\$46,026
Amount from Proposition 301	\$5,601	\$5,173	\$4,810
Average years of teacher experience	15.3	12.0	10.9
Percentage of teachers in first 3 years	17%	19%	20%

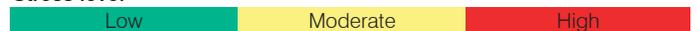
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.8%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



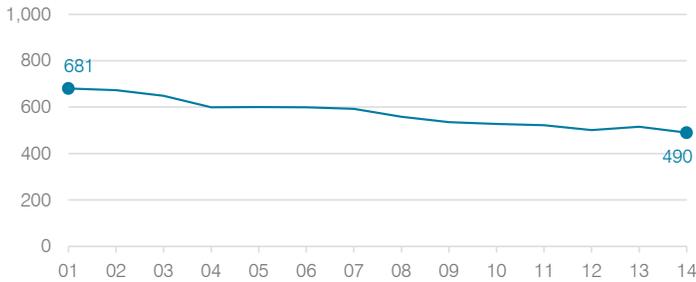
Ray Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	55.0	57.3	57.3	58.3	59.2	55.4	57.5	55.5	54.5	55.8	52.1	51.8	54.9	54.0

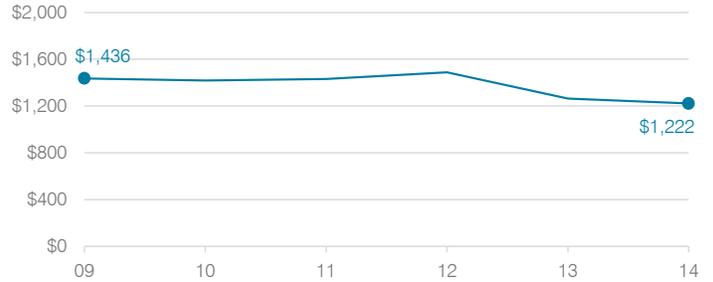
OPERATIONAL TRENDS

Fiscal years as indicated

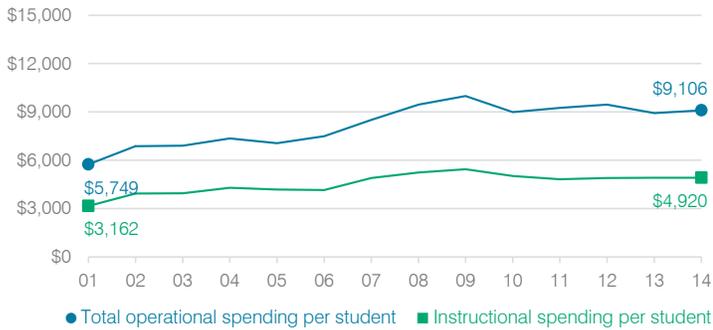
Students attending



Administrative cost per student



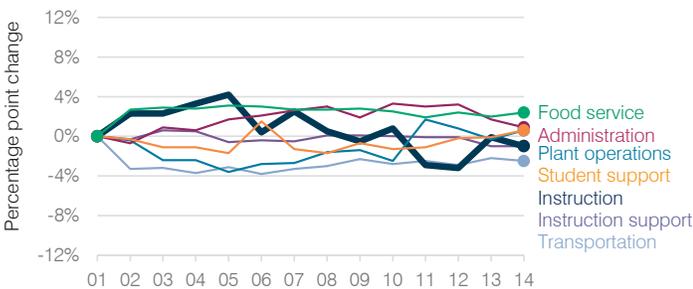
Total operational and instructional spending per student



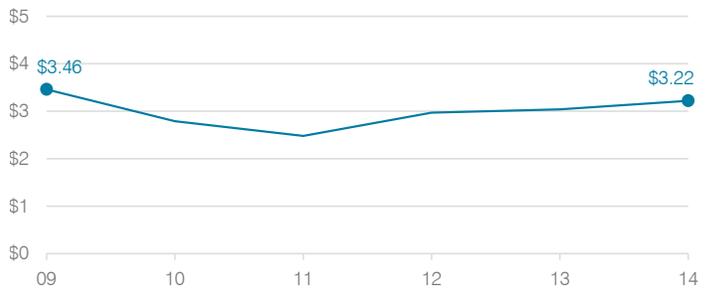
Plant cost per square foot and square footage per student



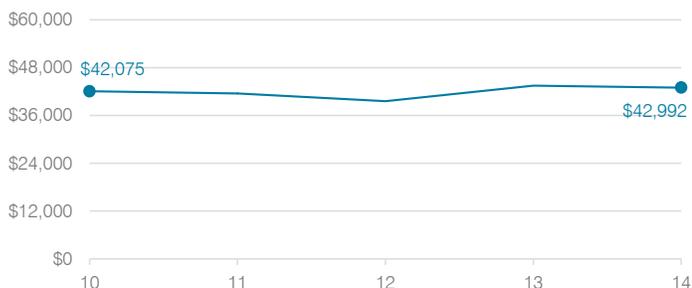
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



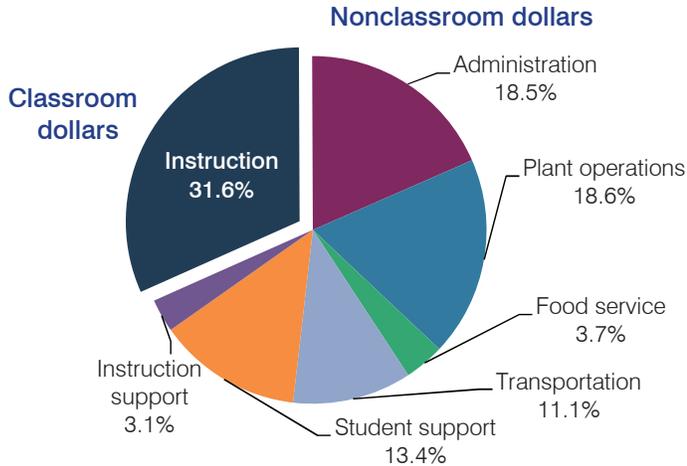
Red Mesa Unified School District

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

District size, location: Medium, Rural
 Students attending: 647
 Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Student enrollment decreased by 31 percent, which contributed to the 27 percent increase in total spending per pupil. Spending in the classroom decreased overall from 38.8 to 31.6 percent. Spending on administration, plant operations, and instruction support increased substantially, while spending on student support decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,393	\$1,016	\$757
	Students per administrator	23	54	68
Plant operations	Cost per square foot	\$9.68	\$4.71	\$6.04
	Square footage per student	352	261	153
Food service	Cost per meal equivalent	\$3.85	\$3.28	\$2.69
Transportation	Cost per mile	\$3.45	\$2.12	\$3.62
	Cost per rider	\$2,811	\$1,121	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$17,354	\$18,356	\$8,082	\$7,578	\$10,667
Classroom dollars	6,703	5,805	4,193	4,073	6,495
Nonclassroom dollars:	10,651	12,551	3,889	3,505	4,172
Administration	2,659	3,393	1,016	757	1,160
Plant operations	2,716	3,408	1,145	923	1,008
Food service	618	675	389	405	429
Transportation	1,951	2,035	477	373	464
Student support	2,378	2,464	563	600	594
Instruction support	329	576	299	447	517

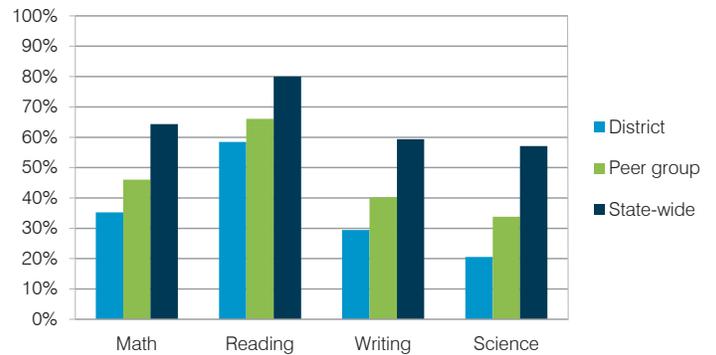
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	95%
Graduation rate (2013)	62%	73%	75%
Poverty rate (2013)	51%	45%	24%
Students per teacher	13.2	15.2	18.6
Average teacher salary	\$40,382	\$43,616	\$46,026
Amount from Proposition 301	\$5,390	\$4,111	\$4,810
Average years of teacher experience	15.3	12.2	10.9
Percentage of teachers in first 3 years	11%	18%	20%

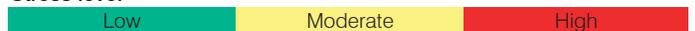
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.5%, Decreasing
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Noncompliant

Stress level



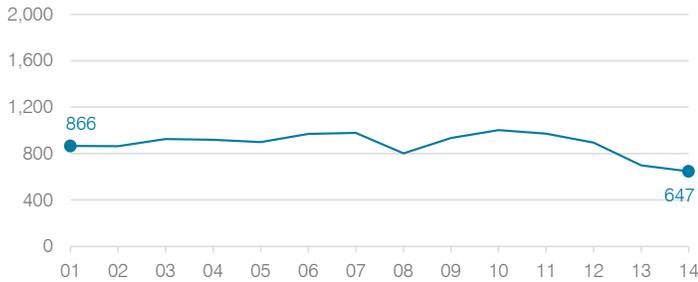
Red Mesa Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	43.6	45.4	42.9	42.0	43.9	42.6	40.4	38.6	38.7	40.9	40.6	39.9	38.6	31.6

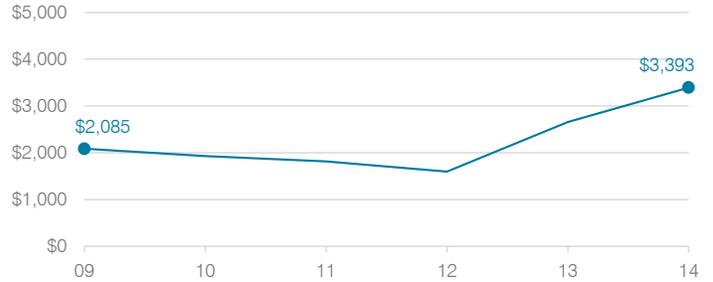
OPERATIONAL TRENDS

Fiscal years as indicated

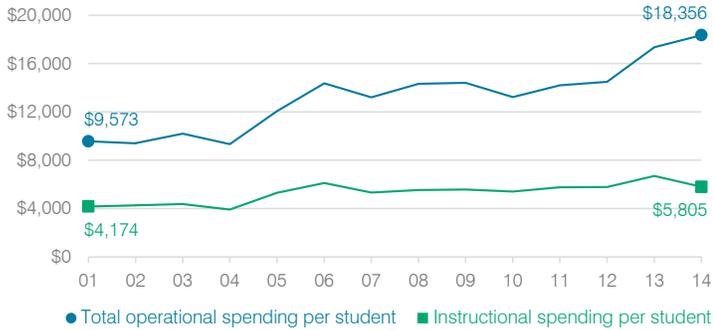
Students attending



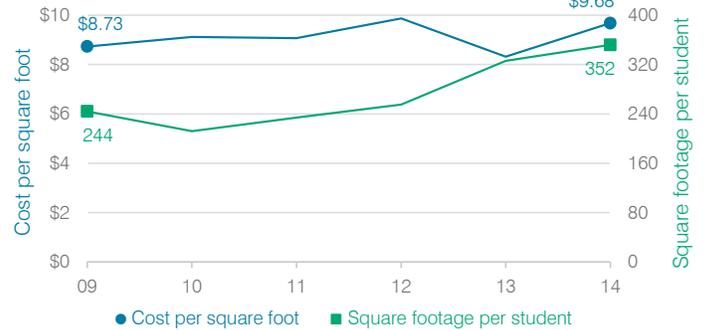
Administrative cost per student



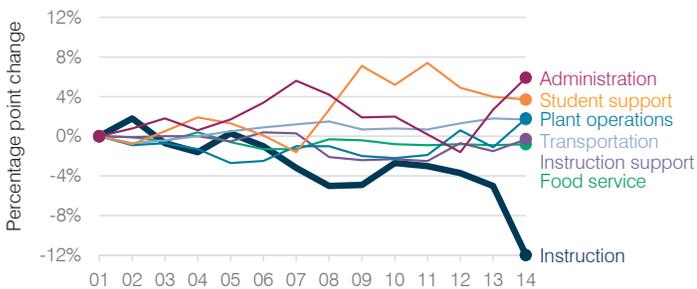
Total operational and instructional spending per student



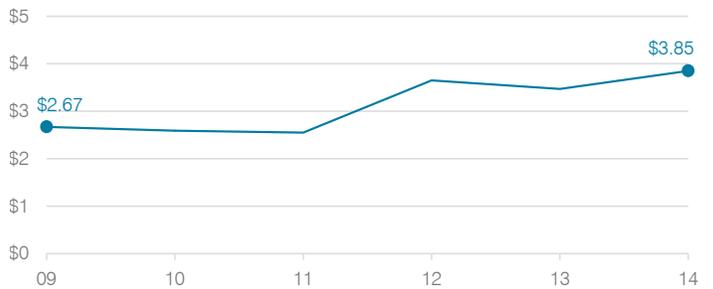
Plant cost per square foot and square footage per student



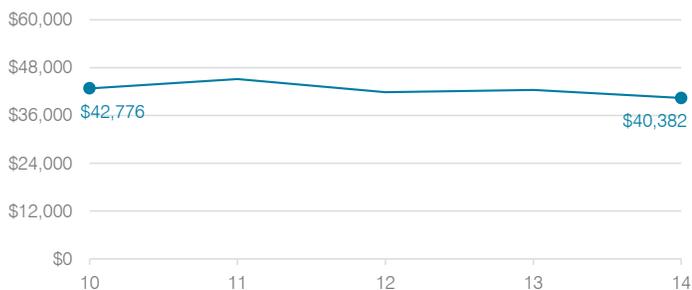
Changes in operational spending percentages



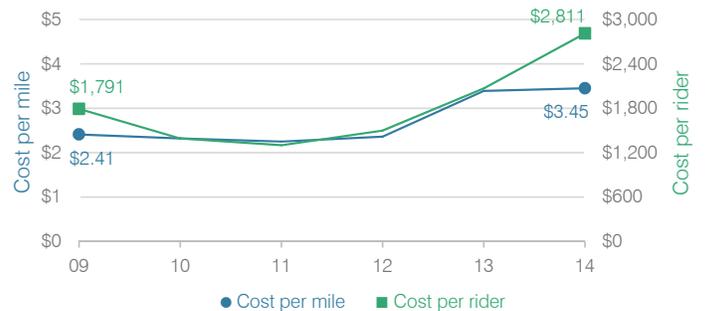
Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Red Rock Elementary School District

Pinal County

Efficiency peer groups 10 and T-8, Achievement peer group 17

Legislative district(s): 11

District size, location:

Students attending:

Number of schools:

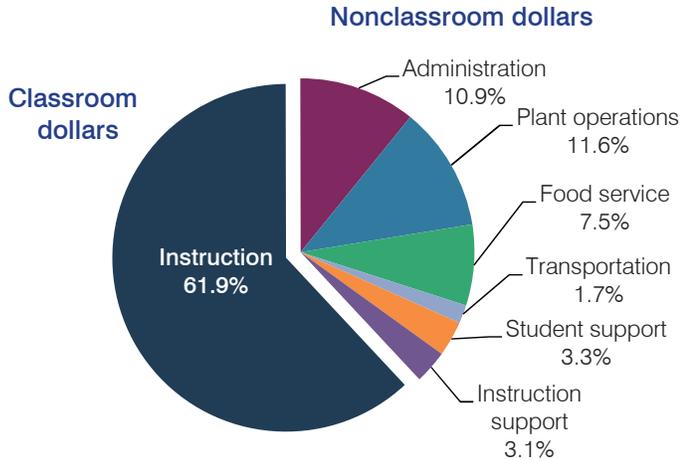
Small, Rural

321

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Student enrollment increased by 50 percent, which contributed to the 48 percent decrease in total spending per pupil. Spending in the classroom varied year to year, increasing overall from 48.4 to 61.9 percent. Overall, spending on administration, plant operations, and instruction support decreased substantially, while spending on food service increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$833	\$1,165	\$757
	Students per administrator	64	57	68
Plant operations	Cost per square foot	\$2.40	\$6.15	\$6.04
	Square footage per student	368	179	153
Food service	Cost per meal equivalent	\$3.23	\$2.98	\$2.69
Transportation	Cost per mile	\$1.16	\$2.61	\$3.62
	Cost per rider	\$324	\$774	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$6,678	\$7,613	\$8,683	\$7,578	\$10,667
Classroom dollars	3,882	4,712	4,668	4,073	6,495
Nonclassroom dollars:	2,796	2,901	4,015	3,505	4,172
Administration	962	833	1,165	757	1,160
Plant operations	770	881	1,037	923	1,008
Food service	517	568	550	405	429
Transportation	70	127	546	373	464
Student support	291	255	467	600	594
Instruction support	186	237	250	447	517

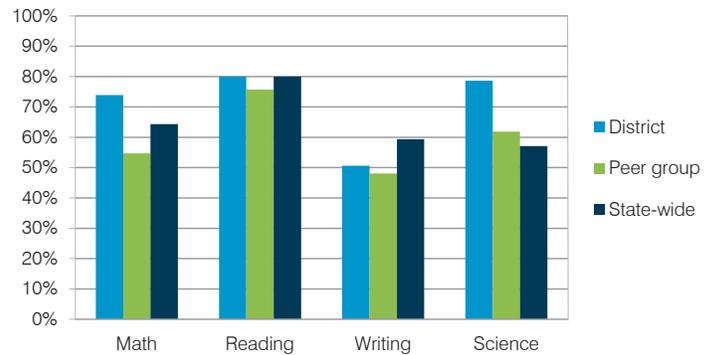
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	21%	20%	24%
Students per teacher	17.8	12.3	18.6
Average teacher salary	\$44,049	\$43,736	\$46,026
Amount from Proposition 301	\$4,589	\$3,455	\$4,810
Average years of teacher experience	9.8	11.8	10.9
Percentage of teachers in first 3 years	29%	15%	20%

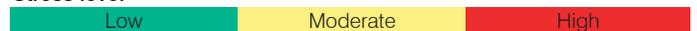
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

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

Stress level



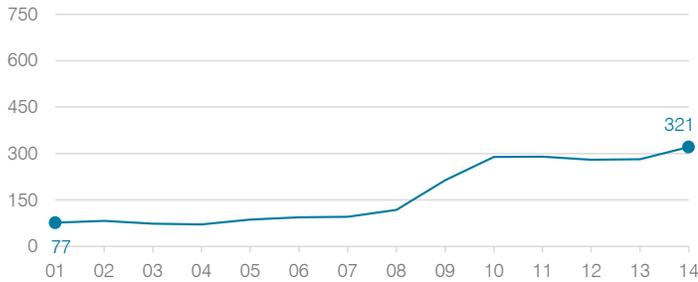
Red Rock Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	58.5	55.8	52.2	51.6	55.5	54.9	54.3	66.1	48.4	55.3	49.1	51.7	58.1	61.9

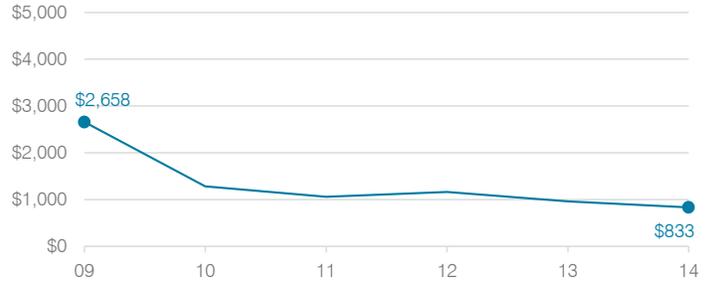
OPERATIONAL TRENDS

Fiscal years as indicated

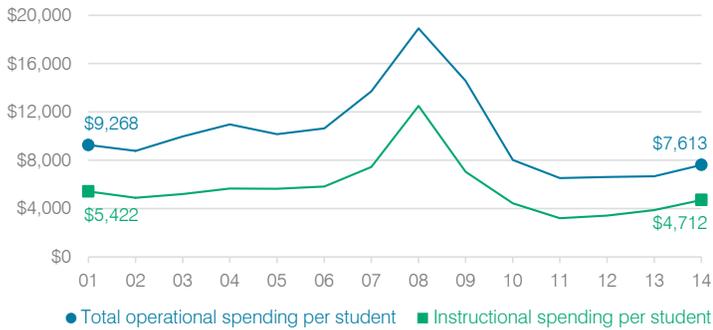
Students attending



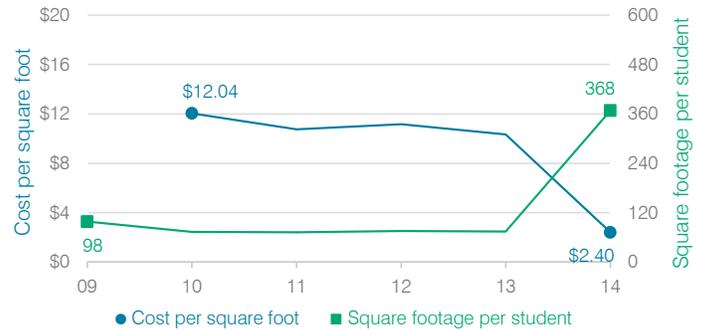
Administrative cost per student



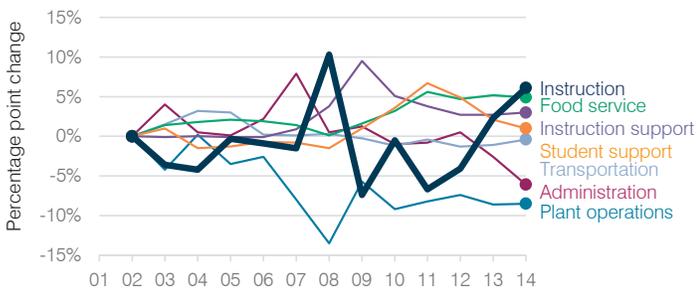
Total operational and instructional spending per student



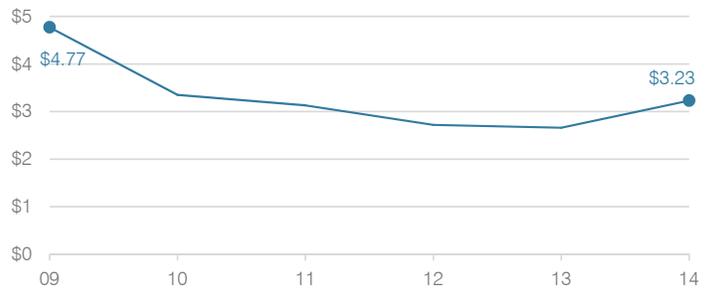
Plant cost per square foot and square footage per student



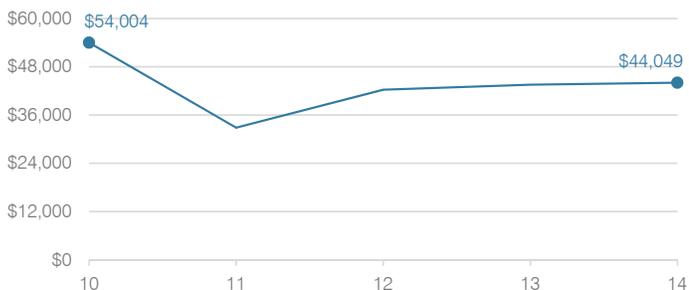
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



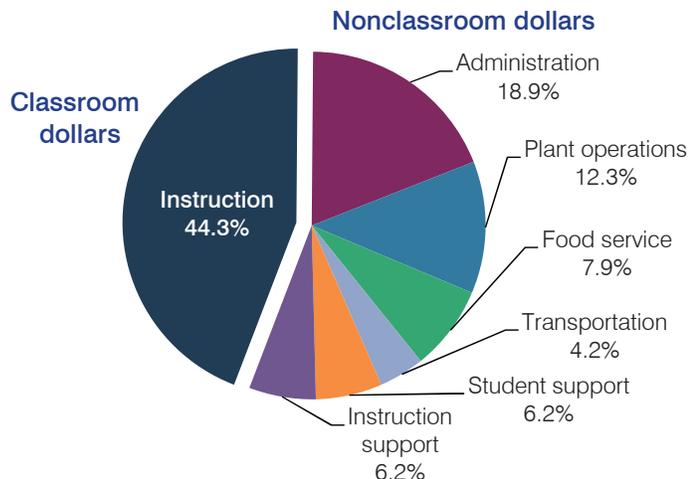
Riverside Elementary School District

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

District size, location: Medium, Suburb
 Students attending: 825
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 5 percent. Spending in the classroom decreased from 57.7 to 44.3 percent. Overall, spending on administration and instruction support increased substantially and spending on food service and transportation increased, while spending on plant operations decreased slightly. Spending on student support varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,639	\$895	\$757
	Students per administrator	39	69	68
Plant operations	Cost per square foot	\$4.58	\$6.19	\$6.04
	Square footage per student	233	143	153
Food service	Cost per meal equivalent	\$2.58	\$2.48	\$2.69
Transportation	Cost per mile	\$4.27	\$4.98	\$3.62
	Cost per rider	\$681	\$909	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$8,832	\$8,694	\$7,656	\$7,578	\$10,667
Classroom dollars	4,049	3,852	3,929	4,073	6,495
Nonclassroom dollars:	4,783	4,842	3,727	3,505	4,172
Administration	1,552	1,639	895	757	1,160
Plant operations	1,059	1,068	879	923	1,008
Food service	718	682	558	405	429
Transportation	413	367	291	373	464
Student support	560	543	580	600	594
Instruction support	481	543	524	447	517

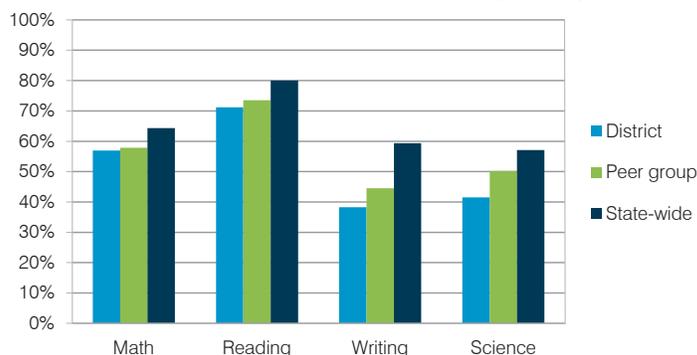
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	29%	26%	24%
Students per teacher	19.6	19.7	18.6
Average teacher salary	\$39,348	\$40,842	\$46,026
Amount from Proposition 301	\$3,419	\$3,876	\$4,810
Average years of teacher experience	8.7	7.6	10.9
Percentage of teachers in first 3 years	26%	34%	20%

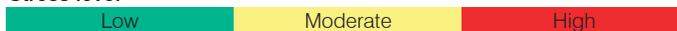
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	1.1%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



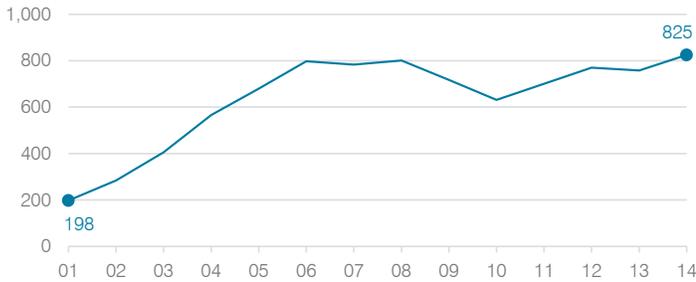
Riverside Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	48.5	49.0	57.3	58.6	53.8	52.4	50.2	57.5	57.7	51.5	46.0	46.0	45.8	44.3

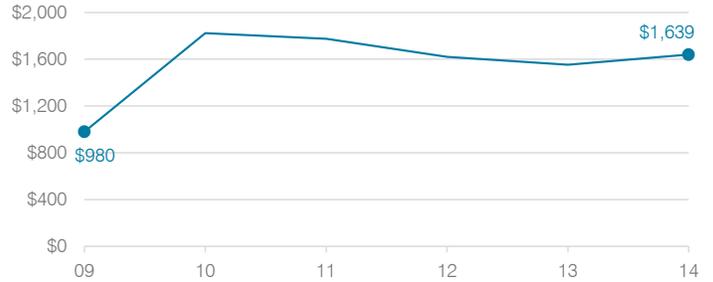
OPERATIONAL TRENDS

Fiscal years as indicated

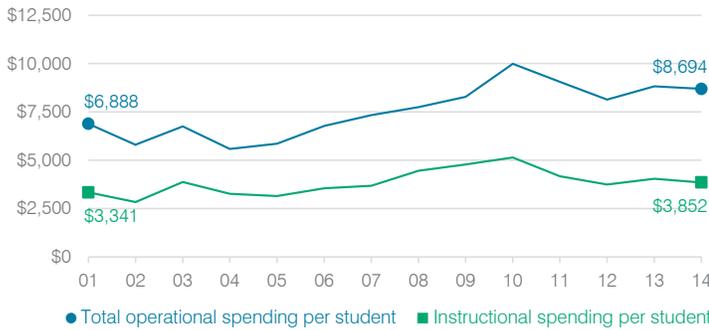
Students attending



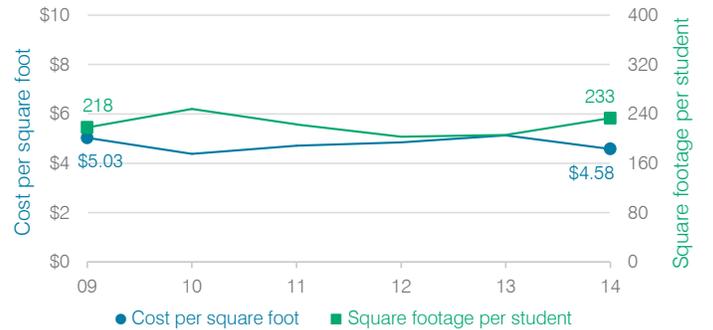
Administrative cost per student



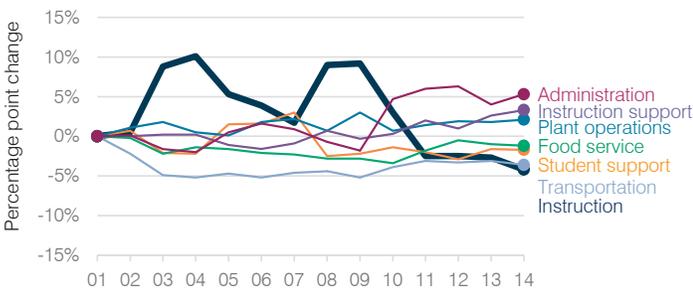
Total operational and instructional spending per student



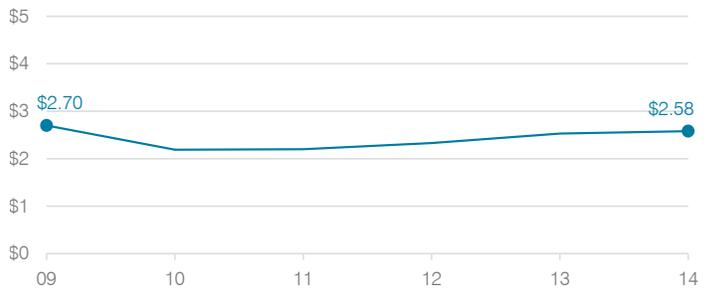
Plant cost per square foot and square footage per student



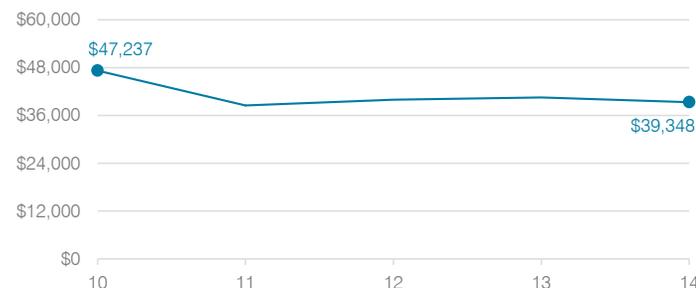
Changes in operational spending percentages



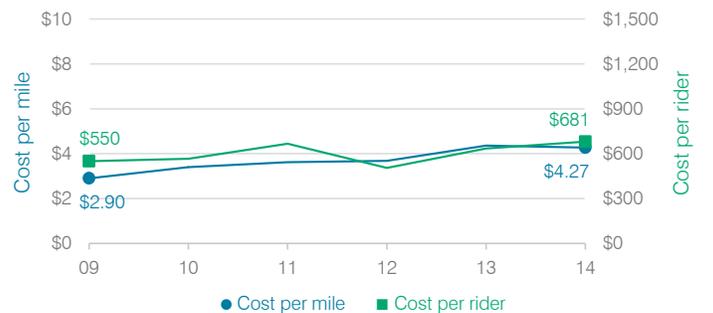
Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



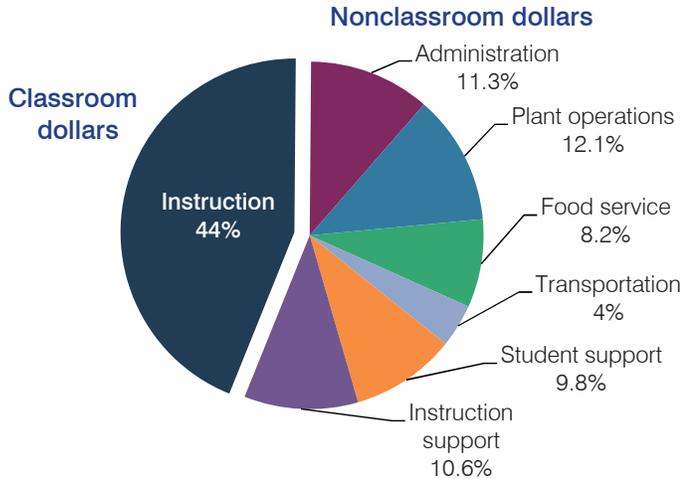
Roosevelt Elementary School District

Maricopa County
 Efficiency peer groups 7 and T-2, Achievement peer group 14
 Legislative district(s): 27

District size, location: Large, City
 Students attending: 9,337
 Number of schools: 18

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 3 percent. Spending in the classroom decreased from 54.6 to 44 percent. Overall, spending on plant operations, food service, student support, and instruction support increased substantially and spending on transportation increased, while spending on administration decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,007	\$726	\$757
	Students per administrator	63	77	68
Plant operations	Cost per square foot	\$6.79	\$6.09	\$6.04
	Square footage per student	159	131	153
Food service	Cost per meal equivalent	\$2.89	\$2.64	\$2.69
Transportation	Cost per mile	\$6.02	\$4.98	\$3.62
	Cost per rider	\$1,139	\$909	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$8,861	\$8,926	\$7,414	\$7,578	\$10,667
Classroom dollars	3,853	3,927	3,939	4,073	6,495
Nonclassroom dollars:	5,008	4,999	3,475	3,505	4,172
Administration	1,061	1,007	726	757	1,160
Plant operations	1,122	1,082	793	923	1,008
Food service	644	728	547	405	429
Transportation	335	359	308	373	464
Student support	784	874	575	600	594
Instruction support	1,062	949	526	447	517

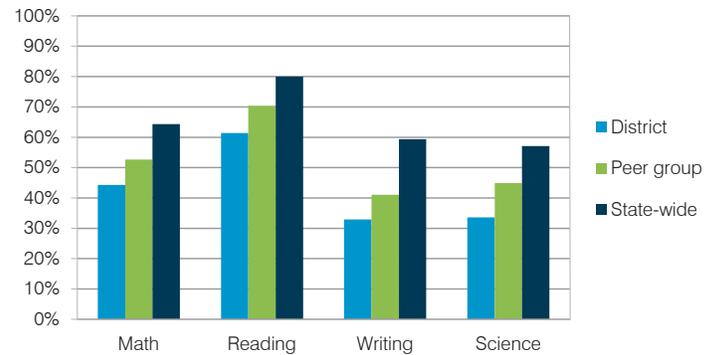
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	1	5%
B	2	11%
C	7	39%
D	5	28%
F	3	17%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	40%	36%	24%
Students per teacher	17.3	17.3	18.6
Average teacher salary	\$32,371	\$40,844	\$46,026
Amount from Proposition 301	\$3,714	\$3,471	\$4,810
Average years of teacher experience	9.0	9.4	10.9
Percentage of teachers in first 3 years	31%	29%	20%

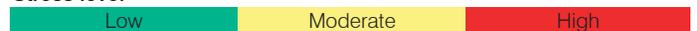
Financial stress assessment

Overall financial stress level: **High**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Concentrated decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	1.0%, Varying
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant

Stress level



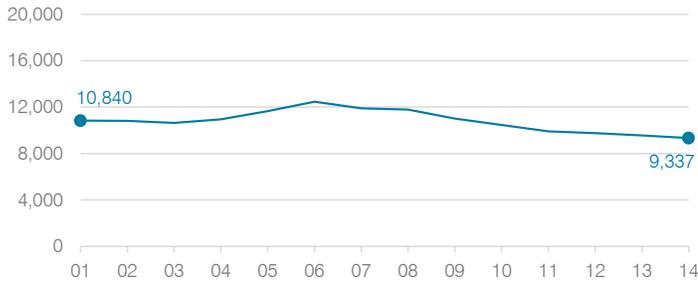
Roosevelt Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	55.9	58.6	58.6	59.1	58.2	59.7	58.6	56.4	54.6	52.1	48.6	46.4	43.5	44.0

OPERATIONAL TRENDS

Fiscal years as indicated

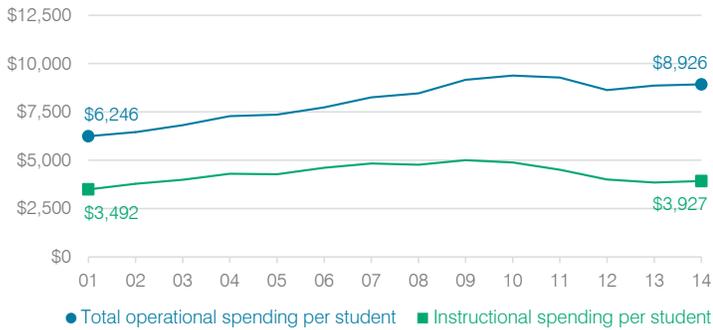
Students attending



Administrative cost per student



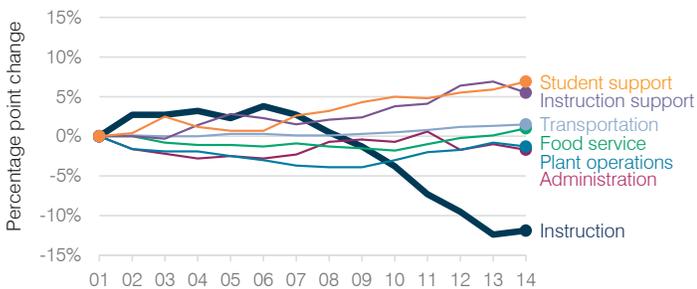
Total operational and instructional spending per student



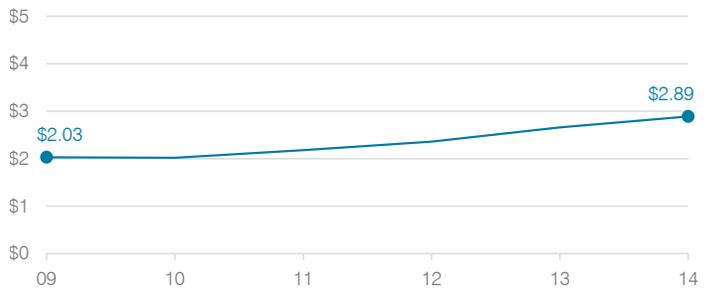
Plant cost per square foot and square footage per student



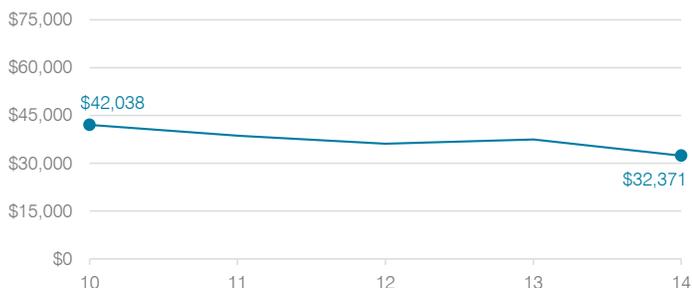
Changes in operational spending percentages



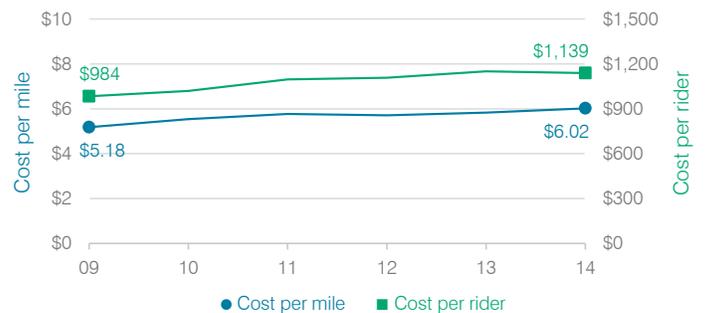
Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



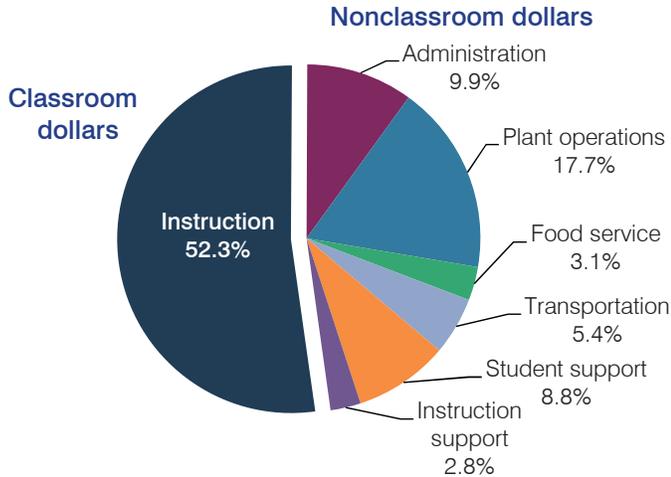
Round Valley Unified School District

Apache County
 Efficiency peer groups 5 and T-10, Achievement peer group 6
 Legislative district(s): 7

District size, location: Medium, Rural
 Students attending: 1,290
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 3 percent. Spending in the classroom decreased slightly overall from 52.8 to 52.3 percent. Overall, spending on student support increased and spending on administration increased slightly. Spending on food service decreased, while spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$844	\$1,016	\$757
	Students per administrator	52	54	68
Plant operations	Cost per square foot	\$3.66	\$4.71	\$6.04
	Square footage per student	411	261	153
Food service	Cost per meal equivalent	\$3.80	\$3.28	\$2.69
Transportation	Cost per mile	\$2.47	\$2.12	\$3.62
	Cost per rider	\$1,454	\$1,121	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$7,952	\$8,501	\$8,082	\$7,578	\$10,667
Classroom dollars	4,116	4,446	4,193	4,073	6,495
Nonclassroom dollars:	3,836	4,055	3,889	3,505	4,172
Administration	816	844	1,016	757	1,160
Plant operations	1,437	1,508	1,145	923	1,008
Food service	307	259	389	405	429
Transportation	368	459	477	373	464
Student support	655	750	563	600	594
Instruction support	253	235	299	447	517

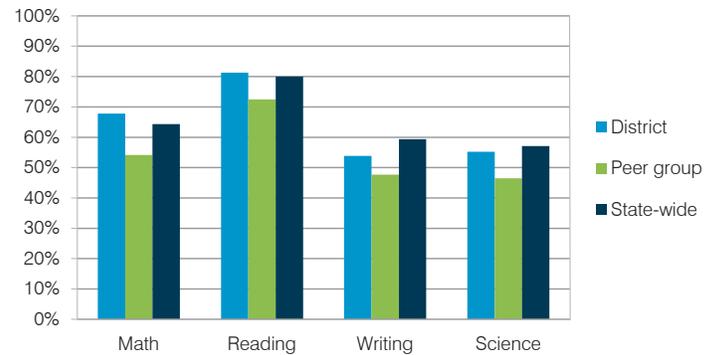
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	95%
Graduation rate (2013)	74%	78%	75%
Poverty rate (2013)	30%	32%	24%
Students per teacher	18.6	16.5	18.6
Average teacher salary	\$45,769	\$43,049	\$46,026
Amount from Proposition 301	\$8,482	\$5,173	\$4,810
Average years of teacher experience	13.0	12.0	10.9
Percentage of teachers in first 3 years	17%	19%	20%

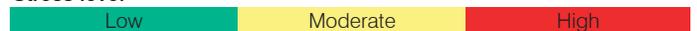
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

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

Stress level



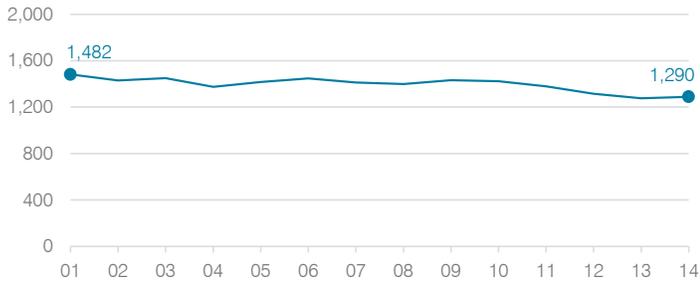
Round Valley Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	58.3	56.6	55.4	55.0	55.1	52.5	54.2	54.3	52.8	52.5	53.5	52.6	51.8	52.3

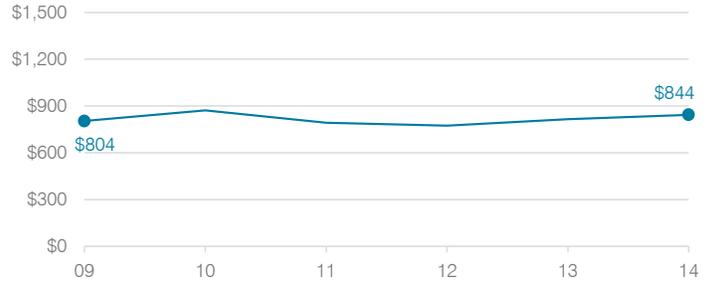
OPERATIONAL TRENDS

Fiscal years as indicated

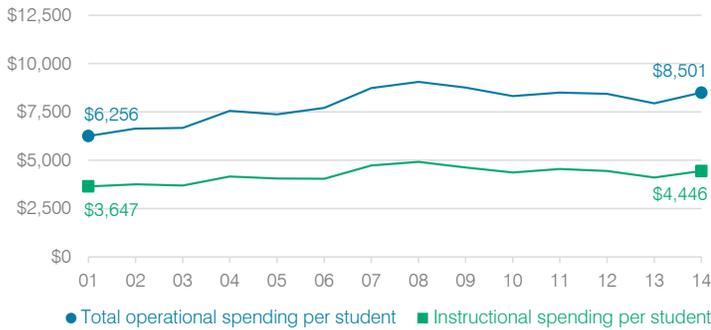
Students attending



Administrative cost per student



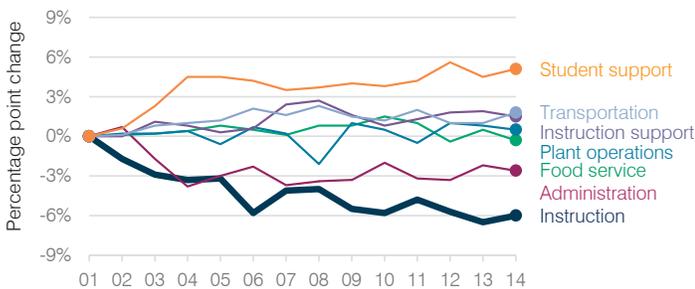
Total operational and instructional spending per student



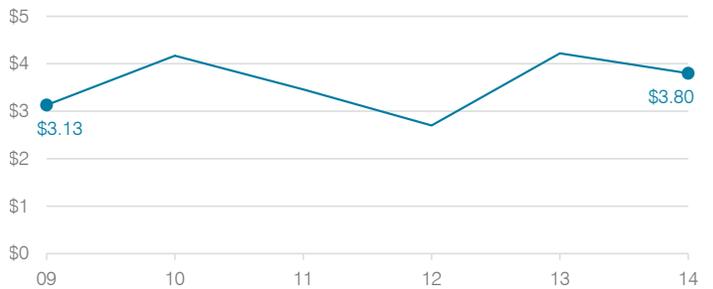
Plant cost per square foot and square footage per student



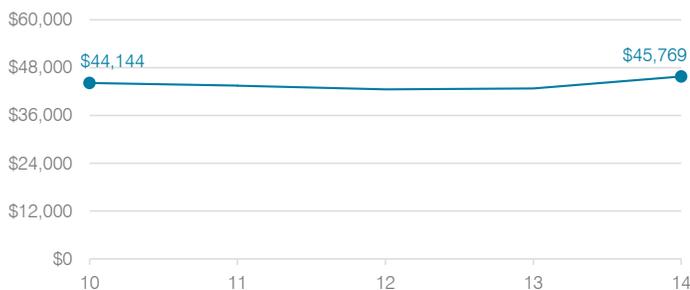
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



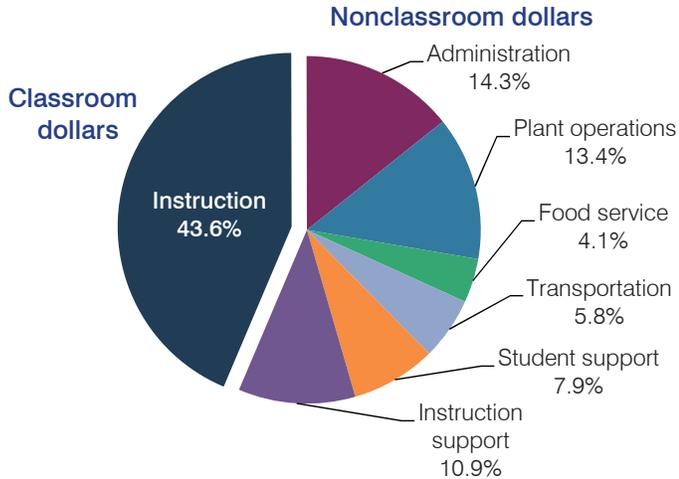
Sacaton Elementary School District

Pinal County
 Efficiency peer groups 10 and T-8, Achievement peer group 21
 Legislative district(s): 8

District size, location: Small, Rural
 Students attending: 437
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 39 percent. Spending in the classroom varied year to year, decreasing overall from 49.9 to 43.6 percent. Overall, spending on instruction support increased substantially and spending on administration, plant operations, and student support increased slightly. Spending on food service decreased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,209	\$1,165	\$757
	Students per administrator	31	57	68
Plant operations	Cost per square foot	\$8.86	\$6.15	\$6.04
	Square footage per student	340	179	153
Food service	Cost per meal equivalent	\$4.15	\$2.98	\$2.69
Transportation	Cost per mile	\$5.37	\$2.61	\$3.62
	Cost per rider	\$1,393	\$774	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$20,892	\$22,449	\$8,683	\$7,578	\$10,667
Classroom dollars	9,314	9,792	4,668	4,073	6,495
Nonclassroom dollars:	11,578	12,657	4,015	3,505	4,172
Administration	3,029	3,209	1,165	757	1,160
Plant operations	2,226	3,015	1,037	923	1,008
Food service	928	917	550	405	429
Transportation	1,269	1,296	546	373	464
Student support	1,783	1,772	467	600	594
Instruction support	2,343	2,448	250	447	517

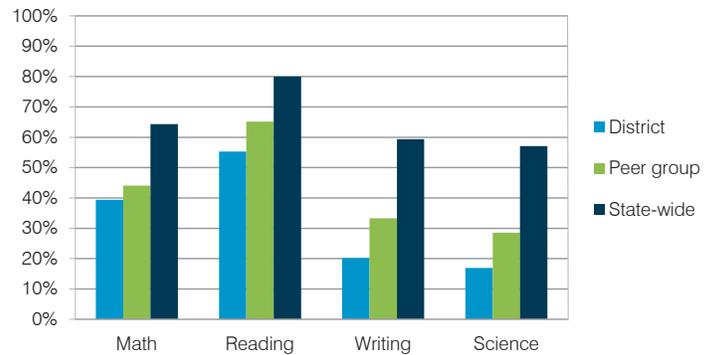
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	48%	51%	24%
Students per teacher	10.4	12.6	18.6
Average teacher salary	\$53,575	\$43,853	\$46,026
Amount from Proposition 301	\$2,635	\$2,969	\$4,810
Average years of teacher experience	9.6	13.4	10.9
Percentage of teachers in first 3 years	14%	9%	20%

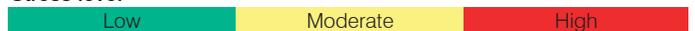
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

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

Stress level



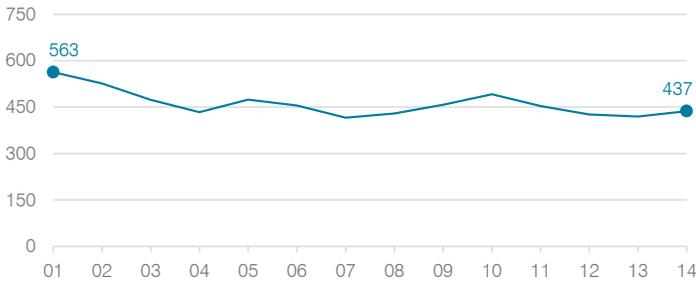
Sacaton Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	45.5	43.9	48.5	46.7	53.7	50.4	52.9	47.2	49.9	46.0	49.8	46.5	44.6	43.6

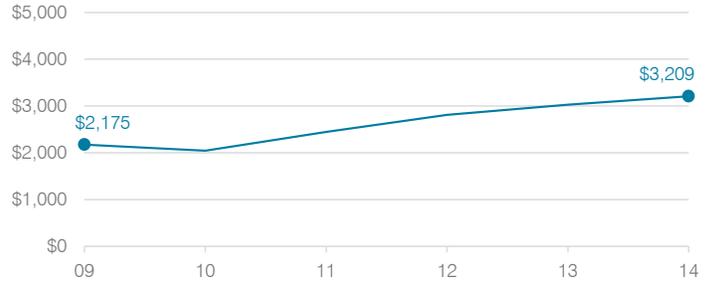
OPERATIONAL TRENDS

Fiscal years as indicated

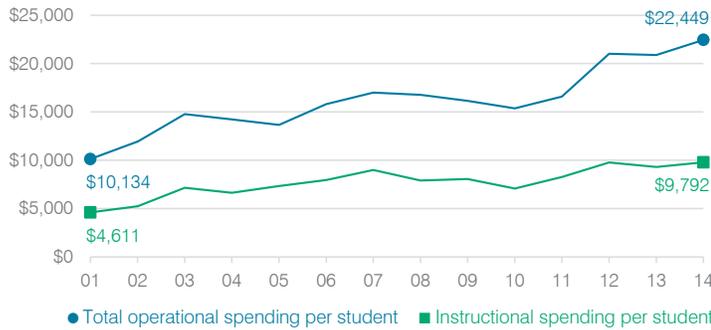
Students attending



Administrative cost per student



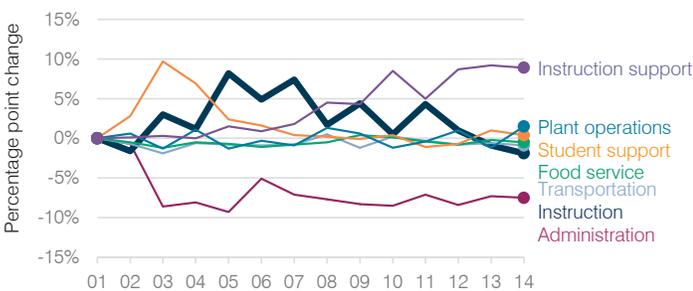
Total operational and instructional spending per student



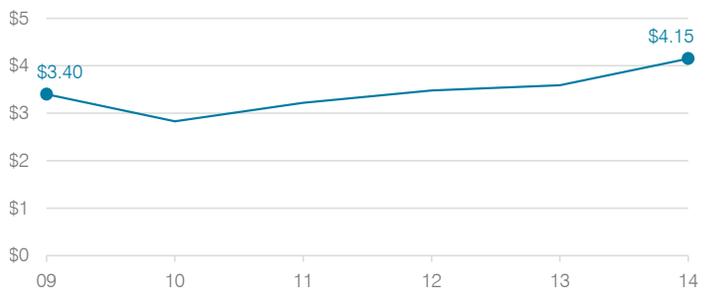
Plant cost per square foot and square footage per student



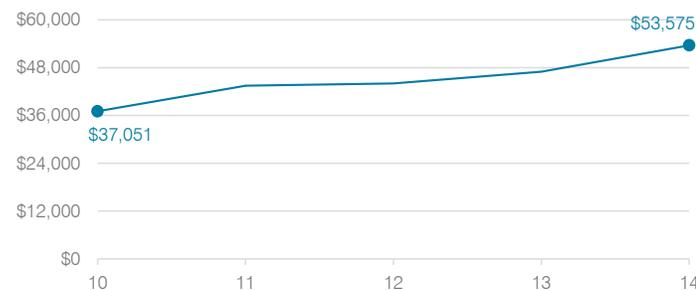
Changes in operational spending percentages



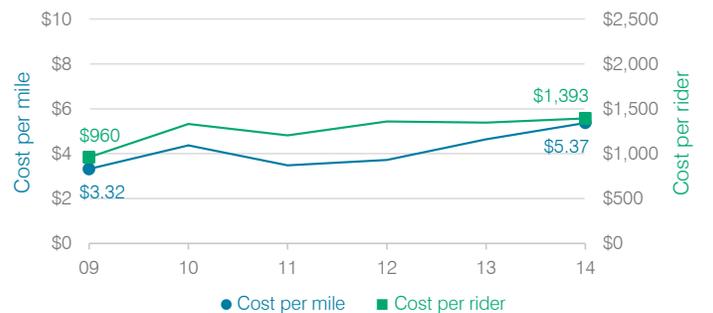
Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



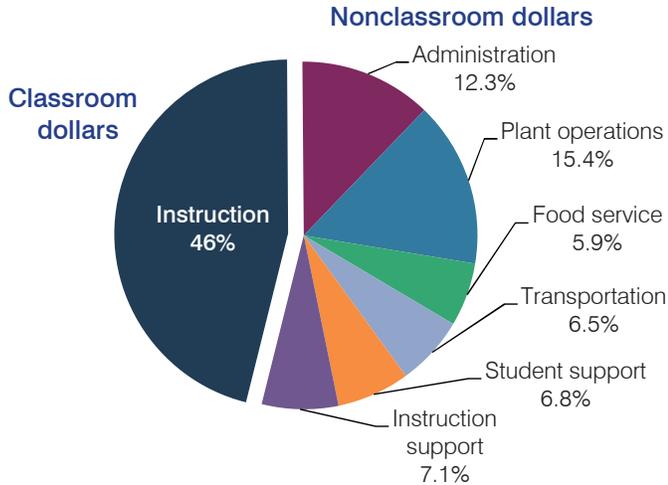
Saddle Mountain Unified School District

Maricopa County
 Efficiency peer groups 5 and T-8, Achievement peer group 4
 Legislative district(s): 13

District size, location: Medium, Rural
 Students attending: 1,371
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 1 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 49.9 to 46 percent. Overall, spending on instruction support increased substantially, spending on student support increased, and spending on plant operations increased slightly. Spending on transportation decreased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,007	\$1,016	\$757
	Students per administrator	62	54	68
Plant operations	Cost per square foot	\$5.31	\$4.71	\$6.04
	Square footage per student	238	261	153
Food service	Cost per meal equivalent	\$2.82	\$3.28	\$2.69
Transportation	Cost per mile	\$2.70	\$2.61	\$3.62
	Cost per rider	\$885	\$774	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$8,183	\$8,206	\$8,082	\$7,578	\$10,667
Classroom dollars	3,617	3,771	4,193	4,073	6,495
Nonclassroom dollars:	4,566	4,435	3,889	3,505	4,172
Administration	1,155	1,007	1,016	757	1,160
Plant operations	1,295	1,265	1,145	923	1,008
Food service	460	484	389	405	429
Transportation	523	534	477	373	464
Student support	614	561	563	600	594
Instruction support	519	584	299	447	517

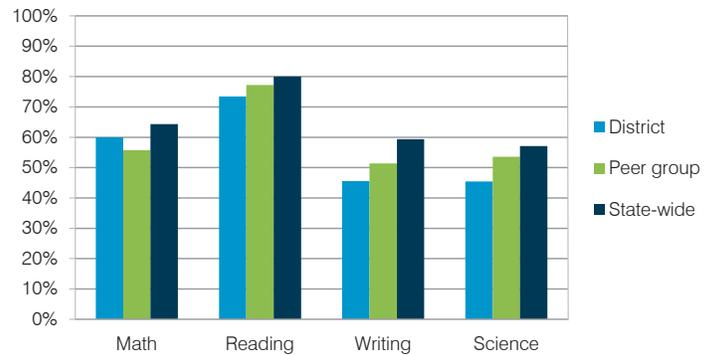
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	95%
Graduation rate (2013)	88%	86%	75%
Poverty rate (2013)	17%	15%	24%
Students per teacher	18.0	16.1	18.6
Average teacher salary	\$40,749	\$41,932	\$46,026
Amount from Proposition 301	\$4,628	\$4,526	\$4,810
Average years of teacher experience	9.7	10.2	10.9
Percentage of teachers in first 3 years	18%	21%	20%

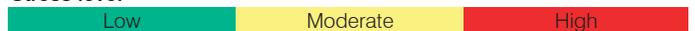
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

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

Stress level



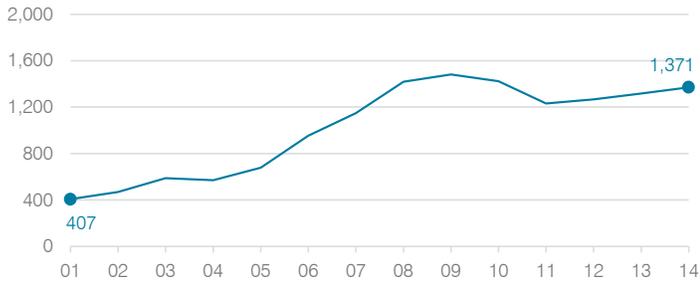
Saddle Mountain Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	52.6	52.3	57.1	54.4	53.1	51.2	53.6	47.1	49.9	49.8	44.5	46.4	44.2	46.0

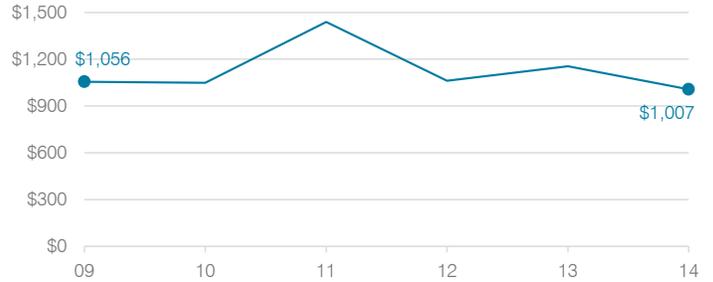
OPERATIONAL TRENDS

Fiscal years as indicated

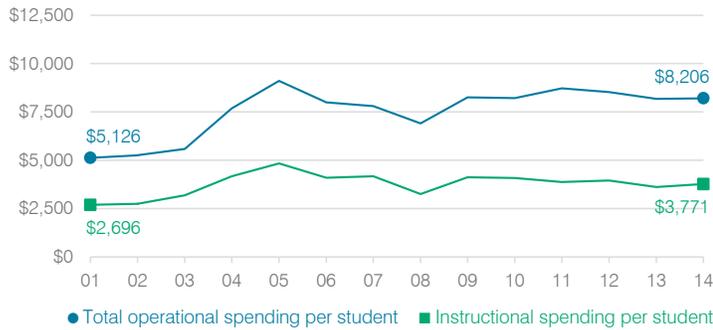
Students attending



Administrative cost per student



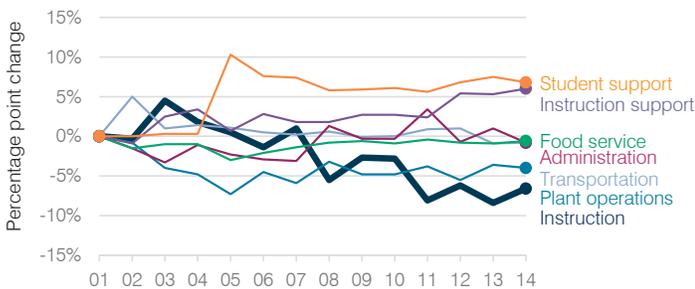
Total operational and instructional spending per student



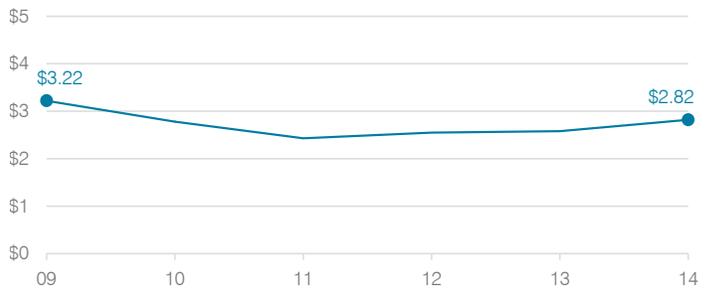
Plant cost per square foot and square footage per student



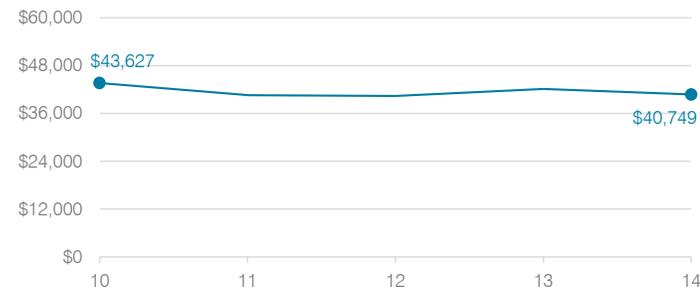
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



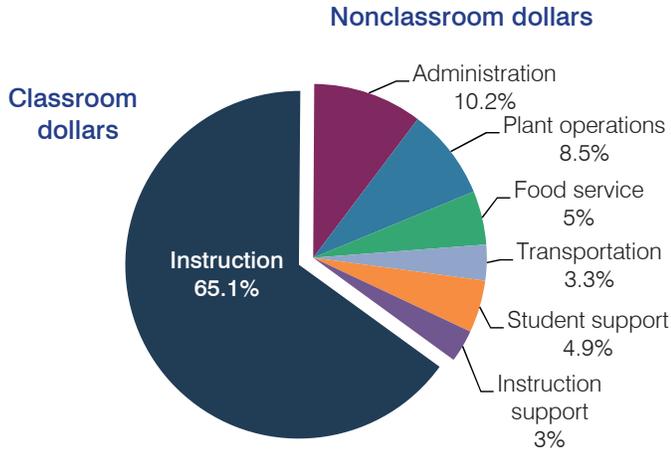
Safford Unified School District

Graham County
 Efficiency peer groups 4 and T-6, Achievement peer group 5
 Legislative district(s): 14

District size, location: Medium-large, Town
 Students attending: 3,162
 Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 4 percent. Spending in the classroom was very inconsistent year to year, increasing overall from 63.1 to 65.1 percent. Spending on administration decreased and spending on plant operations and instruction support decreased slightly. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$681	\$789	\$757
	Students per administrator	82	67	68
Plant operations	Cost per square foot	\$3.72	\$5.46	\$6.04
	Square footage per student	152	188	153
Food service	Cost per meal equivalent	\$2.66	\$2.76	\$2.69
Transportation	Cost per mile	\$3.65	\$3.73	\$3.62
	Cost per rider	\$607	\$512	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$6,791	\$6,658	\$7,573	\$7,578	\$10,667
Classroom dollars	4,314	4,336	3,914	4,073	6,495
Nonclassroom dollars:	2,477	2,322	3,659	3,505	4,172
Administration	736	681	789	757	1,160
Plant operations	570	564	1,009	923	1,008
Food service	328	330	386	405	429
Transportation	213	217	406	373	464
Student support	368	327	607	600	594
Instruction support	262	203	462	447	517

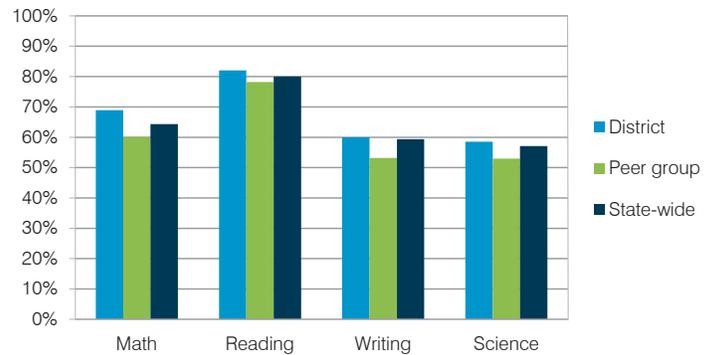
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	2	33%
B	3	50%
C	0	0%
D	0	0%
F	1	17%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	67%	80%	75%
Poverty rate (2013)	25%	24%	24%
Students per teacher	19.6	17.3	18.6
Average teacher salary	\$55,429	\$42,872	\$46,026
Amount from Proposition 301	\$7,120	\$5,022	\$4,810
Average years of teacher experience	12.1	12.1	10.9
Percentage of teachers in first 3 years	18%	19%	20%

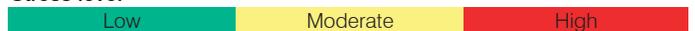
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



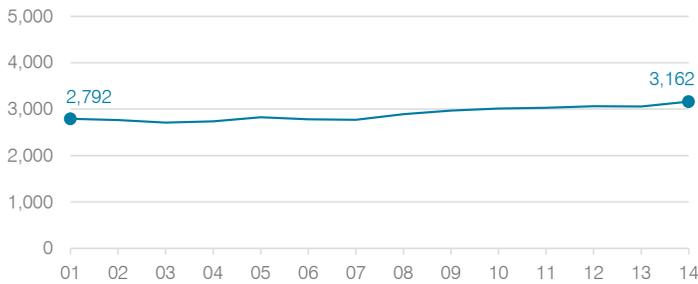
Safford Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	58.3	59.8	58.7	59.1	58.1	60.4	60.0	62.7	63.1	60.9	62.8	61.2	63.5	65.1

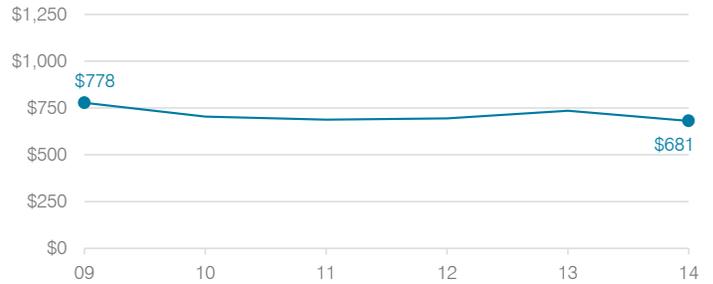
OPERATIONAL TRENDS

Fiscal years as indicated

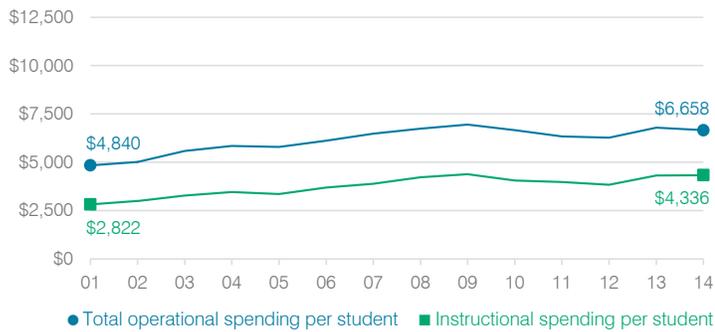
Students attending



Administrative cost per student



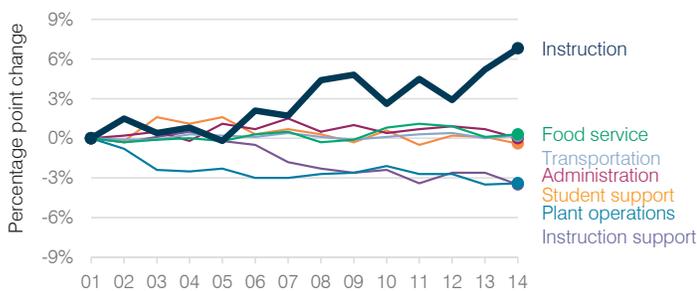
Total operational and instructional spending per student



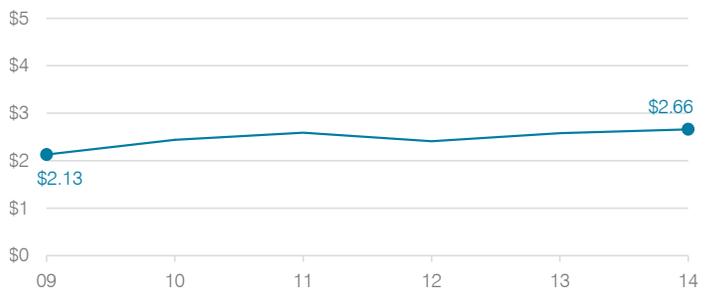
Plant cost per square foot and square footage per student



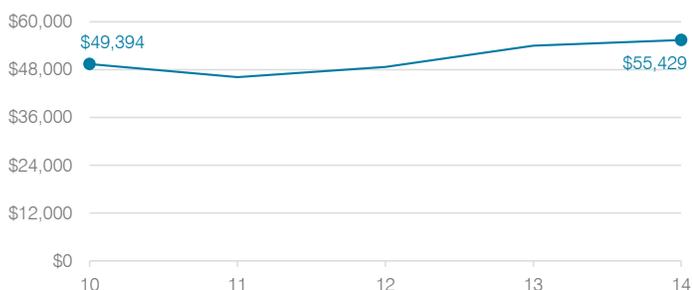
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



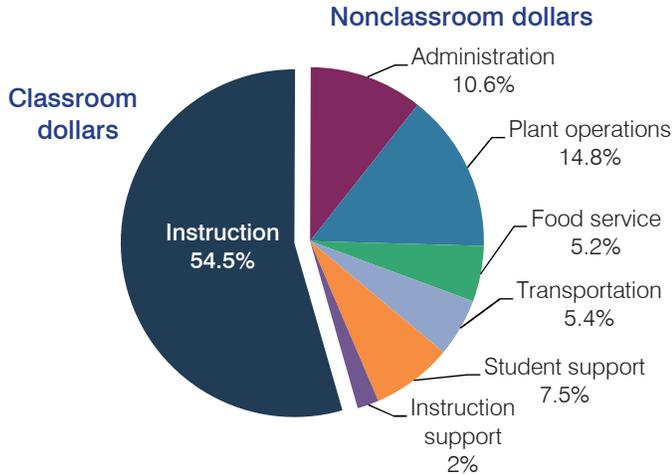
Sahuarita Unified School District

Pima County
 Efficiency peer groups 4 and T-7, Achievement peer group 4
 Legislative district(s): 2 and 14

District size, location: Medium-large, Rural
 Students attending: 5,489
 Number of schools: 8

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 4 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 57.7 to 54.5 percent. Overall, spending on administration and plant operations increased and spending on transportation and student support increased slightly, while spending on food service decreased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$692	\$789	\$757
	Students per administrator	63	67	68
Plant operations	Cost per square foot	\$7.00	\$5.46	\$6.04
	Square footage per student	138	188	153
Food service	Cost per meal equivalent	\$2.48	\$2.76	\$2.69
Transportation	Cost per mile	\$3.01	\$3.45	\$3.62
	Cost per rider	\$656	\$832	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$6,405	\$6,517	\$7,573	\$7,578	\$10,667
Classroom dollars	3,409	3,553	3,914	4,073	6,495
Nonclassroom dollars:	2,996	2,964	3,659	3,505	4,172
Administration	712	692	789	757	1,160
Plant operations	989	967	1,009	923	1,008
Food service	342	338	386	405	429
Transportation	359	352	406	373	464
Student support	474	487	607	600	594
Instruction support	120	128	462	447	517

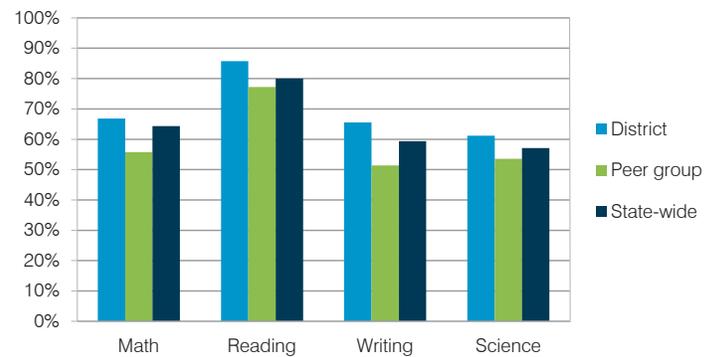
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	3	37%
B	3	37%
C	1	13%
D	1	13%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2013)	81%	86%	75%
Poverty rate (2013)	12%	15%	24%
Students per teacher	17.5	16.1	18.6
Average teacher salary	\$38,151	\$41,932	\$46,026
Amount from Proposition 301	\$4,673	\$4,526	\$4,810
Average years of teacher experience	8.6	10.2	10.9
Percentage of teachers in first 3 years	31%	21%	20%

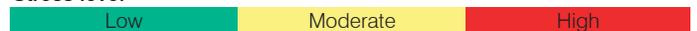
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Mixed election results
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



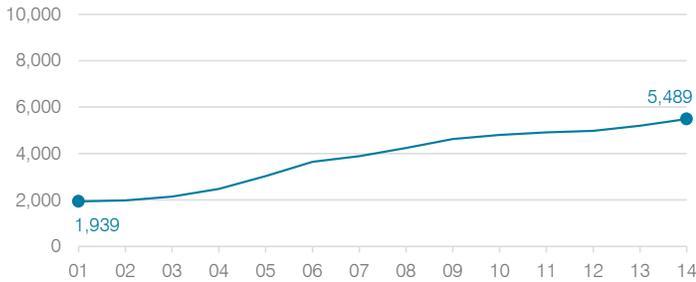
Sahuarita Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	50.3	49.2	51.4	54.0	55.8	56.7	54.9	54.7	57.7	56.3	57.7	53.8	53.2	54.5

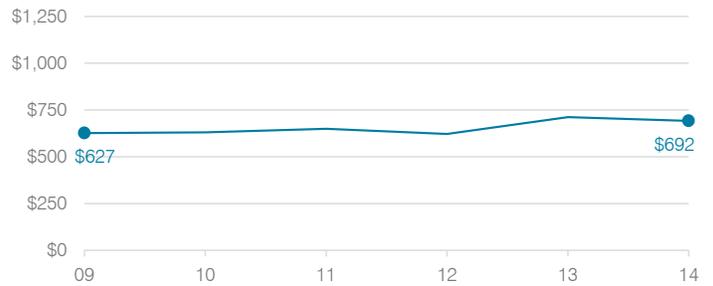
OPERATIONAL TRENDS

Fiscal years as indicated

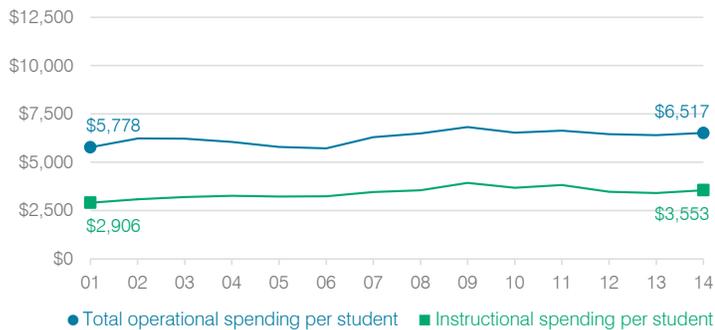
Students attending



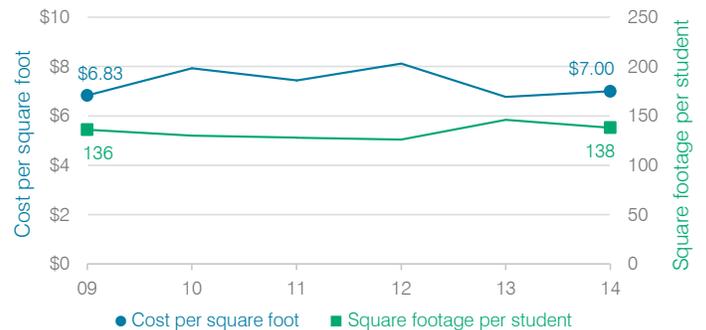
Administrative cost per student



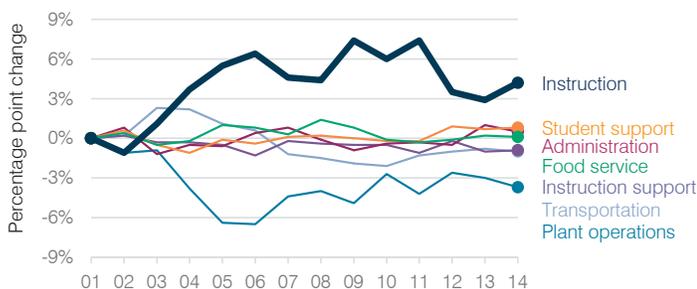
Total operational and instructional spending per student



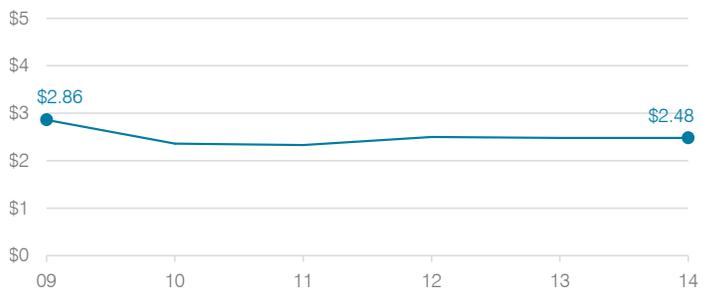
Plant cost per square foot and square footage per student



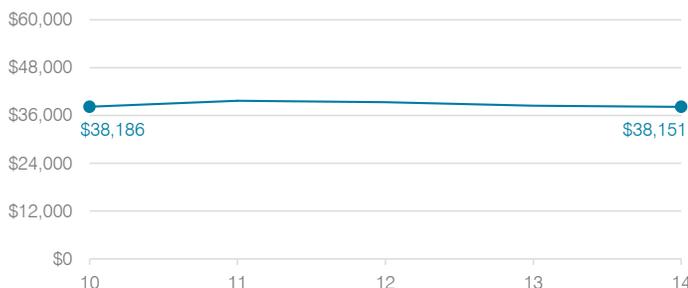
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Salome Consolidated Elementary School District

La Paz County

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

Legislative district(s): 5

District size, location:

Very small, Rural

Students attending:

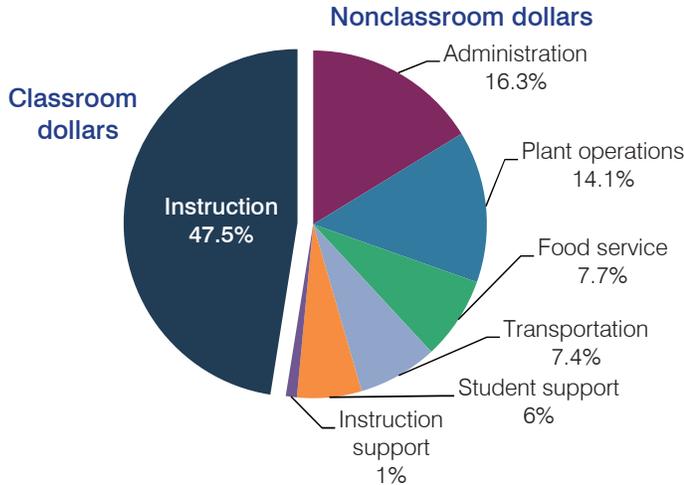
107

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 1 percent. Spending in the classroom varied year to year, increasing overall from 42.2 to 47.5 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration and plant operations decreased substantially and spending on food service decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,075	\$2,835	\$757
	Students per administrator	48	28	68
Plant operations	Cost per square foot	\$6.52	\$6.51	\$6.04
	Square footage per student	275	351	153
Food service	Cost per meal equivalent	\$3.46	\$5.02	\$2.69
Transportation	Cost per mile	\$3.70	\$1.61	\$3.62
	Cost per rider	\$1,520	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$11,518	\$12,705	\$16,101	\$7,578	\$10,667
Classroom dollars	4,499	6,034	8,231	4,073	6,495
Nonclassroom dollars:	7,019	6,671	7,870	3,505	4,172
Administration	2,069	2,075	2,835	757	1,160
Plant operations	2,386	1,795	2,137	923	1,008
Food service	1,050	972	901	405	429
Transportation	601	937	1,072	373	464
Student support	913	760	536	600	594
Instruction support	0	132	389	447	517

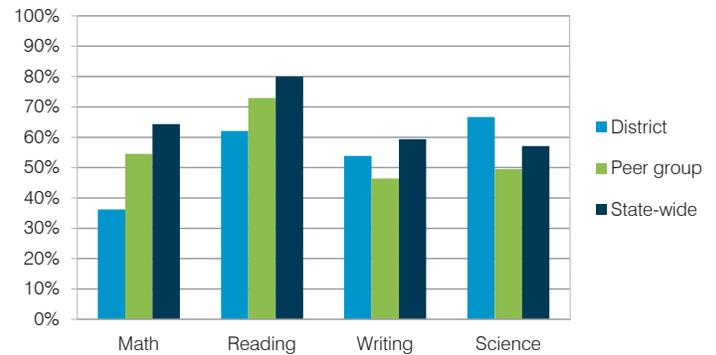
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	40%	39%	24%
Students per teacher	15.3	15.0	18.6
Average teacher salary	\$43,609	\$47,060	\$46,026
Amount from Proposition 301	\$1,966	\$3,492	\$4,810
Average years of teacher experience	9.3	11.8	10.9
Percentage of teachers in first 3 years	39%	15%	20%

Financial stress assessment

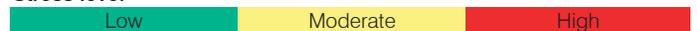
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

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

Stress level



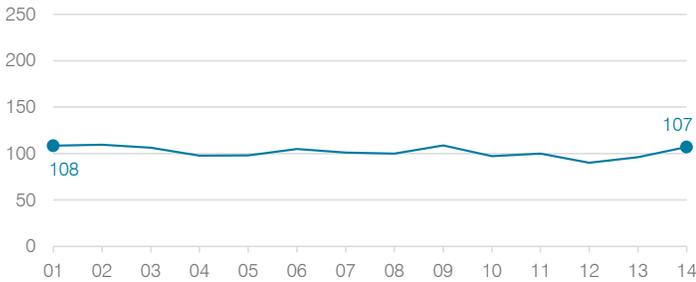
Salome Consolidated Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	48.9	48.3	48.4	46.9	44.5	43.4	39.3	39.5	42.2	44.4	49.5	34.5	39.1	47.5

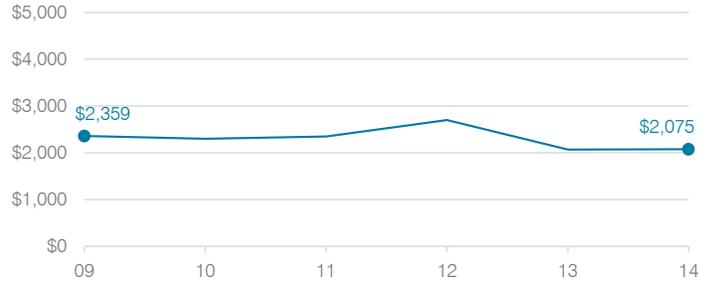
OPERATIONAL TRENDS

Fiscal years as indicated

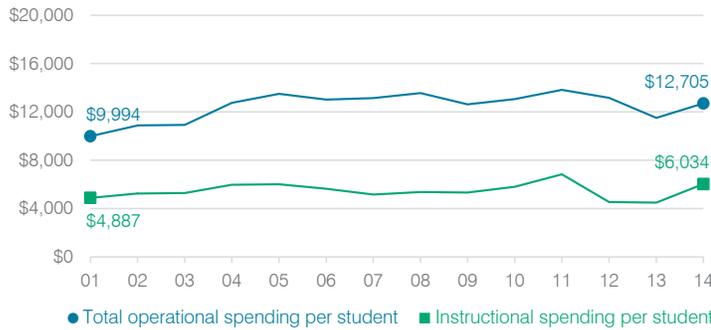
Students attending



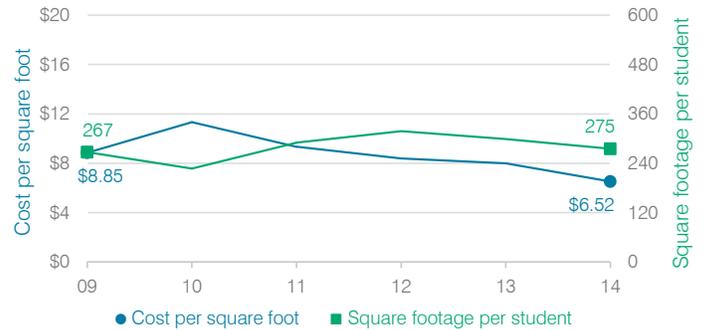
Administrative cost per student



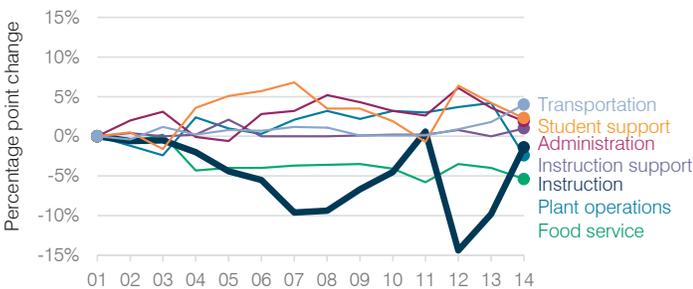
Total operational and instructional spending per student



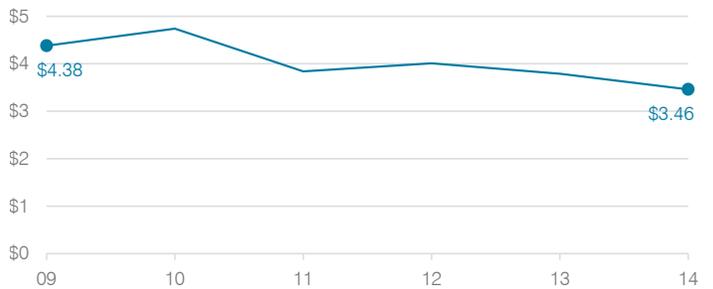
Plant cost per square foot and square footage per student



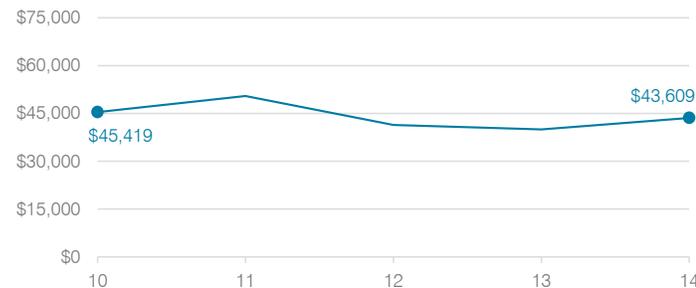
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



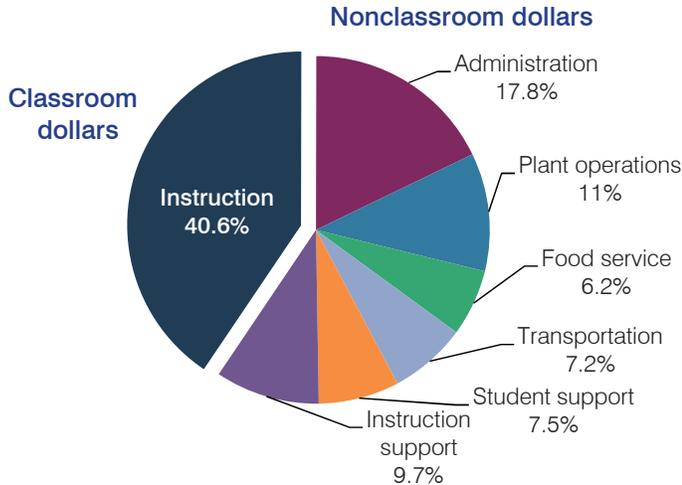
San Carlos Unified School District

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

District size, location: Medium, Town
 Students attending: 1,403
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 13 percent. Spending in the classroom decreased overall from 50.3 to 40.6 percent. Overall, spending on administration and instruction support increased substantially and spending on food service and transportation increased. Spending on plant operations and student support decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,336	\$1,016	\$757
	Students per administrator	45	54	68
Plant operations	Cost per square foot	\$5.02	\$4.71	\$6.04
	Square footage per student	289	261	153
Food service	Cost per meal equivalent	\$3.32	\$3.28	\$2.69
Transportation	Cost per mile	\$5.40	\$3.45	\$3.62
	Cost per rider	\$1,286	\$832	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$14,187	\$13,111	\$8,082	\$7,578	\$10,667
Classroom dollars	6,067	5,320	4,193	4,073	6,495
Nonclassroom dollars:	8,120	7,791	3,889	3,505	4,172
Administration	2,323	2,336	1,016	757	1,160
Plant operations	1,522	1,448	1,145	923	1,008
Food service	770	808	389	405	429
Transportation	780	941	477	373	464
Student support	883	985	563	600	594
Instruction support	1,842	1,273	299	447	517

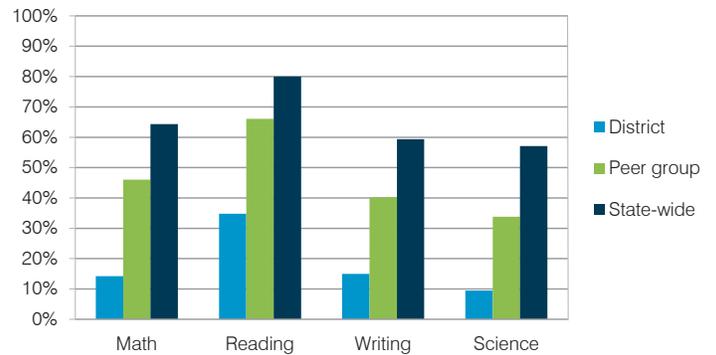
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	88%	93%	95%
Graduation rate (2013)	58%	73%	75%
Poverty rate (2013)	48%	45%	24%
Students per teacher	15.2	15.2	18.6
Average teacher salary	\$45,376	\$43,616	\$46,026
Amount from Proposition 301	\$497	\$4,111	\$4,810
Average years of teacher experience	10.6	12.2	10.9
Percentage of teachers in first 3 years	13%	18%	20%

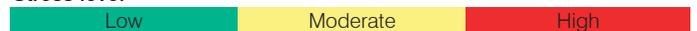
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.7%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



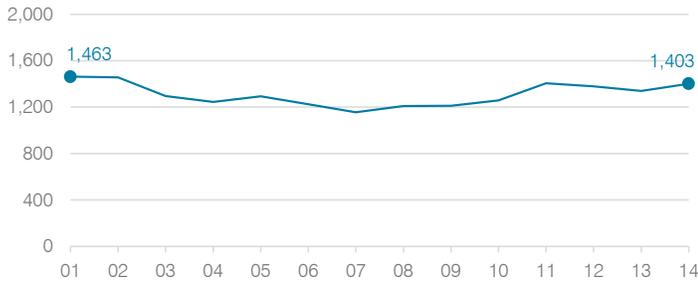
San Carlos Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	48.7	52.2	54.1	52.9	52.5	50.5	54.3	50.7	50.3	48.7	45.5	41.5	42.8	40.6

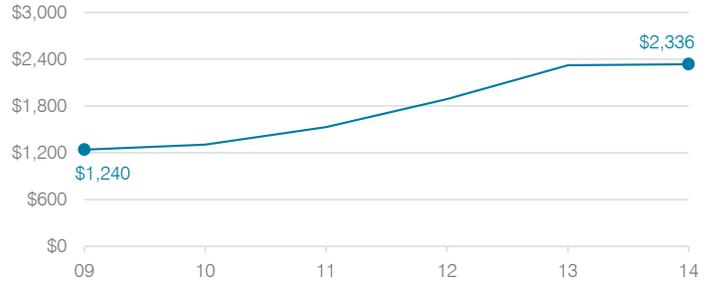
OPERATIONAL TRENDS

Fiscal years as indicated

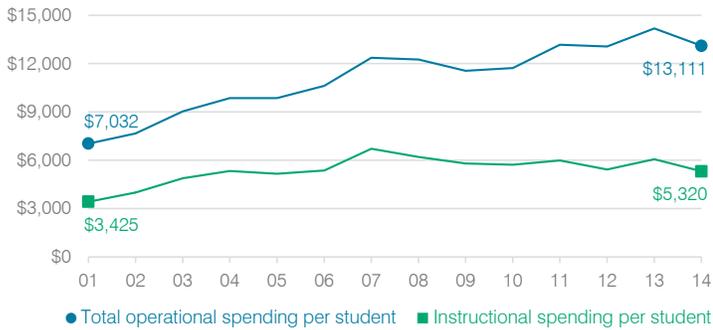
Students attending



Administrative cost per student



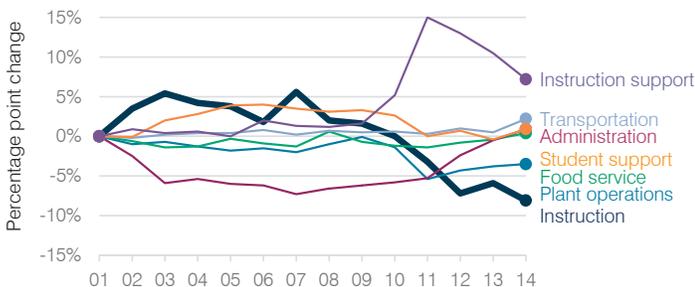
Total operational and instructional spending per student



Plant cost per square foot and square footage per student



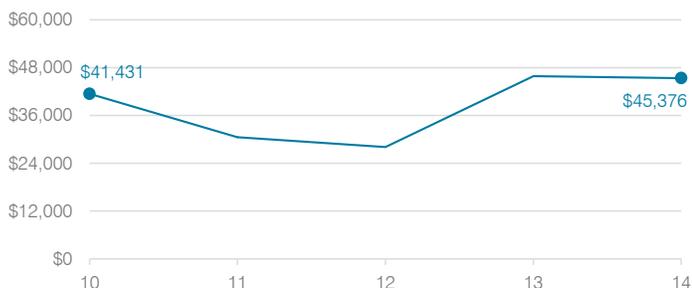
Changes in operational spending percentages



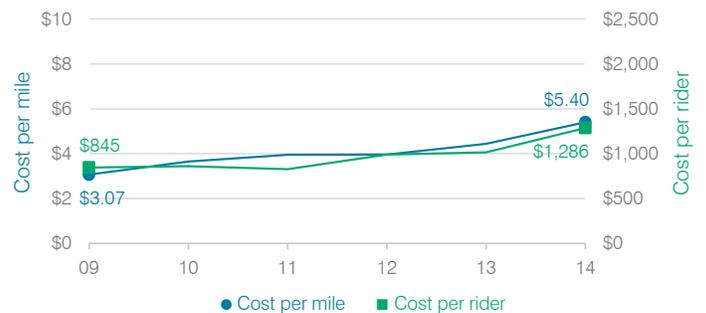
Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



San Fernando Elementary School District

Pima County

Efficiency peer groups 11 and T-11, Achievement peer group 16

Legislative district(s): 2

District size, location:

Very small, Rural

Students attending:

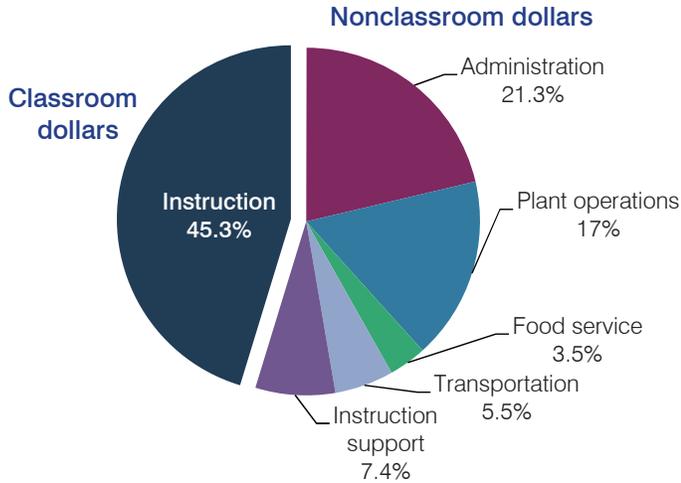
24

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 8 percent. Spending in the classroom varied year to year, decreasing overall from 51.9 to 45.3 percent. Spending on all nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on food service and instruction support increased substantially, while spending on transportation decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,800	\$2,835	\$757
	Students per administrator	12	28	68
Plant operations	Cost per square foot	\$6.97	\$6.51	\$6.04
	Square footage per student	322	351	153
Food service	Cost per meal equivalent	N/A	\$5.02	\$2.69
Transportation	Cost per mile	\$1.29	\$1.61	\$3.62
	Cost per rider	\$3,436	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$12,404	\$13,164	\$16,101	\$7,578	\$10,667
Classroom dollars	5,509	5,965	8,231	4,073	6,495
Nonclassroom dollars:	6,895	7,199	7,870	3,505	4,172
Administration	3,139	2,800	2,835	757	1,160
Plant operations	2,236	2,241	2,137	923	1,008
Food service	483	466	901	405	429
Transportation	961	724	1,072	373	464
Student support	0	0	536	600	594
Instruction support	76	968	389	447	517

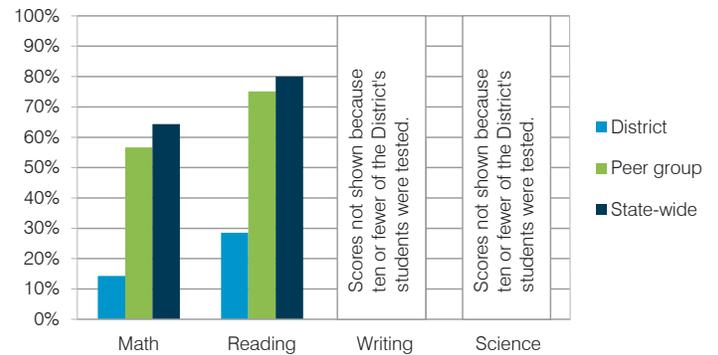
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	0%	9%	24%
Students per teacher	11.9	11.5	18.6
Average teacher salary	N/A	\$46,876	\$46,026
Amount from Proposition 301	N/A	\$3,288	\$4,810
Average years of teacher experience	N/A	12.6	10.9
Percentage of teachers in first 3 years	N/A	11%	20%

Financial stress assessment

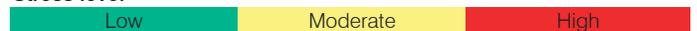
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

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

Stress level



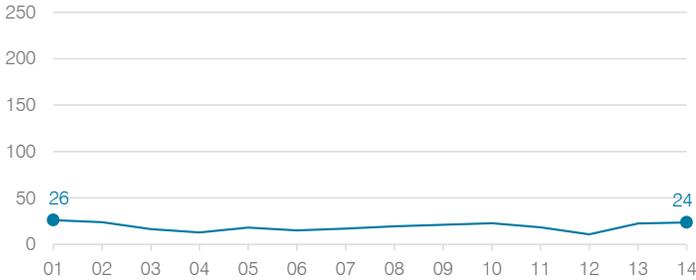
San Fernando Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	45.5	45.7	46.4	38.2	41.8	45.0	52.1	51.2	51.9	46.8	43.9	49.9	44.4	45.3

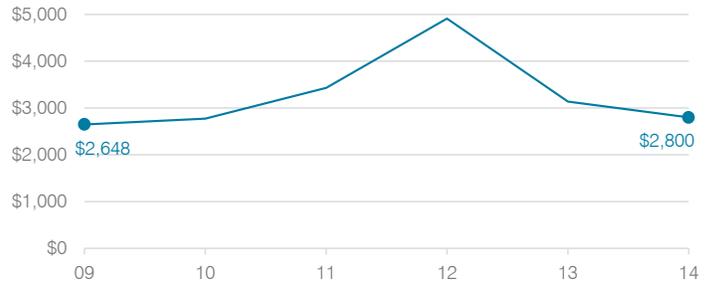
OPERATIONAL TRENDS

Fiscal years as indicated

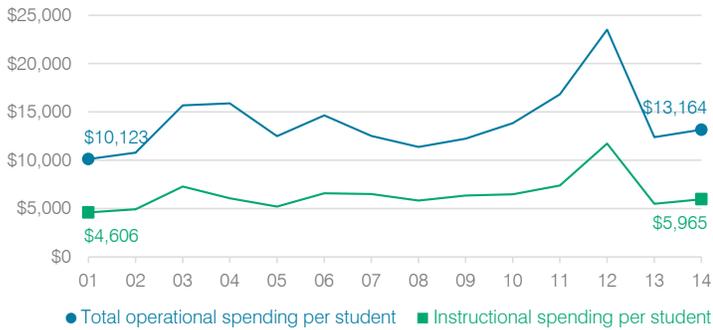
Students attending



Administrative cost per student



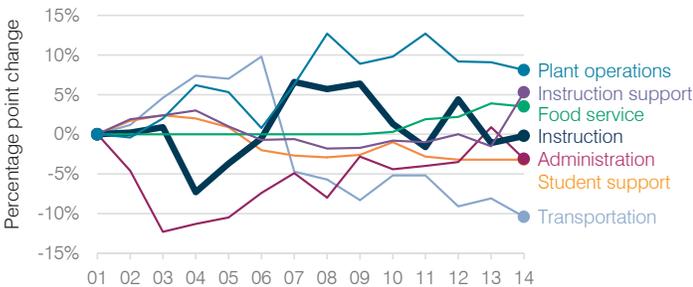
Total operational and instructional spending per student



Plant cost per square foot and square footage per student



Changes in operational spending percentages



Food service cost per meal

Food service cost per meal trend is not shown because the District did not operate a food service program during all or a substantial portion of fiscal years 2009 through 2014.

Average teacher salary

Average teacher salary trend is not shown because the District had two or fewer teachers during all or a substantial portion of fiscal years 2010 through 2014.

Transportation costs per mile and per rider



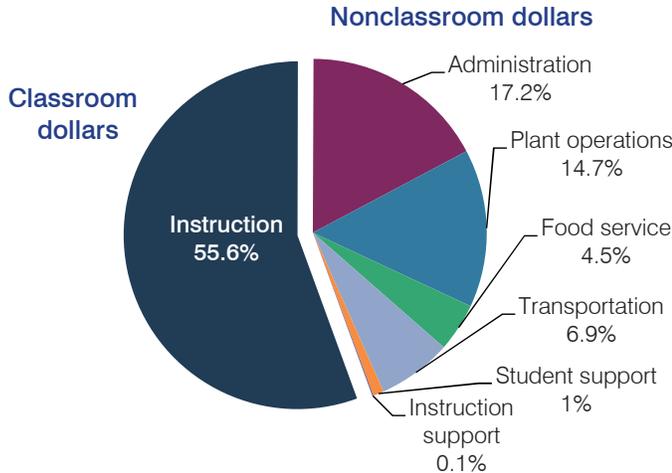
San Simon Unified School District

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

District size, location: Very small, Rural
 Students attending: 144
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Student enrollment increased by 54 percent, which contributed to the 26 percent decrease in total spending per pupil. Spending in the classroom varied year to year, increasing overall from 54.5 to 55.6 percent. Spending on most nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on administration decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,570	\$2,835	\$757
	Students per administrator	36	28	68
Plant operations	Cost per square foot	\$7.05	\$6.51	\$6.04
	Square footage per student	313	351	153
Food service	Cost per meal equivalent	\$4.40	\$5.02	\$2.69
Transportation	Cost per mile	\$1.17	\$1.61	\$3.62
	Cost per rider	\$1,318	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$17,876	\$14,973	\$16,101	\$7,578	\$10,667
Classroom dollars	9,577	8,328	8,231	4,073	6,495
Nonclassroom dollars:	8,299	6,645	7,870	3,505	4,172
Administration	3,781	2,570	2,835	757	1,160
Plant operations	2,457	2,203	2,137	923	1,008
Food service	756	671	901	405	429
Transportation	1,068	1,043	1,072	373	464
Student support	202	149	536	600	594
Instruction support	35	9	389	447	517

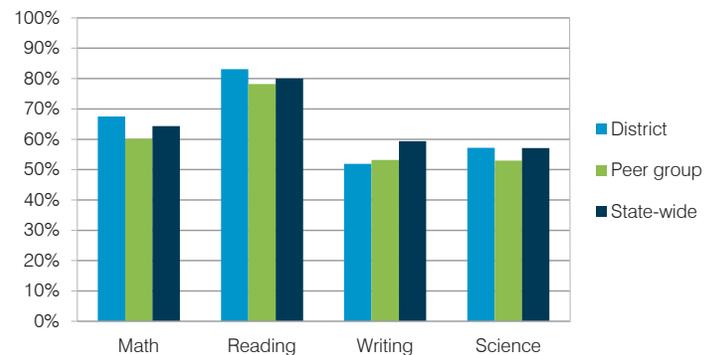
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	95%
Graduation rate (2013)	N/A	80%	75%
Poverty rate (2013)	24%	24%	24%
Students per teacher	11.1	17.3	18.6
Average teacher salary	\$49,185	\$42,872	\$46,026
Amount from Proposition 301	\$2,500	\$5,022	\$4,810
Average years of teacher experience	14.1	12.1	10.9
Percentage of teachers in first 3 years	15%	19%	20%

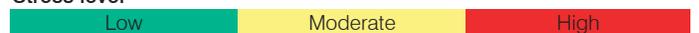
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

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

Stress level



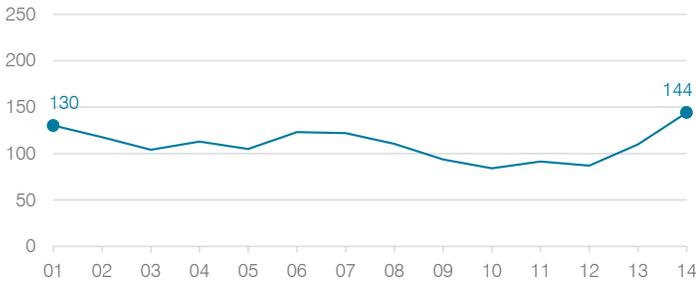
San Simon Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	52.2	56.8	50.3	51.4	55.0	59.3	58.3	54.3	54.5	56.5	53.1	52.2	53.6	55.6

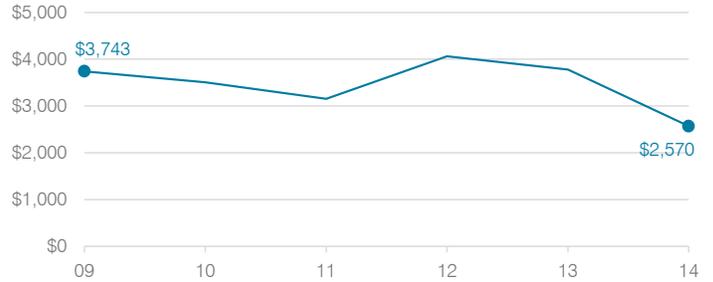
OPERATIONAL TRENDS

Fiscal years as indicated

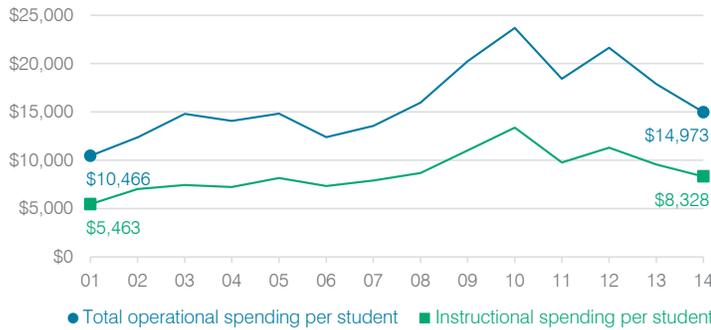
Students attending



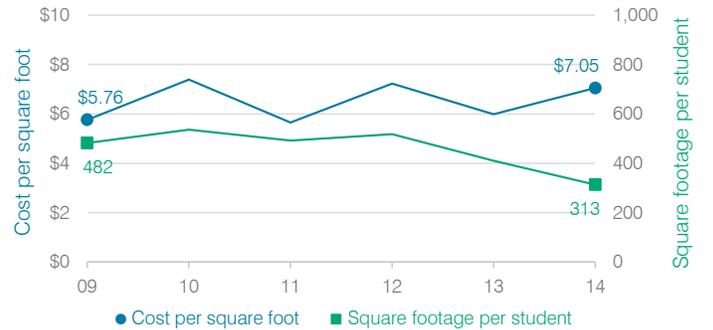
Administrative cost per student



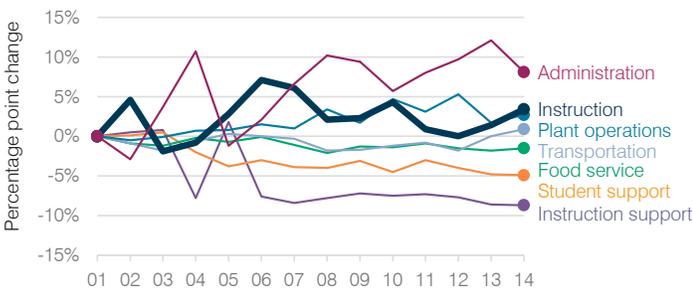
Total operational and instructional spending per student



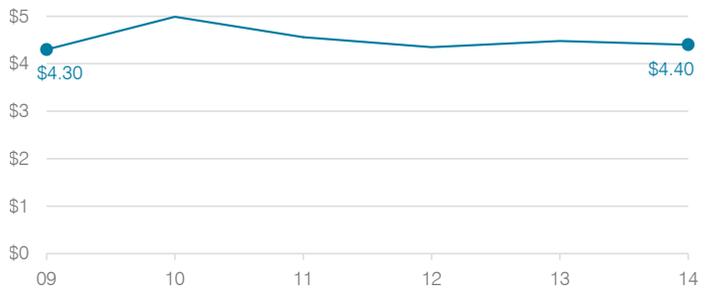
Plant cost per square foot and square footage per student



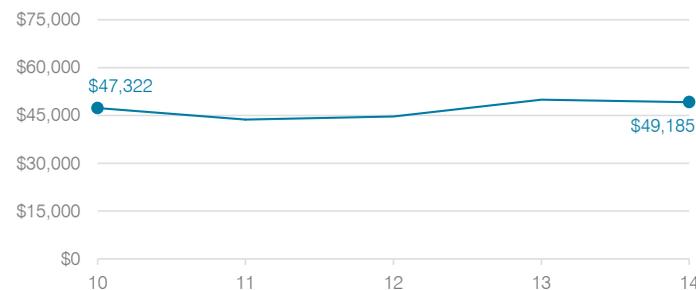
Changes in operational spending percentages



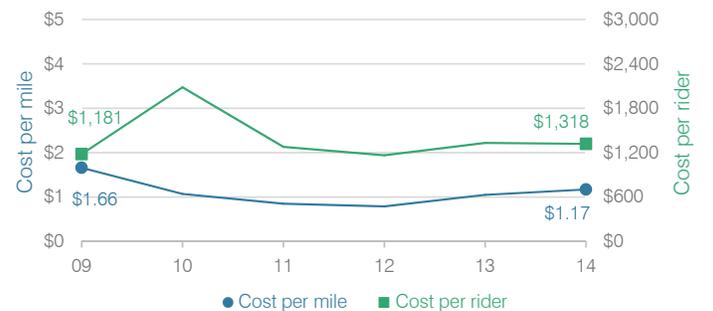
Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



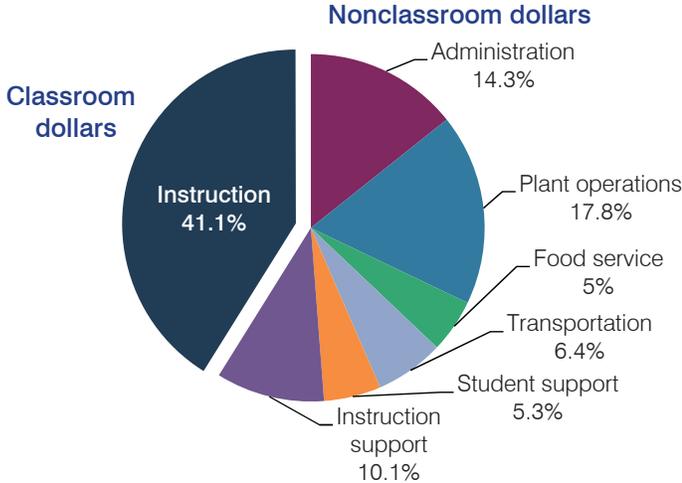
Sanders Unified School District

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

District size, location: Medium, Rural
 Students attending: 767
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Student enrollment decreased by 24 percent, which contributed to the 35 percent increase in total spending per pupil. Spending in the classroom decreased from 49 to 41.1 percent. Overall, spending on administration and instruction support increased substantially and spending on transportation increased slightly. Spending on other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,268	\$1,016	\$757
	Students per administrator	29	54	68
Plant operations	Cost per square foot	\$6.31	\$4.71	\$6.04
	Square footage per student	448	261	153
Food service	Cost per meal equivalent	\$3.04	\$3.28	\$2.69
Transportation	Cost per mile	\$1.95	\$2.12	\$3.62
	Cost per rider	\$1,278	\$1,121	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$16,237	\$15,844	\$8,082	\$7,578	\$10,667
Classroom dollars	6,875	6,512	4,193	4,073	6,495
Nonclassroom dollars:	9,362	9,332	3,889	3,505	4,172
Administration	2,195	2,268	1,016	757	1,160
Plant operations	2,954	2,827	1,145	923	1,008
Food service	774	785	389	405	429
Transportation	1,074	1,007	477	373	464
Student support	951	847	563	600	594
Instruction support	1,414	1,598	299	447	517

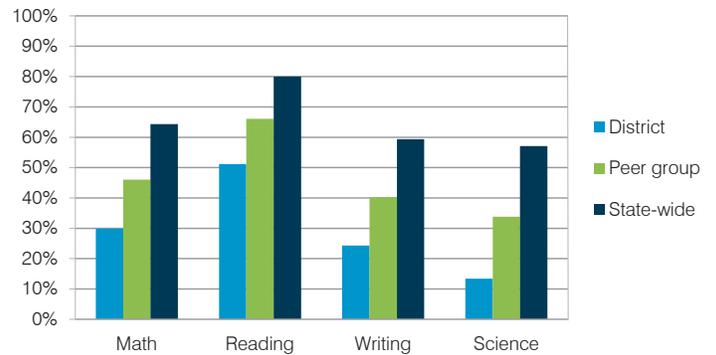
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	95%
Graduation rate (2013)	63%	73%	75%
Poverty rate (2013)	53%	45%	24%
Students per teacher	11.6	15.2	18.6
Average teacher salary	\$39,576	\$43,616	\$46,026
Amount from Proposition 301	\$4,237	\$4,111	\$4,810
Average years of teacher experience	10.4	12.2	10.9
Percentage of teachers in first 3 years	38%	18%	20%

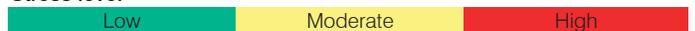
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Compliant

Stress level

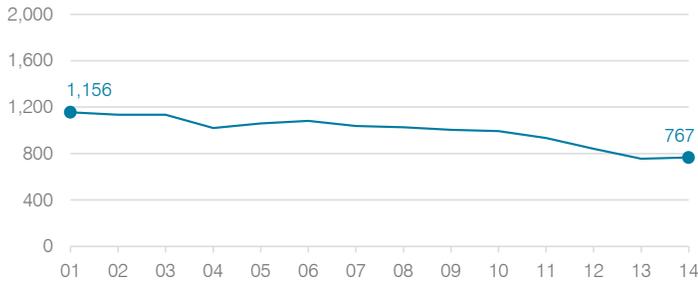


Sanders Unified School District

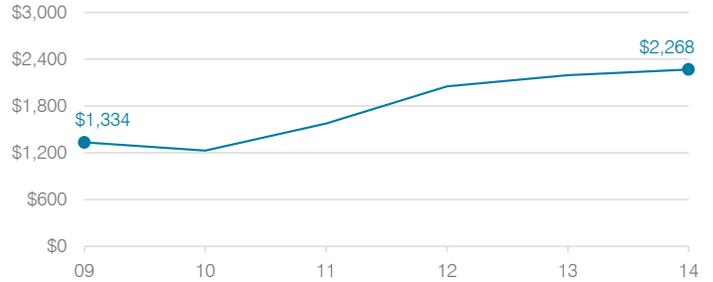
Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014
 41.3 46.3 48.8 52.0 49.0 47.8 50.8 49.1 49.0 48.4 46.5 42.1 42.3 41.1

OPERATIONAL TRENDS Fiscal years as indicated

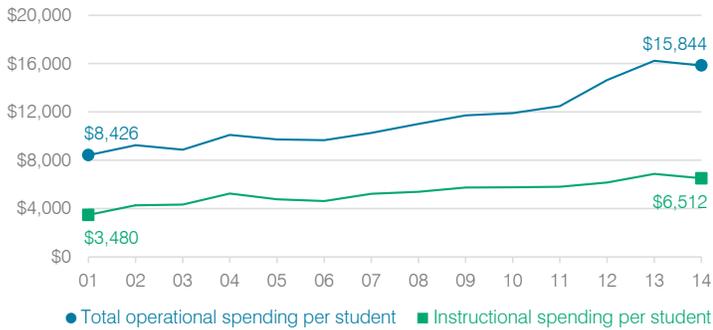
Students attending



Administrative cost per student



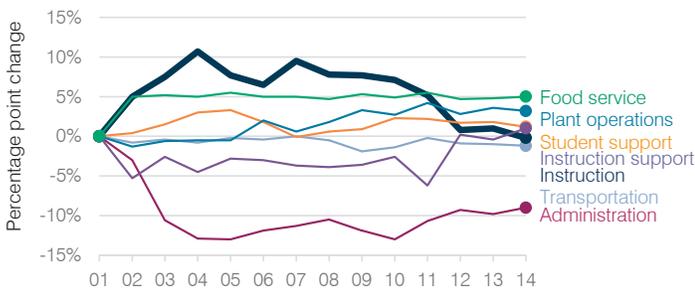
Total operational and instructional spending per student



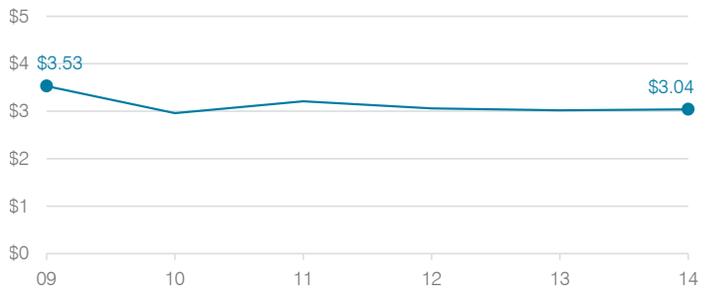
Plant cost per square foot and square footage per student



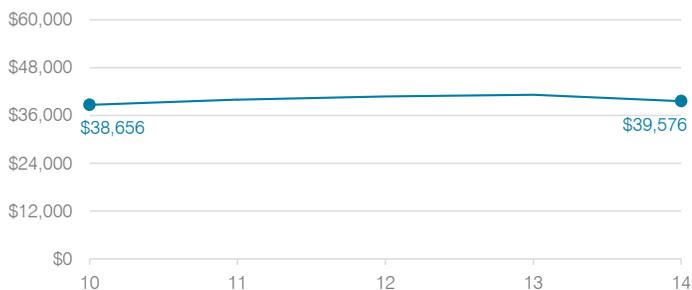
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



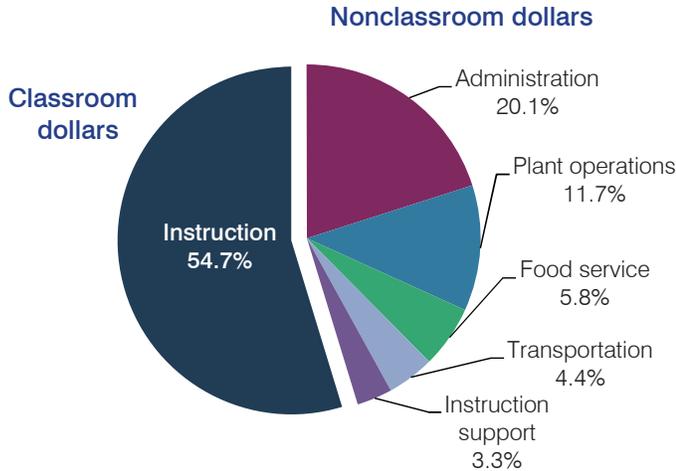
Santa Cruz Elementary School District

Santa Cruz County
 Efficiency peer groups 11 and T-11, Achievement peer group 19
 Legislative district(s): 2

District size, location: Very small, Rural
 Students attending: 158
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Student enrollment decreased by 17 percent, which contributed to the 27 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 59.7 to 54.7 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,481	\$2,835	\$757
	Students per administrator	49	28	68
Plant operations	Cost per square foot	\$10.10	\$6.51	\$6.04
	Square footage per student	142	351	153
Food service	Cost per meal equivalent	\$3.27	\$5.02	\$2.69
Transportation	Cost per mile	\$0.64	\$1.61	\$3.62
	Cost per rider	\$510	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$11,715	\$12,318	\$16,101	\$7,578	\$10,667
Classroom dollars	6,465	6,733	8,231	4,073	6,495
Nonclassroom dollars:	5,250	5,585	7,870	3,505	4,172
Administration	2,216	2,481	2,835	757	1,160
Plant operations	1,483	1,439	2,137	923	1,008
Food service	671	716	901	405	429
Transportation	448	541	1,072	373	464
Student support	0	0	536	600	594
Instruction support	432	408	389	447	517

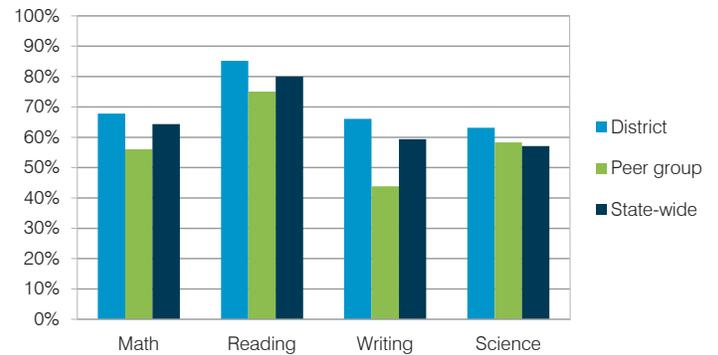
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	29%	30%	24%
Students per teacher	11.3	13.0	18.6
Average teacher salary	\$49,054	\$44,780	\$46,026
Amount from Proposition 301	\$4,899	\$3,720	\$4,810
Average years of teacher experience	11.6	14.2	10.9
Percentage of teachers in first 3 years	0%	15%	20%

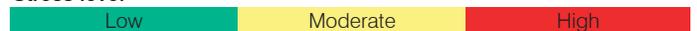
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Large decrease
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.4%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



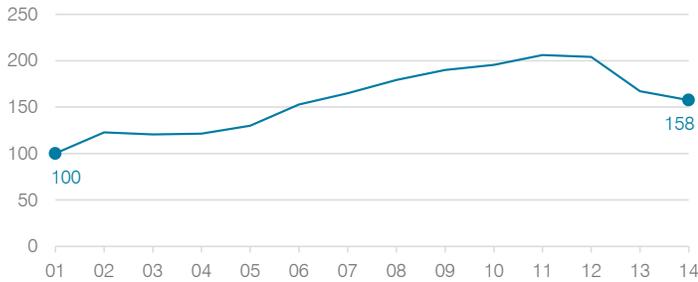
Santa Cruz Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	68.6	70.4	68.6	65.7	70.4	60.9	56.8	58.8	59.7	54.7	52.1	51.5	55.2	54.7

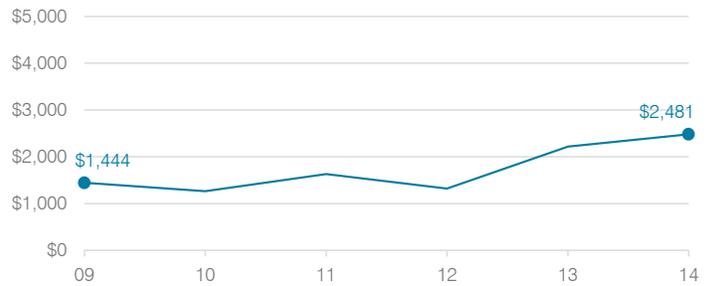
OPERATIONAL TRENDS

Fiscal years as indicated

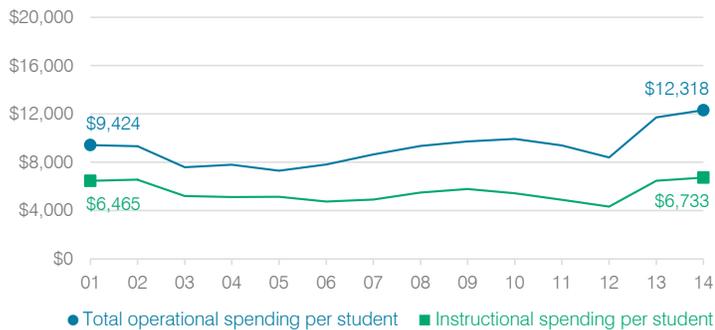
Students attending



Administrative cost per student



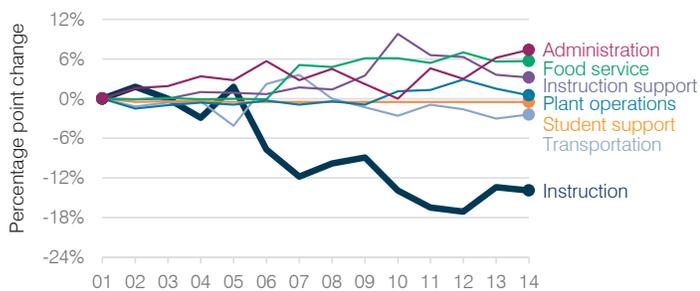
Total operational and instructional spending per student



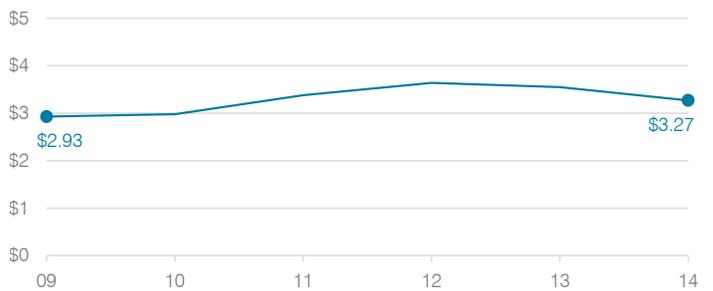
Plant cost per square foot and square footage per student



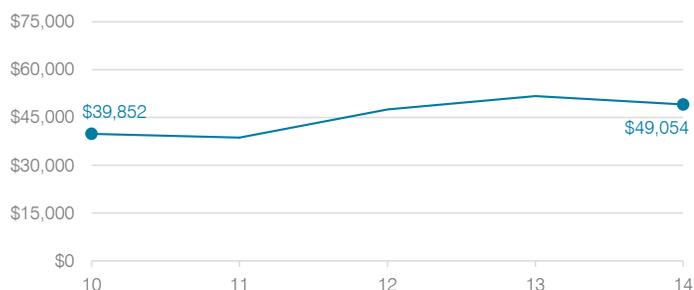
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Santa Cruz Valley Union High School District

Pinal County

Efficiency peer groups 6 and T-10, Achievement peer group 11

Legislative district(s): 8 and 11

District size, location:

Small, Town

Students attending:

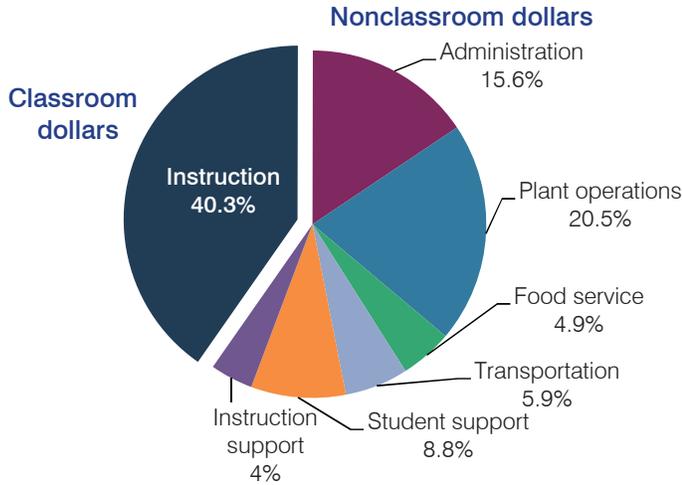
383

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 2 percent. Spending in the classroom varied year to year, decreasing overall from 44.2 to 40.3 percent. Overall, spending on plant operations and transportation increased substantially and spending on student support increased. Spending on administration and instruction support decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,504	\$1,534	\$757
	Students per administrator	55	45	68
Plant operations	Cost per square foot	\$4.99	\$4.68	\$6.04
	Square footage per student	396	307	153
Food service	Cost per meal equivalent	\$3.09	\$3.36	\$2.69
Transportation	Cost per mile	\$2.98	\$2.12	\$3.62
	Cost per rider	\$1,462	\$1,121	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$11,147	\$9,650	\$10,014	\$7,578	\$10,667
Classroom dollars	4,440	3,891	5,015	4,073	6,495
Nonclassroom dollars:	6,707	5,759	4,999	3,505	4,172
Administration	1,833	1,504	1,534	757	1,160
Plant operations	2,252	1,973	1,518	923	1,008
Food service	494	470	448	405	429
Transportation	544	573	501	373	464
Student support	897	845	626	600	594
Instruction support	687	394	372	447	517

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

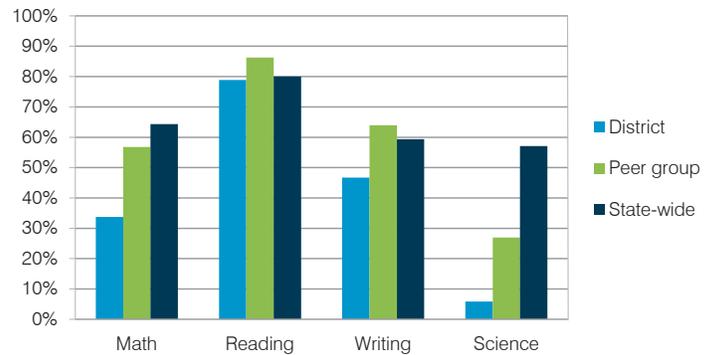
ADE-reported district and school letter grades

District grade: **D**

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

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	95%
Graduation rate (2013)	75%	82%	75%
Poverty rate (2013)	30%	36%	24%
Students per teacher	27.4	14.8	18.6
Average teacher salary	\$53,386	\$43,265	\$46,026
Amount from Proposition 301	\$10,315	\$5,878	\$4,810
Average years of teacher experience	11.1	8.8	10.9
Percentage of teachers in first 3 years	13%	26%	20%

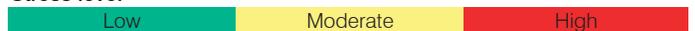
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.1%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



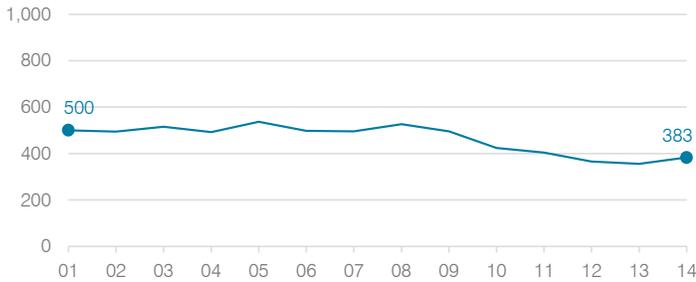
Santa Cruz Valley Union High School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	54.7	54.3	52.8	52.2	49.6	49.0	47.6	41.5	44.2	36.1	41.7	43.2	39.8	40.3

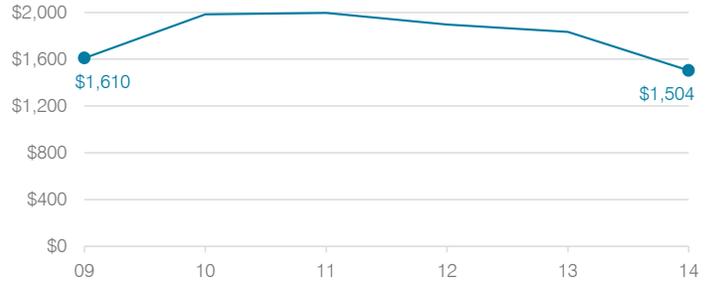
OPERATIONAL TRENDS

Fiscal years as indicated

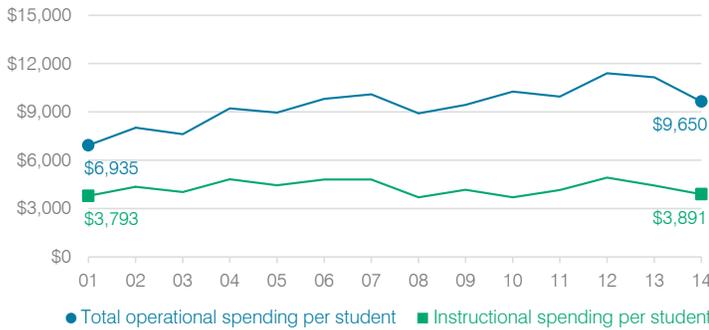
Students attending



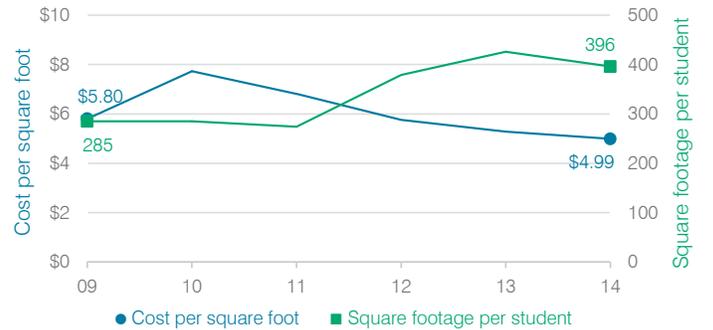
Administrative cost per student



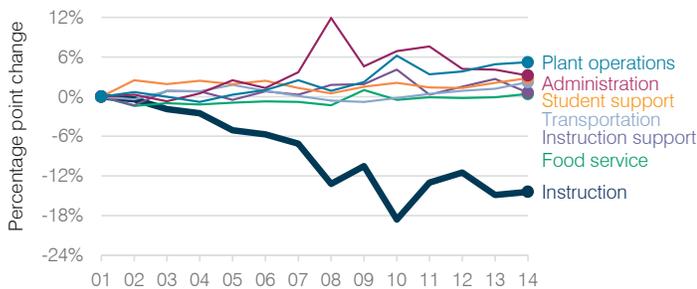
Total operational and instructional spending per student



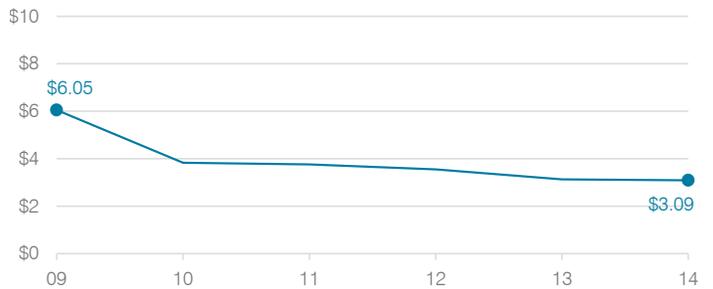
Plant cost per square foot and square footage per student



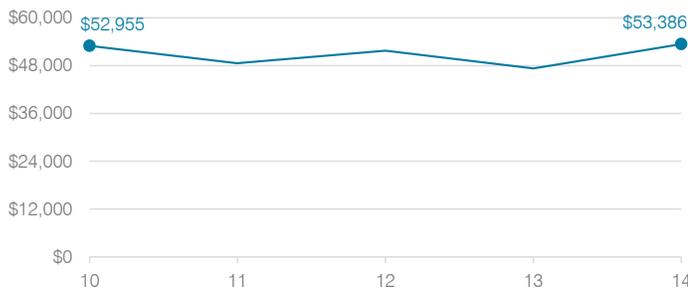
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



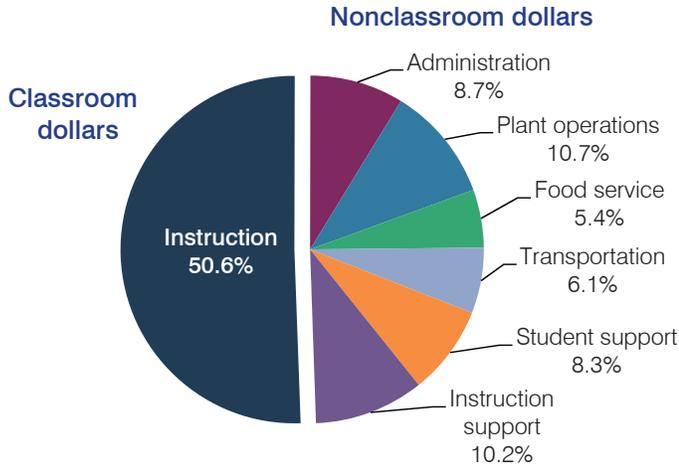
Santa Cruz Valley Unified School District

Santa Cruz County
 Efficiency peer groups 4 and T-7, Achievement peer group 5
 Legislative district(s): 2

District size, location: Medium-large, Rural
 Students attending: 3,195
 Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 11 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 55.5 to 50.6 percent. Overall, spending on student support and instruction support increased substantially and spending on plant operations increased. Spending on food service and transportation decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$659	\$789	\$757
	Students per administrator	59	67	68
Plant operations	Cost per square foot	\$5.20	\$5.46	\$6.04
	Square footage per student	156	188	153
Food service	Cost per meal equivalent	\$2.44	\$2.76	\$2.69
Transportation	Cost per mile	\$3.10	\$3.45	\$3.62
	Cost per rider	\$778	\$832	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$7,305	\$7,597	\$7,573	\$7,578	\$10,667
Classroom dollars	3,555	3,848	3,914	4,073	6,495
Nonclassroom dollars:	3,750	3,749	3,659	3,505	4,172
Administration	675	659	789	757	1,160
Plant operations	831	809	1,009	923	1,008
Food service	460	409	386	405	429
Transportation	435	462	406	373	464
Student support	575	634	607	600	594
Instruction support	774	776	462	447	517

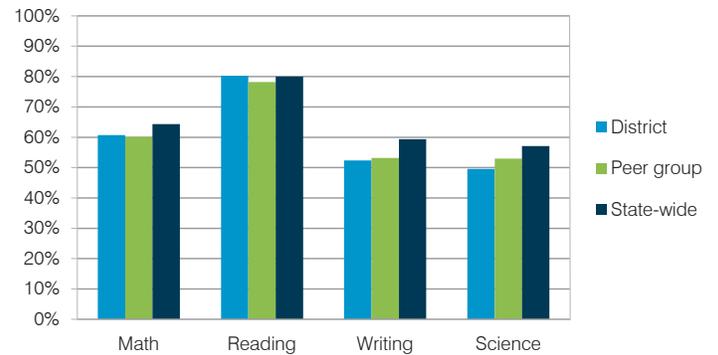
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	1	17%
B	3	50%
C	2	33%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2013)	80%	80%	75%
Poverty rate (2013)	25%	24%	24%
Students per teacher	18.7	17.3	18.6
Average teacher salary	\$44,476	\$42,872	\$46,026
Amount from Proposition 301	\$4,908	\$5,022	\$4,810
Average years of teacher experience	8.6	12.1	10.9
Percentage of teachers in first 3 years	31%	19%	20%

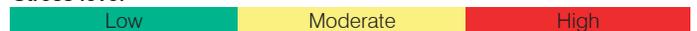
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

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

Stress level



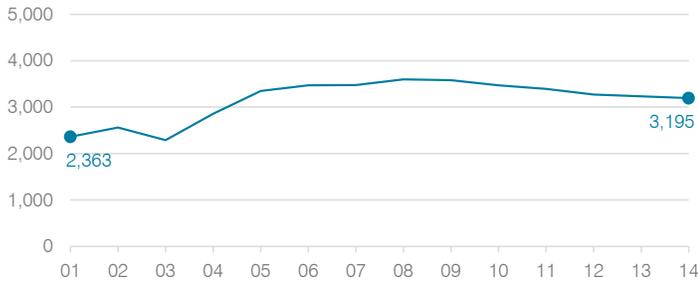
Santa Cruz Valley Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	58.2	58.7	55.6	53.8	58.2	59.0	57.4	56.7	55.5	53.3	54.5	53.5	48.7	50.6

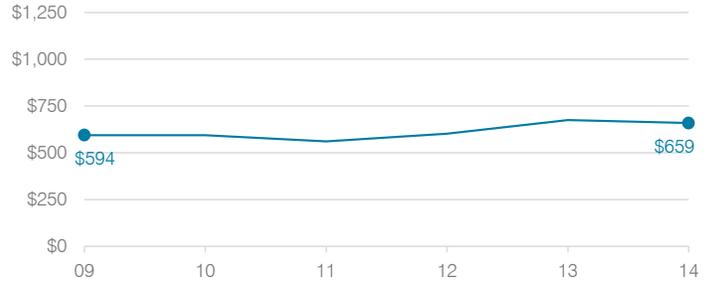
OPERATIONAL TRENDS

Fiscal years as indicated

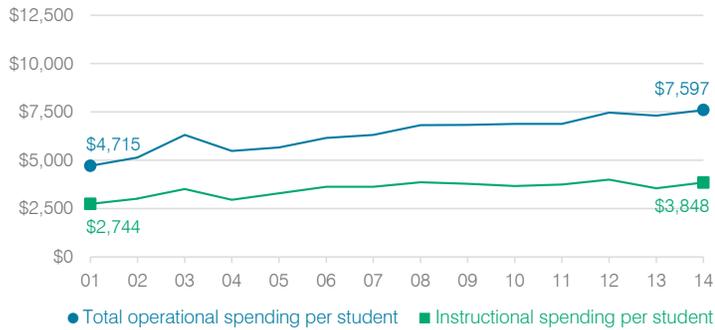
Students attending



Administrative cost per student



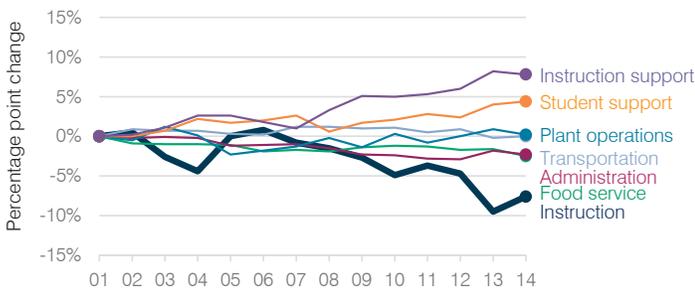
Total operational and instructional spending per student



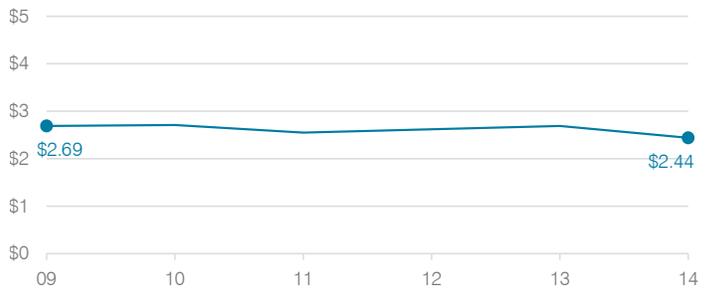
Plant cost per square foot and square footage per student



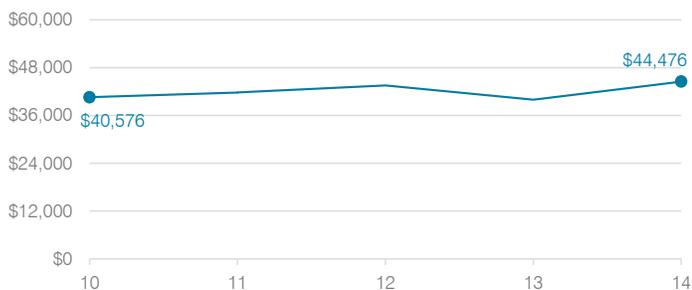
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



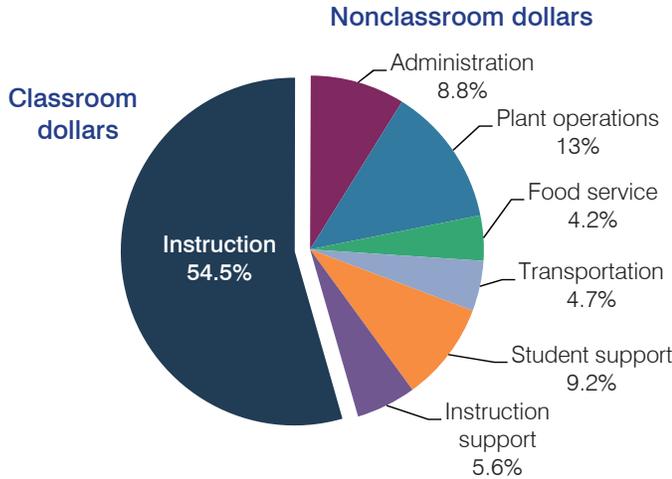
Scottsdale Unified School District

Maricopa County
 Efficiency peer groups 1 and T-5, Achievement peer group 2
 Legislative district(s): 23, 24, 26, and 28

District size, location: Very large, City
 Students attending: 24,167
 Number of schools: 30

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 10 percent. Spending in the classroom varied year to year, decreasing overall from 57.7 to 54.5 percent. Overall, spending on plant operations and student support increased and spending on transportation increased slightly, while spending on instruction support decreased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$660	\$630	\$757
	Students per administrator	75	81	68
Plant operations	Cost per square foot	\$5.53	\$5.83	\$6.04
	Square footage per student	175	143	153
Food service	Cost per meal equivalent	\$2.61	\$2.72	\$2.69
Transportation	Cost per mile	\$3.96	\$3.47	\$3.62
	Cost per rider	\$1,610	\$1,326	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$7,570	\$7,462	\$7,208	\$7,578	\$10,667
Classroom dollars	4,387	4,070	4,086	4,073	6,495
Nonclassroom dollars:	3,183	3,392	3,122	3,505	4,172
Administration	731	660	630	757	1,160
Plant operations	947	966	831	923	1,008
Food service	313	312	330	405	429
Transportation	358	347	346	373	464
Student support	442	690	605	600	594
Instruction support	392	417	380	447	517

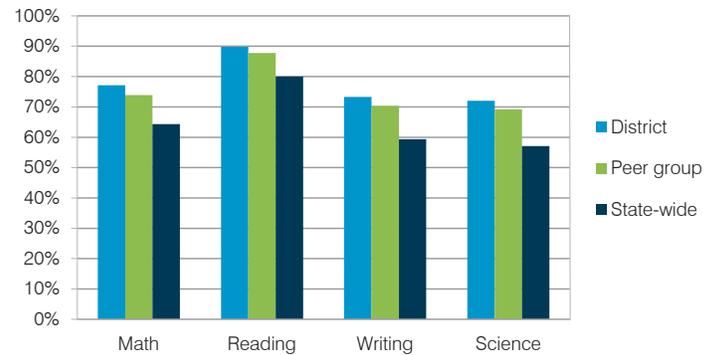
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	19	63%
B	7	24%
C	3	10%
D	1	3%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	89%	87%	75%
Poverty rate (2013)	12%	14%	24%
Students per teacher	18.3	19.2	18.6
Average teacher salary	\$48,198	\$46,746	\$46,026
Amount from Proposition 301	\$4,500	\$4,740	\$4,810
Average years of teacher experience	13.7	11.0	10.9
Percentage of teachers in first 3 years	11%	15%	20%

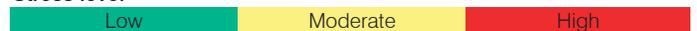
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.8%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



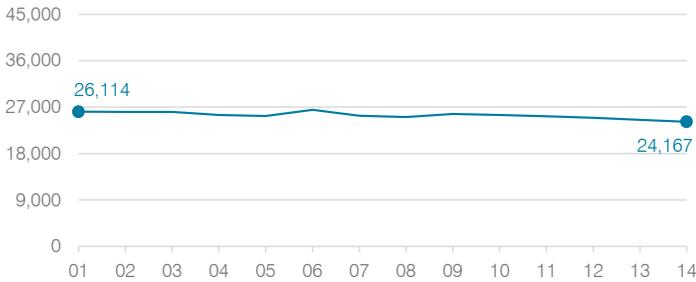
Scottsdale Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	58.6	59.0	61.5	63.7	62.3	60.5	61.3	60.4	57.7	59.5	57.7	58.7	57.9	54.5

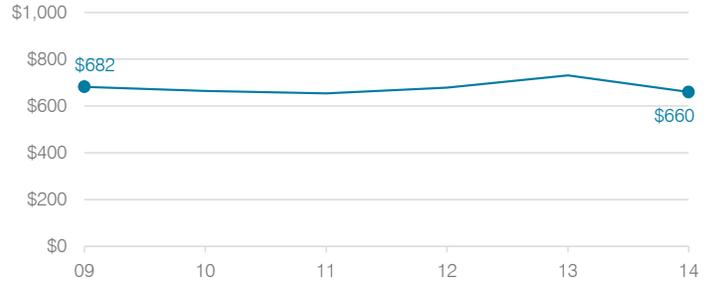
OPERATIONAL TRENDS

Fiscal years as indicated

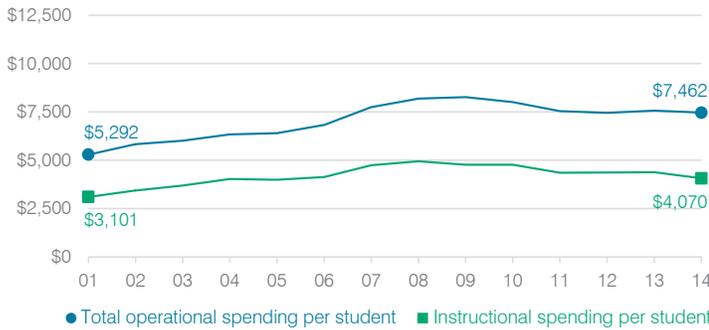
Students attending



Administrative cost per student



Total operational and instructional spending per student



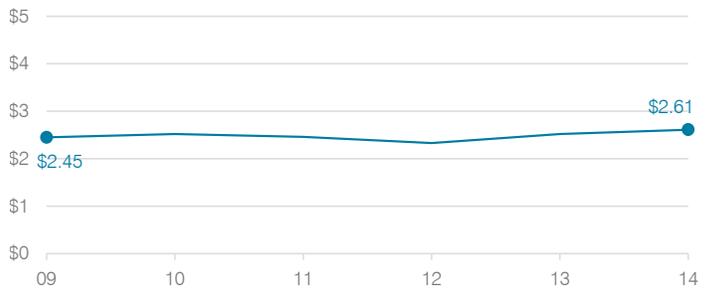
Plant cost per square foot and square footage per student



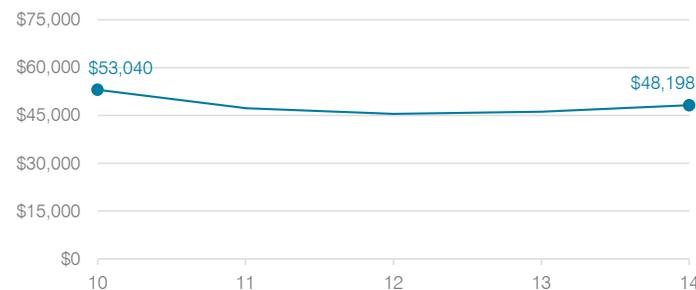
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



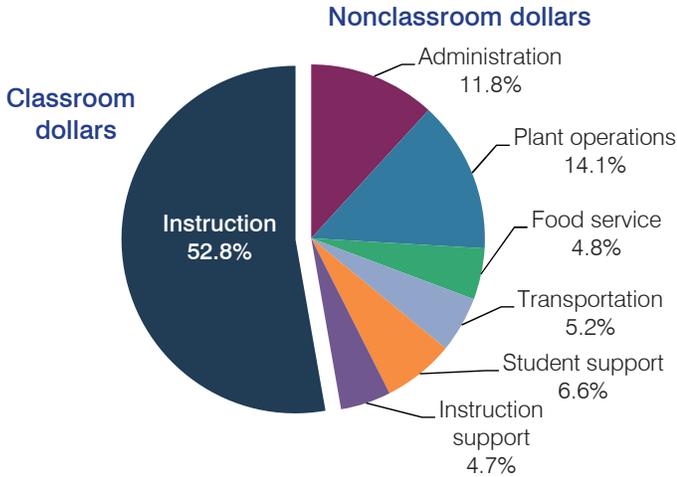
Sedona-Oak Creek Joint Unified School District

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

District size, location: Medium, Town
 Students attending: 1,165
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 15 percent. Spending in the classroom varied year to year, decreasing overall from 54.4 to 52.8 percent. Overall, spending on administration increased, while spending on most other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$897	\$1,016	\$757
	Students per administrator	61	54	68
Plant operations	Cost per square foot	\$3.36	\$4.71	\$6.04
	Square footage per student	320	261	153
Food service	Cost per meal equivalent	\$3.98	\$3.28	\$2.69
Transportation	Cost per mile	\$3.89	\$3.45	\$3.62
	Cost per rider	\$954	\$832	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$7,910	\$7,594	\$8,082	\$7,578	\$10,667
Classroom dollars	4,304	4,007	4,193	4,073	6,495
Nonclassroom dollars:	3,606	3,587	3,889	3,505	4,172
Administration	850	897	1,016	757	1,160
Plant operations	1,105	1,073	1,145	923	1,008
Food service	385	362	389	405	429
Transportation	378	392	477	373	464
Student support	532	505	563	600	594
Instruction support	356	358	299	447	517

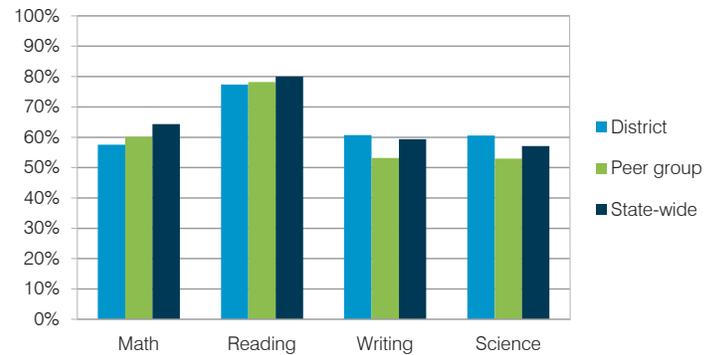
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	88%	80%	75%
Poverty rate (2013)	27%	24%	24%
Students per teacher	17.1	17.3	18.6
Average teacher salary	\$41,580	\$42,872	\$46,026
Amount from Proposition 301	\$5,200	\$5,022	\$4,810
Average years of teacher experience	12.0	12.1	10.9
Percentage of teachers in first 3 years	23%	19%	20%

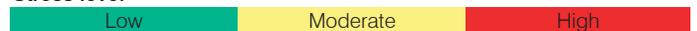
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

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

Stress level



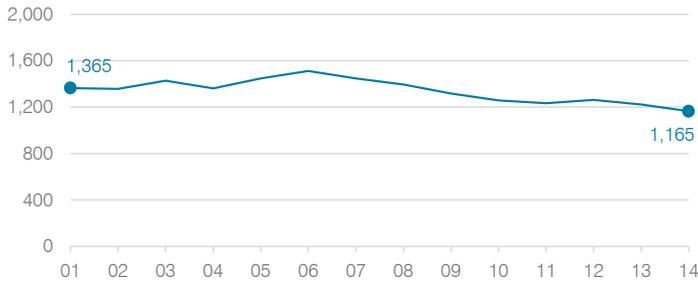
Sedona-Oak Creek Joint Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	49.0	50.5	53.4	52.3	52.7	54.6	54.9	55.1	54.4	53.2	54.4	53.4	54.4	52.8

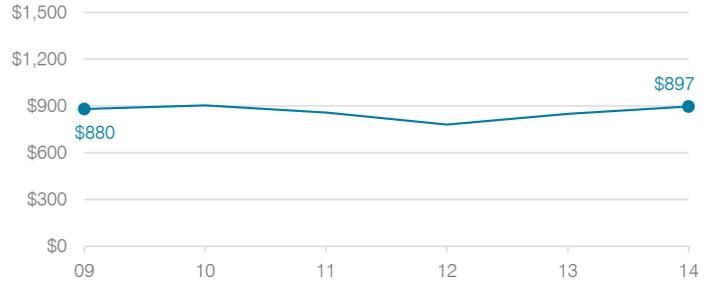
OPERATIONAL TRENDS

Fiscal years as indicated

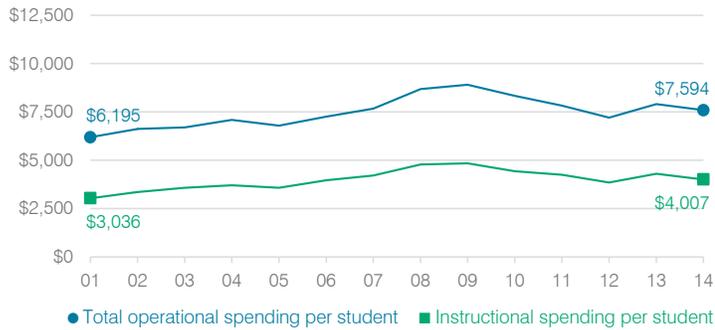
Students attending



Administrative cost per student



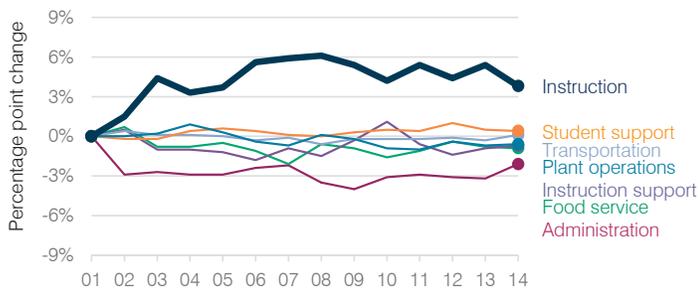
Total operational and instructional spending per student



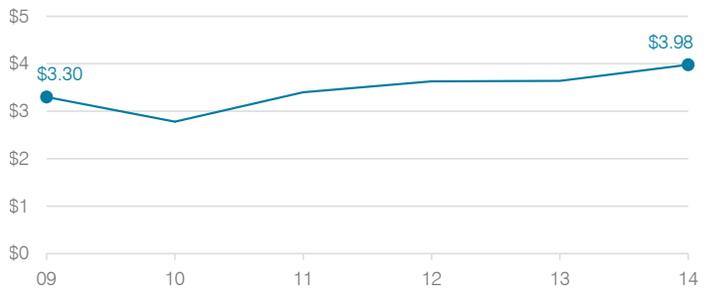
Plant cost per square foot and square footage per student



Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Seligman Unified School District

Yavapai County

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

Legislative district(s): 1

District size, location:

Very small, Rural

Students attending:

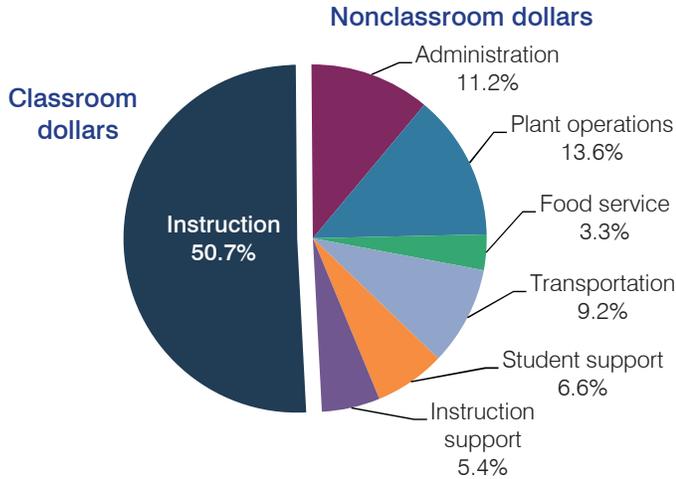
140

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Student enrollment decreased by 21 percent, which contributed to the 34 percent increase in total spending per pupil. Spending in the classroom decreased overall from 54.4 to 50.7 percent. Spending on all nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on plant operations decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,341	\$2,835	\$757
	Students per administrator	28	28	68
Plant operations	Cost per square foot	\$4.39	\$6.51	\$6.04
	Square footage per student	646	351	153
Food service	Cost per meal equivalent	\$3.47	\$5.02	\$2.69
Transportation	Cost per mile	\$2.17	\$1.61	\$3.62
	Cost per rider	\$2,014	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$20,123	\$20,898	\$16,101	\$7,578	\$10,667
Classroom dollars	10,183	10,602	8,231	4,073	6,495
Nonclassroom dollars:	9,940	10,296	7,870	3,505	4,172
Administration	1,683	2,341	2,835	757	1,160
Plant operations	2,590	2,835	2,137	923	1,008
Food service	590	689	901	405	429
Transportation	1,942	1,915	1,072	373	464
Student support	1,828	1,382	536	600	594
Instruction support	1,307	1,134	389	447	517

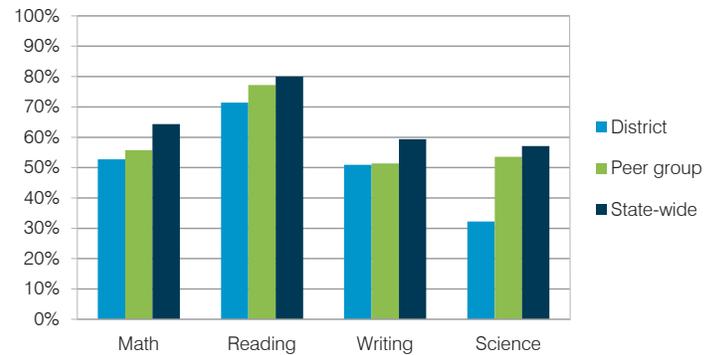
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	95%
Graduation rate (2013)	81%	86%	75%
Poverty rate (2013)	12%	15%	24%
Students per teacher	7.8	16.1	18.6
Average teacher salary	\$44,454	\$41,932	\$46,026
Amount from Proposition 301	\$2,167	\$4,526	\$4,810
Average years of teacher experience	11.2	10.2	10.9
Percentage of teachers in first 3 years	12%	21%	20%

Financial stress assessment

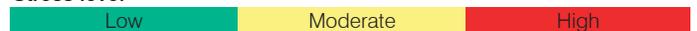
Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Assessment

Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.5%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

Stress level



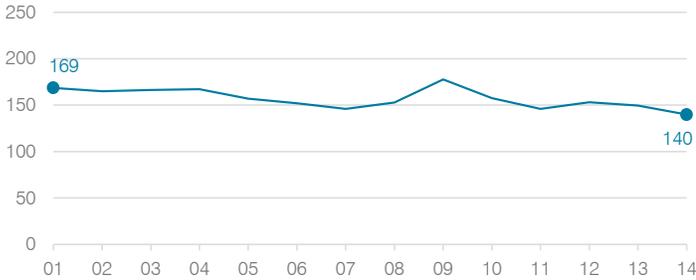
Seligman Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	56.8	60.2	58.3	53.6	53.9	51.8	53.5	54.2	54.4	52.6	53.0	51.8	50.6	50.7

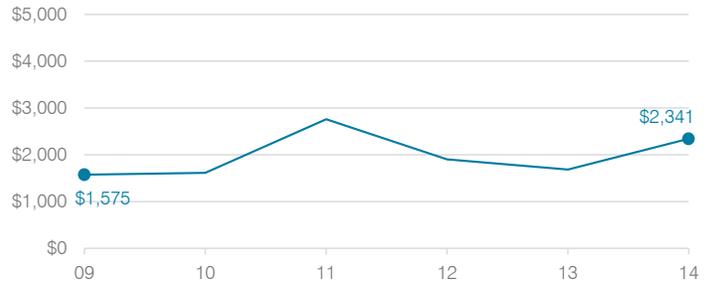
OPERATIONAL TRENDS

Fiscal years as indicated

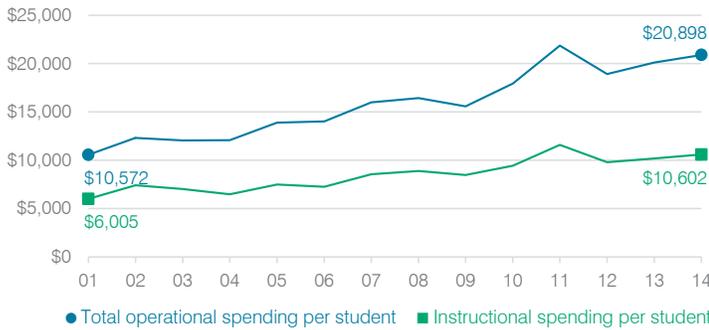
Students attending



Administrative cost per student



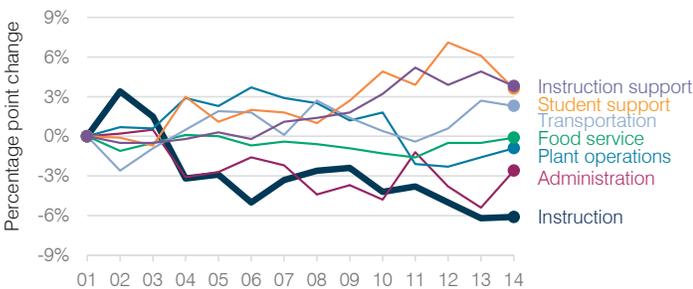
Total operational and instructional spending per student



Plant cost per square foot and square footage per student



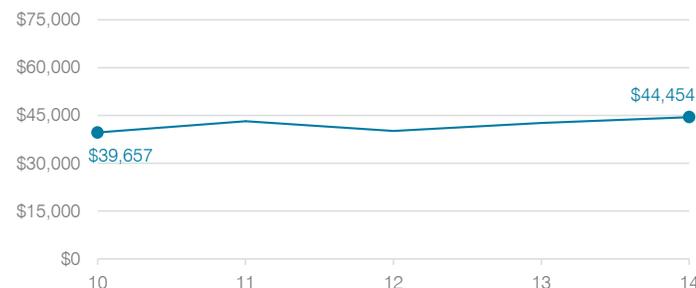
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Sentinel Elementary School District

Maricopa County

Efficiency peer groups 11 and T-11, Achievement peer group 16

Legislative district(s): 4

District size, location:

Very small, Rural

Students attending:

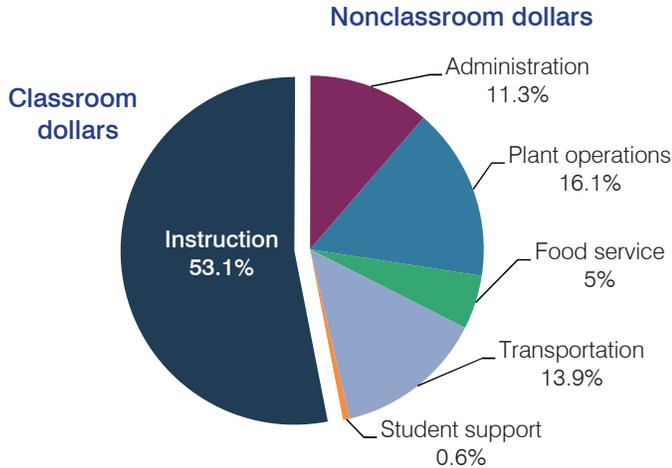
30

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Student enrollment decreased by 17 percent, which contributed to the 38 percent increase in total spending per pupil. Spending in the classroom increased overall from 50.7 to 53.1 percent. Spending on nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on administration, plant operations, and food service decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,706	\$2,835	\$757
	Students per administrator	25	28	68
Plant operations	Cost per square foot	\$11.50	\$6.51	\$6.04
	Square footage per student	460	351	153
Food service	Cost per meal equivalent	\$6.81	\$5.02	\$2.69
Transportation	Cost per mile	\$2.06	\$1.61	\$3.62
	Cost per rider	\$4,358	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$29,244	\$32,848	\$16,101	\$7,578	\$10,667
Classroom dollars	14,581	17,426	8,231	4,073	6,495
Nonclassroom dollars:	14,663	15,422	7,870	3,505	4,172
Administration	3,746	3,706	2,835	757	1,160
Plant operations	5,387	5,292	2,137	923	1,008
Food service	1,720	1,638	901	405	429
Transportation	3,745	4,578	1,072	373	464
Student support	65	208	536	600	594
Instruction support	0	0	389	447	517

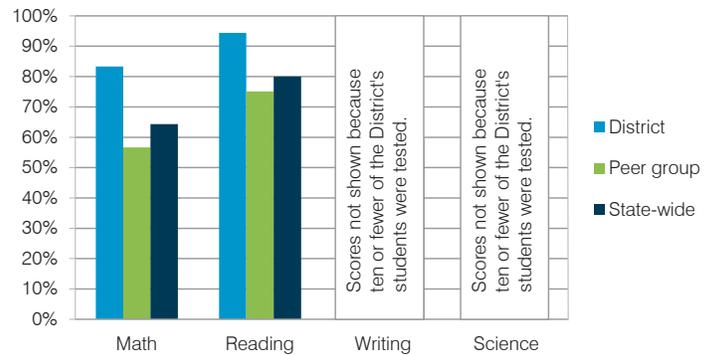
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	0%	9%	24%
Students per teacher	7.4	11.5	18.6
Average teacher salary	\$55,528	\$46,876	\$46,026
Amount from Proposition 301	\$2,316	\$3,288	\$4,810
Average years of teacher experience	13.7	12.6	10.9
Percentage of teachers in first 3 years	22%	11%	20%

Financial stress assessment

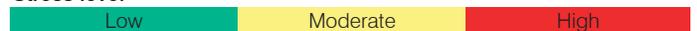
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.3%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level

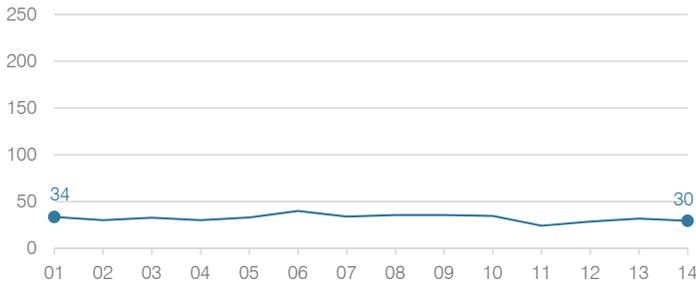


Sentinel Elementary School District

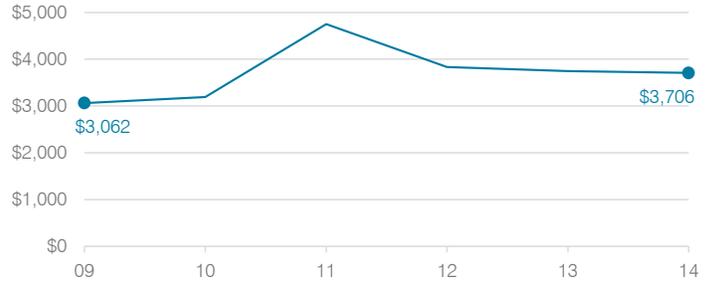
Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014
 42.6 43.5 42.6 45.7 42.7 47.8 55.2 53.0 50.7 50.0 49.4 50.2 49.9 53.1

OPERATIONAL TRENDS Fiscal years as indicated

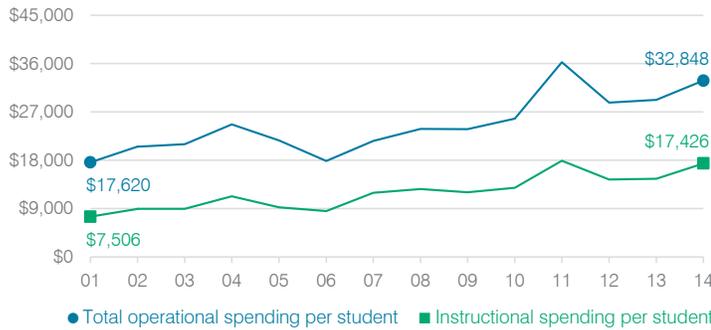
Students attending



Administrative cost per student



Total operational and instructional spending per student



Plant cost per square foot and square footage per student



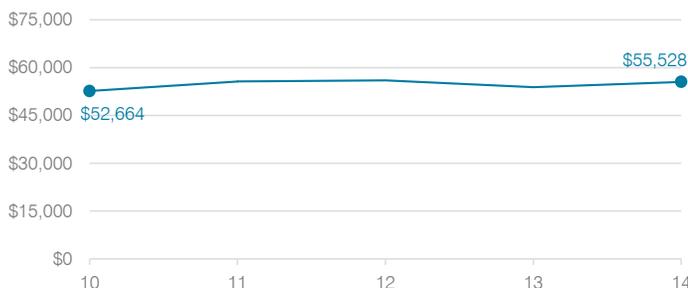
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



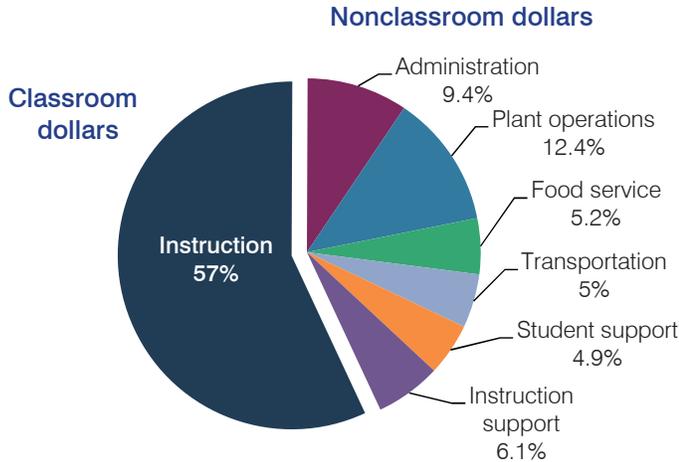
Show Low Unified School District

Navajo County
 Efficiency peer groups 4 and T-8, Achievement peer group 7
 Legislative district(s): 6 and 7

District size, location: Medium-large, Rural
 Students attending: 2,339
 Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 8 percent. Spending in the classroom varied year to year, increasing overall from 54.9 to 57 percent. Overall, spending on student support decreased substantially, while spending on instruction support increased slightly. Spending on most other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$672	\$789	\$757
	Students per administrator	72	67	68
Plant operations	Cost per square foot	\$4.73	\$5.46	\$6.04
	Square footage per student	188	188	153
Food service	Cost per meal equivalent	\$3.20	\$2.76	\$2.69
Transportation	Cost per mile	\$2.04	\$2.61	\$3.62
	Cost per rider	\$776	\$774	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$6,962	\$7,154	\$7,573	\$7,578	\$10,667
Classroom dollars	3,855	4,081	3,914	4,073	6,495
Nonclassroom dollars:	3,107	3,073	3,659	3,505	4,172
Administration	671	672	789	757	1,160
Plant operations	929	890	1,009	923	1,008
Food service	374	368	386	405	429
Transportation	393	355	406	373	464
Student support	374	351	607	600	594
Instruction support	366	437	462	447	517

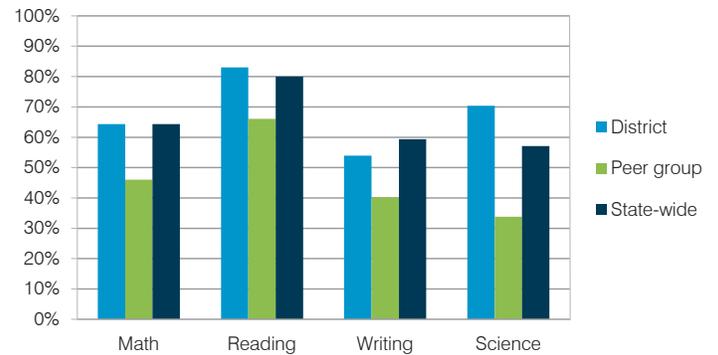
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	93%	95%
Graduation rate (2013)	87%	73%	75%
Poverty rate (2013)	39%	45%	24%
Students per teacher	17.1	15.2	18.6
Average teacher salary	\$38,656	\$43,616	\$46,026
Amount from Proposition 301	\$5,898	\$4,111	\$4,810
Average years of teacher experience	11.6	12.2	10.9
Percentage of teachers in first 3 years	24%	18%	20%

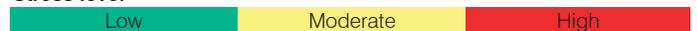
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	0.8%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



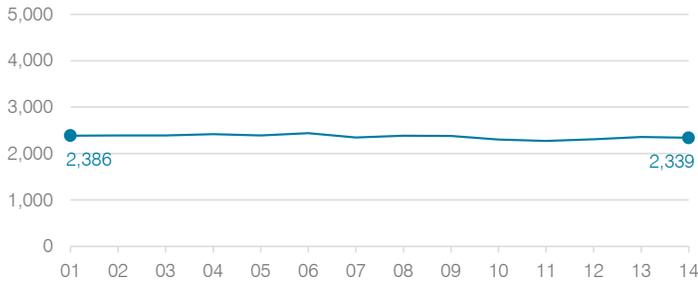
Show Low Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	57.9	61.4	59.4	60.3	59.1	56.7	55.0	56.5	54.9	55.6	54.3	52.8	55.4	57.0

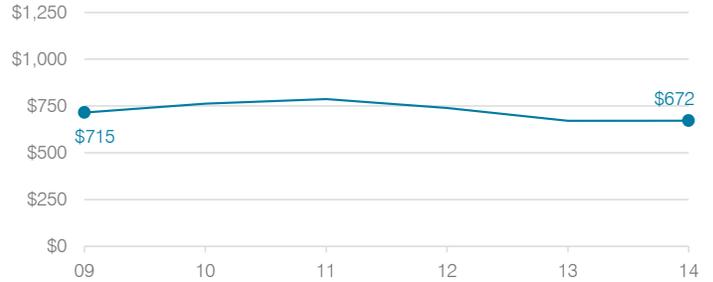
OPERATIONAL TRENDS

Fiscal years as indicated

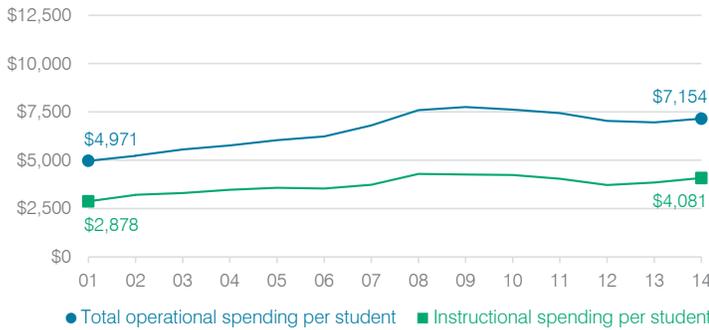
Students attending



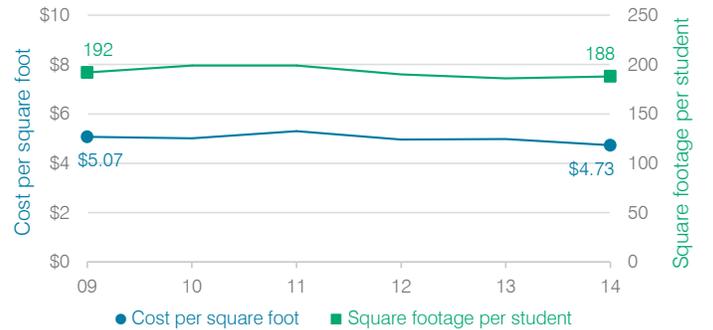
Administrative cost per student



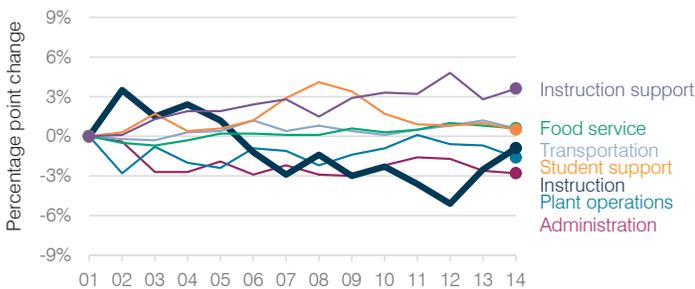
Total operational and instructional spending per student



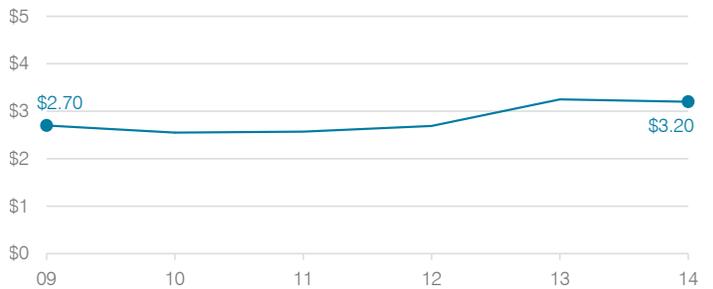
Plant cost per square foot and square footage per student



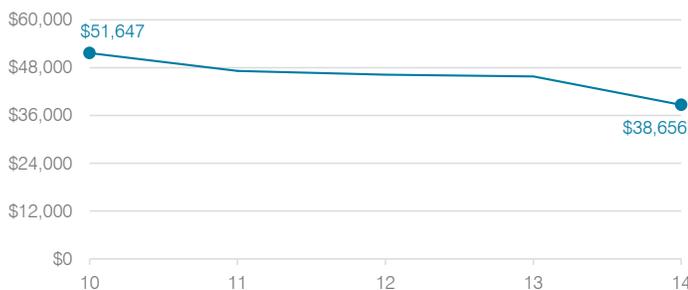
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



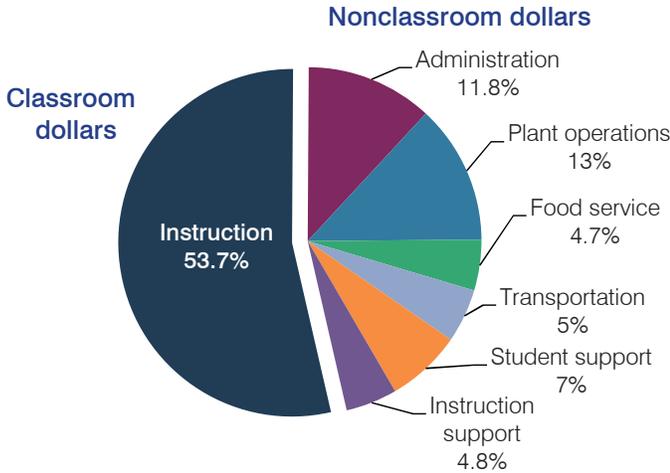
Sierra Vista Unified School District

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

District size, location: Medium-large, Town
 Students attending: 5,453
 Number of schools: 8

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 6 percent. Spending in the classroom decreased overall from 54.4 to 53.7 percent. Overall, spending on food service and transportation increased slightly, while spending on most other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$834	\$789	\$757
	Students per administrator	62	67	68
Plant operations	Cost per square foot	\$5.84	\$5.46	\$6.04
	Square footage per student	157	188	153
Food service	Cost per meal equivalent	\$3.20	\$2.76	\$2.69
Transportation	Cost per mile	\$3.43	\$3.45	\$3.62
	Cost per rider	\$794	\$832	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$6,772	\$7,055	\$7,573	\$7,578	\$10,667
Classroom dollars	3,645	3,787	3,914	4,073	6,495
Nonclassroom dollars:	3,127	3,268	3,659	3,505	4,172
Administration	822	834	789	757	1,160
Plant operations	833	918	1,009	923	1,008
Food service	317	330	386	405	429
Transportation	345	355	406	373	464
Student support	466	493	607	600	594
Instruction support	344	338	462	447	517

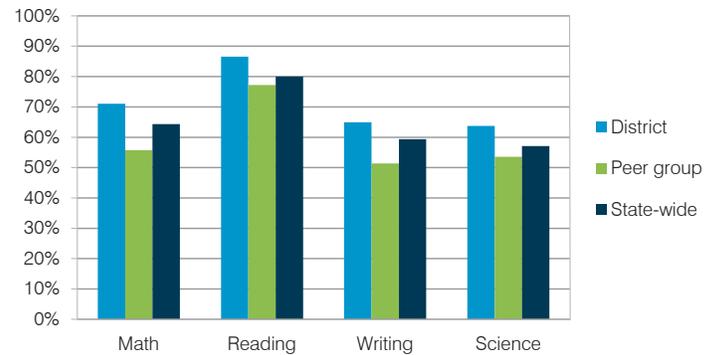
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	2	25%
B	6	75%
C	0	0%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	81%	86%	75%
Poverty rate (2013)	18%	15%	24%
Students per teacher	19.5	16.1	18.6
Average teacher salary	\$44,903	\$41,932	\$46,026
Amount from Proposition 301	\$6,141	\$4,526	\$4,810
Average years of teacher experience	12.3	10.2	10.9
Percentage of teachers in first 3 years	7%	21%	20%

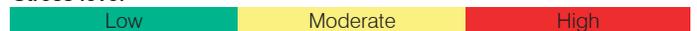
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

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

Stress level



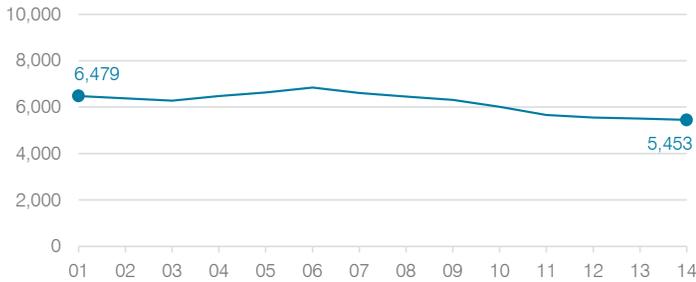
Sierra Vista Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	53.4	56.1	56.4	55.4	56.8	56.9	55.5	54.3	54.4	53.2	53.6	53.2	53.8	53.7

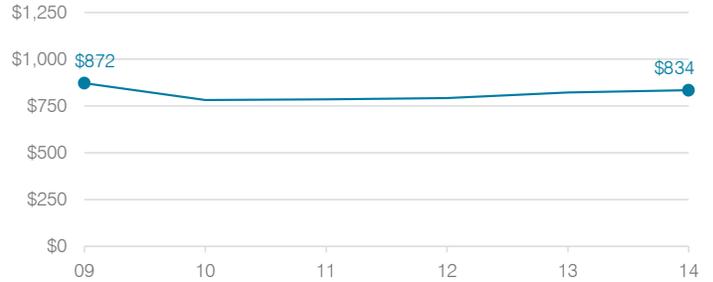
OPERATIONAL TRENDS

Fiscal years as indicated

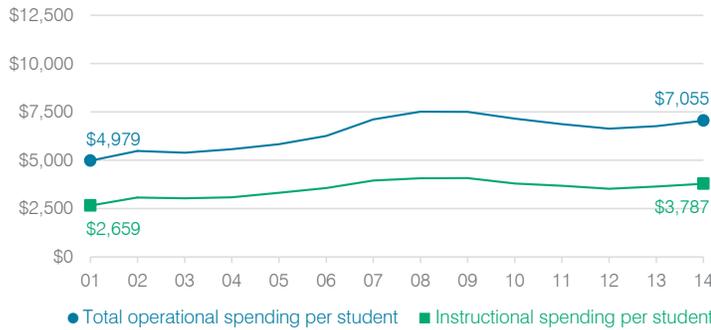
Students attending



Administrative cost per student



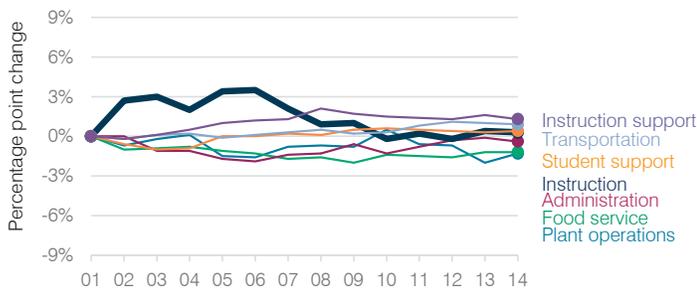
Total operational and instructional spending per student



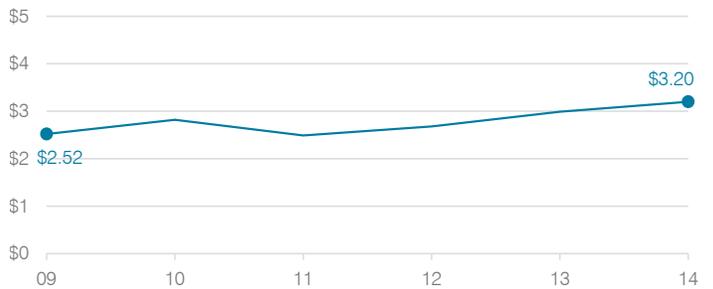
Plant cost per square foot and square footage per student



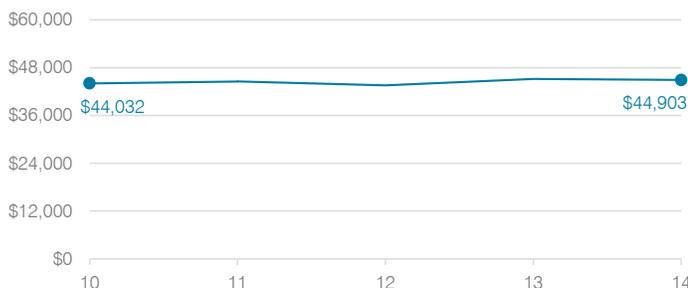
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Skull Valley Elementary School District

Yavapai County

Efficiency peer groups 11 and T-11, Achievement peer group 16

Legislative district(s): 1

District size, location:

Very small, Rural

Students attending:

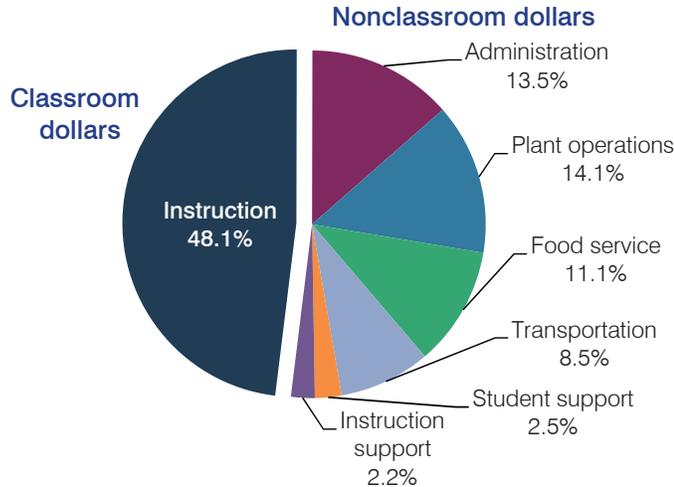
21

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 12 percent. Spending in the classroom varied year to year, decreasing overall from 52 to 48.1 percent. Spending on nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration, plant operations, and instruction support increased, while spending on food service decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,668	\$2,835	\$757
	Students per administrator	17	28	68
Plant operations	Cost per square foot	\$6.70	\$6.51	\$6.04
	Square footage per student	417	351	153
Food service	Cost per meal equivalent	\$14.78	\$5.02	\$2.69
Transportation	Cost per mile	\$1.33	\$1.61	\$3.62
	Cost per rider	\$733	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$16,336	\$19,766	\$16,101	\$7,578	\$10,667
Classroom dollars	7,825	9,514	8,231	4,073	6,495
Nonclassroom dollars:	8,511	10,252	7,870	3,505	4,172
Administration	2,713	2,668	2,835	757	1,160
Plant operations	1,937	2,791	2,137	923	1,008
Food service	2,103	2,192	901	405	429
Transportation	1,042	1,678	1,072	373	464
Student support	518	483	536	600	594
Instruction support	198	440	389	447	517

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)

AIMS scores are not shown because ten or fewer of the District's students were tested.

Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	15%	9%	24%
Students per teacher	8.2	11.5	18.6
Average teacher salary	\$43,300	\$46,876	\$46,026
Amount from Proposition 301	\$3,146	\$3,288	\$4,810
Average years of teacher experience	18.3	12.6	10.9
Percentage of teachers in first 3 years	0%	11%	20%

Financial stress assessment

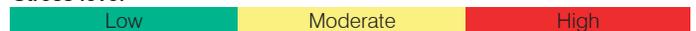
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

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

Stress level



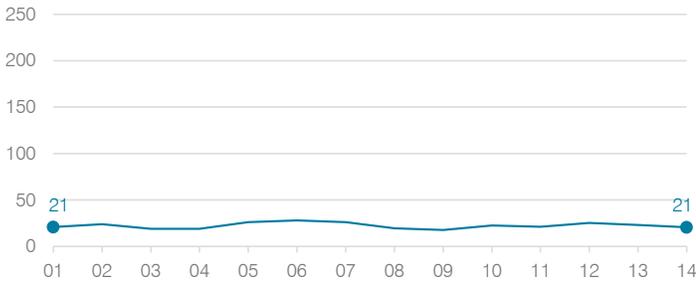
Skull Valley Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	53.3	51.7	52.0	56.4	49.6	54.6	53.6	57.1	52.0	53.1	51.8	54.3	47.9	48.1

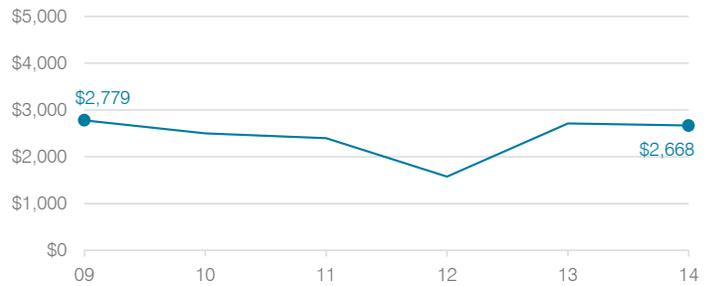
OPERATIONAL TRENDS

Fiscal years as indicated

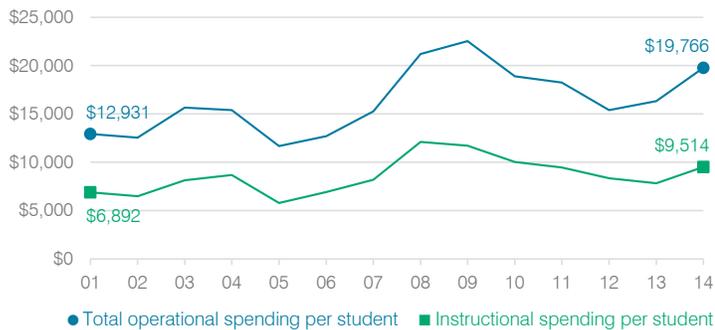
Students attending



Administrative cost per student



Total operational and instructional spending per student



Plant cost per square foot and square footage per student



Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



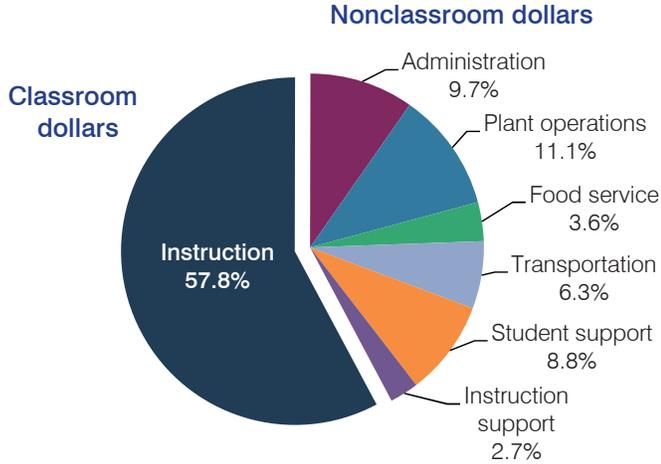
Snowflake Unified School District

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

District size, location: Medium-large, Town
 Students attending: 2,359
 Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 10 percent. Spending in the classroom decreased overall from 59.5 to 57.8 percent. Overall, spending on administration increased substantially, while spending on instruction support decreased slightly. Spending on most other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$635	\$789	\$757
	Students per administrator	61	67	68
Plant operations	Cost per square foot	\$4.02	\$5.46	\$6.04
	Square footage per student	181	188	153
Food service	Cost per meal equivalent	\$3.29	\$2.76	\$2.69
Transportation	Cost per mile	\$4.41	\$3.45	\$3.62
	Cost per rider	\$973	\$832	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$6,319	\$6,563	\$7,573	\$7,578	\$10,667
Classroom dollars	3,573	3,792	3,914	4,073	6,495
Nonclassroom dollars:	2,746	2,771	3,659	3,505	4,172
Administration	650	635	789	757	1,160
Plant operations	732	729	1,009	923	1,008
Food service	232	237	386	405	429
Transportation	417	411	406	373	464
Student support	547	578	607	600	594
Instruction support	168	181	462	447	517

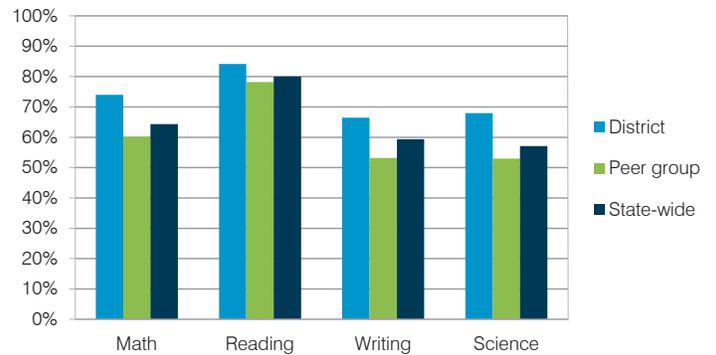
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	2	33%
B	3	50%
C	1	17%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2013)	92%	80%	75%
Poverty rate (2013)	25%	24%	24%
Students per teacher	20.3	17.3	18.6
Average teacher salary	\$42,702	\$42,872	\$46,026
Amount from Proposition 301	\$5,794	\$5,022	\$4,810
Average years of teacher experience	15.1	12.1	10.9
Percentage of teachers in first 3 years	12%	19%	20%

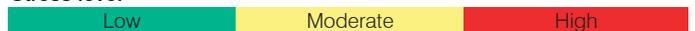
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



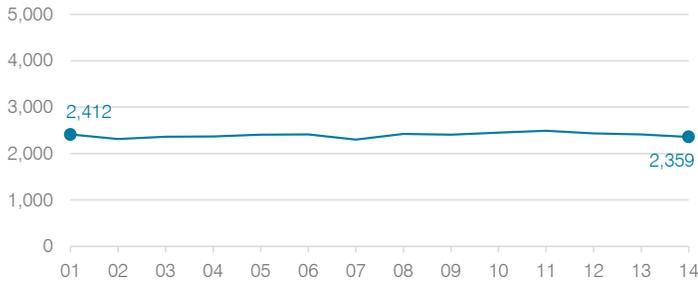
Snowflake Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	61.1	60.9	60.7	57.3	58.4	58.0	59.4	59.6	59.5	59.3	59.0	56.1	56.5	57.8

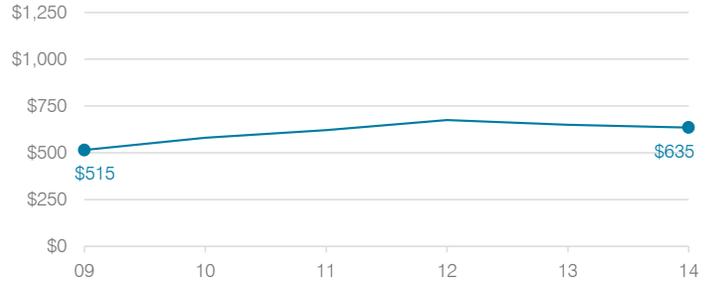
OPERATIONAL TRENDS

Fiscal years as indicated

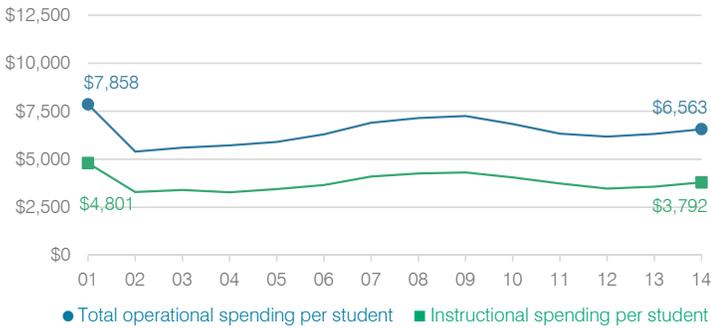
Students attending



Administrative cost per student



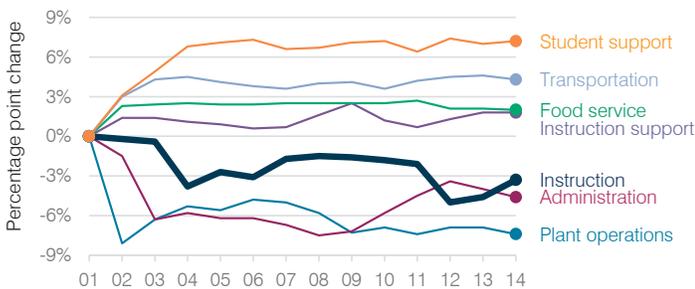
Total operational and instructional spending per student



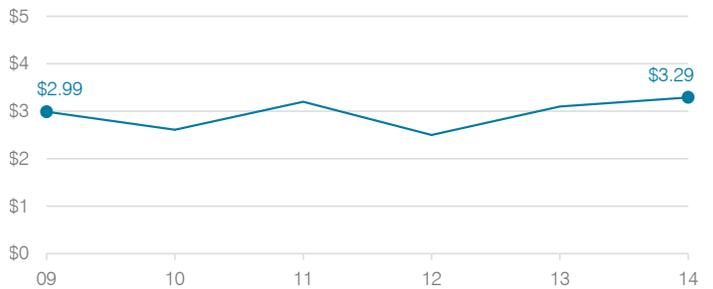
Plant cost per square foot and square footage per student



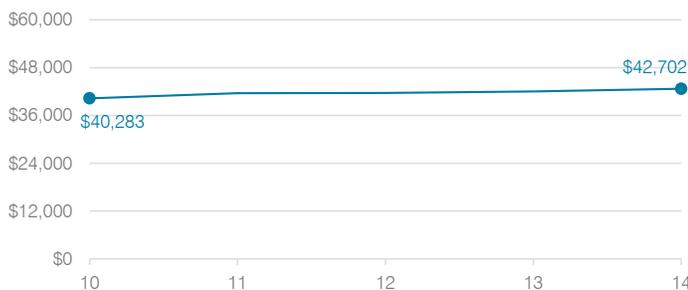
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Solomon Elementary School District

Graham County

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

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

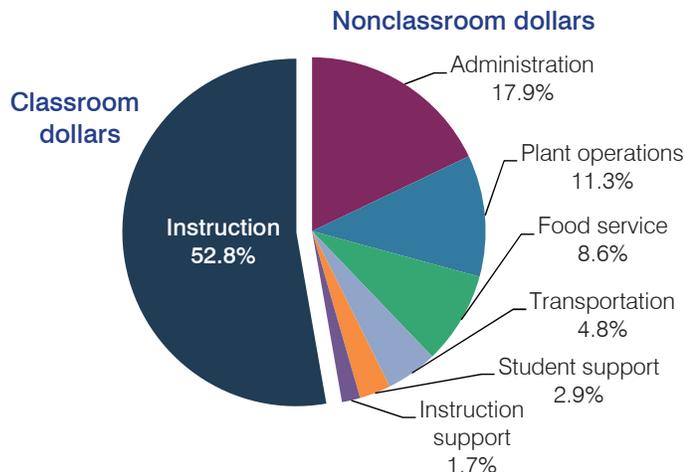
187

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 4 percent. Spending in the classroom varied year to year, increasing overall from 51.6 to 52.8 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration increased substantially, while spending on plant operations decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,460	\$2,835	\$757
	Students per administrator	62	28	68
Plant operations	Cost per square foot	\$3.89	\$6.51	\$6.04
	Square footage per student	237	351	153
Food service	Cost per meal equivalent	\$3.37	\$5.02	\$2.69
Transportation	Cost per mile	\$1.75	\$1.61	\$3.62
	Cost per rider	\$292	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$7,889	\$8,168	\$16,101	\$7,578	\$10,667
Classroom dollars	4,206	4,311	8,231	4,073	6,495
Nonclassroom dollars:	3,683	3,857	7,870	3,505	4,172
Administration	1,388	1,460	2,835	757	1,160
Plant operations	849	922	2,137	923	1,008
Food service	710	703	901	405	429
Transportation	392	390	1,072	373	464
Student support	240	242	536	600	594
Instruction support	104	140	389	447	517

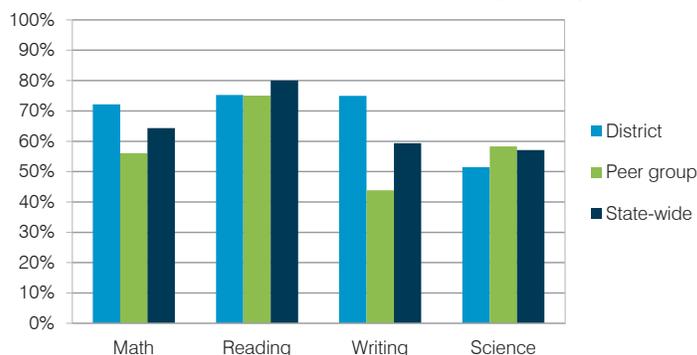
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	33%	30%	24%
Students per teacher	18.1	13.0	18.6
Average teacher salary	\$43,816	\$44,780	\$46,026
Amount from Proposition 301	\$2,715	\$3,720	\$4,810
Average years of teacher experience	13.1	14.2	10.9
Percentage of teachers in first 3 years	10%	15%	20%

Financial stress assessment

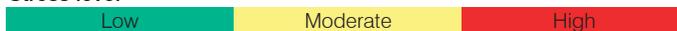
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.8%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



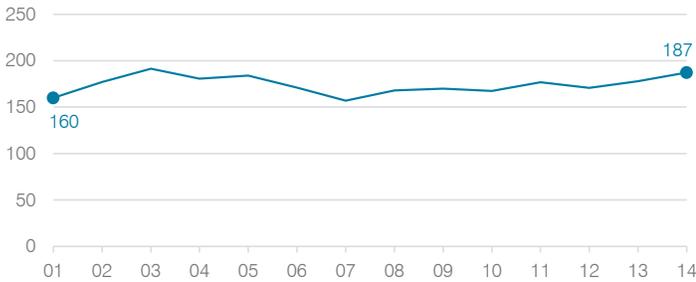
Solomon Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	49.0	52.1	54.5	50.9	55.1	54.1	55.3	53.8	51.6	52.9	54.1	52.3	53.3	52.8

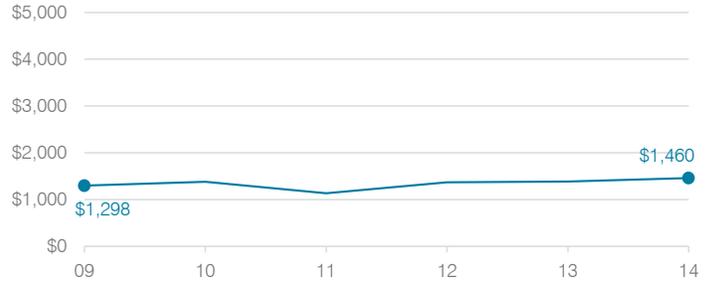
OPERATIONAL TRENDS

Fiscal years as indicated

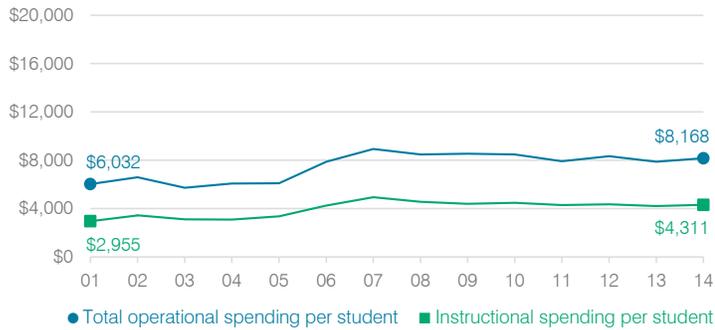
Students attending



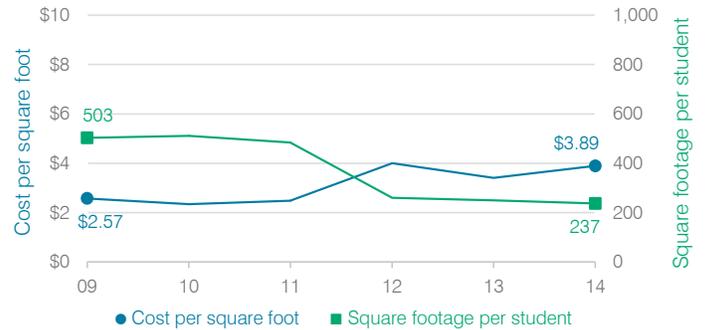
Administrative cost per student



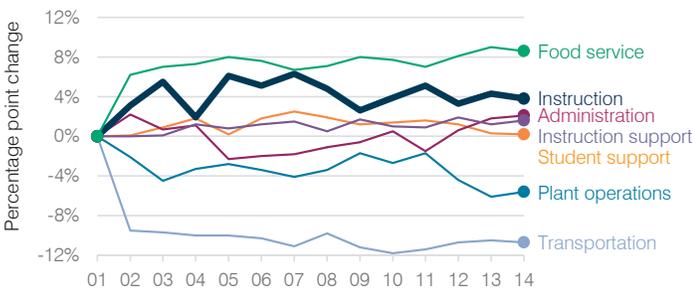
Total operational and instructional spending per student



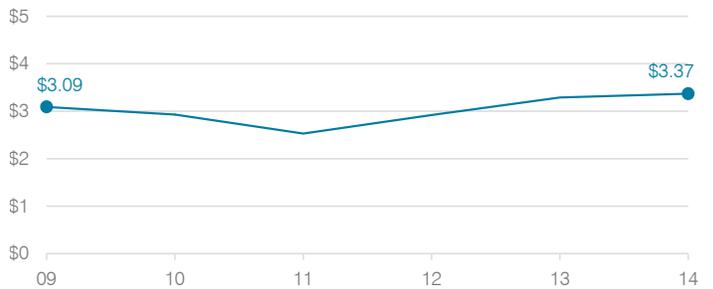
Plant cost per square foot and square footage per student



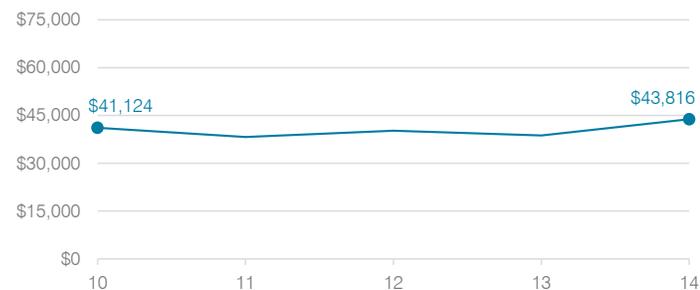
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



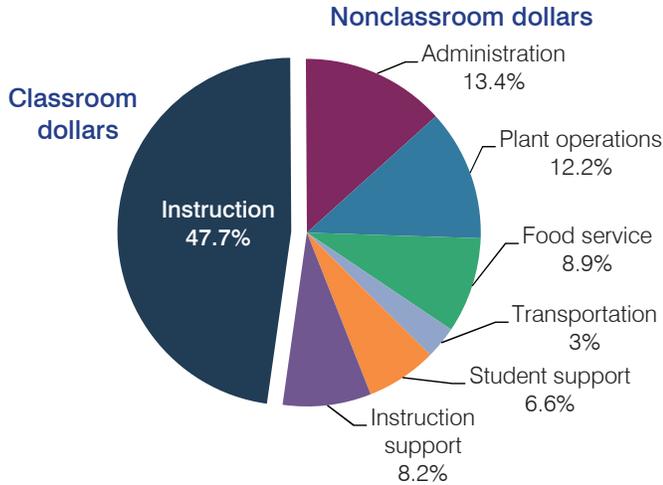
Somerton Elementary School District

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

District size, location: Medium-large, Town
 Students attending: 2,662
 Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 8 percent. Spending in the classroom decreased overall from 49.6 to 47.7 percent. Spending on food service and instruction support increased, while spending on most other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$918	\$974	\$757
	Students per administrator	65	65	68
Plant operations	Cost per square foot	\$7.11	\$6.55	\$6.04
	Square footage per student	117	140	153
Food service	Cost per meal equivalent	\$2.61	\$2.82	\$2.69
Transportation	Cost per mile	\$2.62	\$3.73	\$3.62
	Cost per rider	\$544	\$512	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$6,929	\$6,829	\$7,678	\$7,578	\$10,667
Classroom dollars	3,263	3,259	3,796	4,073	6,495
Nonclassroom dollars:	3,666	3,570	3,882	3,505	4,172
Administration	932	918	974	757	1,160
Plant operations	934	834	902	923	1,008
Food service	597	606	549	405	429
Transportation	214	203	496	373	464
Student support	464	450	463	600	594
Instruction support	525	559	498	447	517

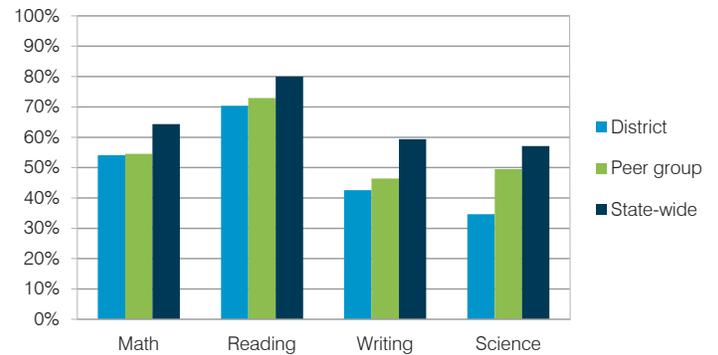
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	36%	39%	24%
Students per teacher	20.9	15.0	18.6
Average teacher salary	\$40,126	\$47,060	\$46,026
Amount from Proposition 301	\$3,659	\$3,492	\$4,810
Average years of teacher experience	7.3	11.8	10.9
Percentage of teachers in first 3 years	29%	15%	20%

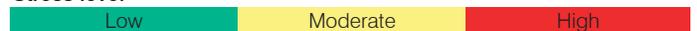
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.6%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level

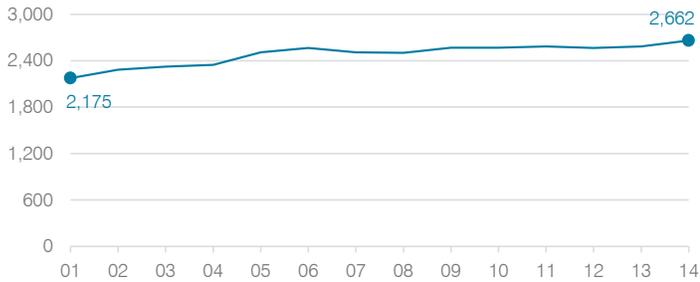


Somerton Elementary School District

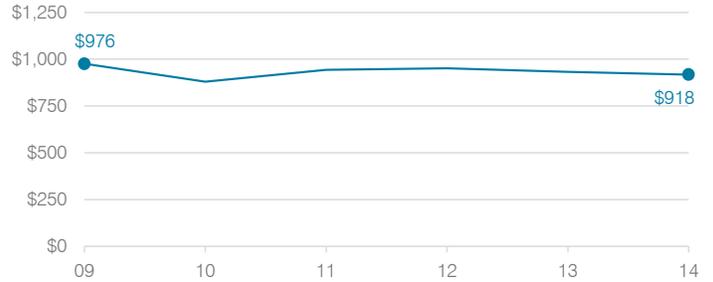
Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014
 50.4 51.4 52.1 51.7 50.7 50.5 50.6 47.9 49.6 49.7 47.1 46.6 47.1 47.7

OPERATIONAL TRENDS Fiscal years as indicated

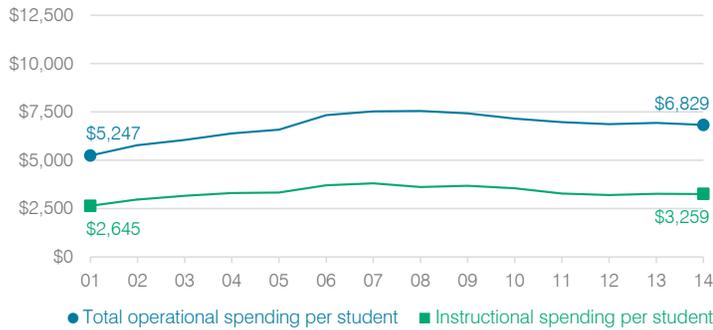
Students attending



Administrative cost per student



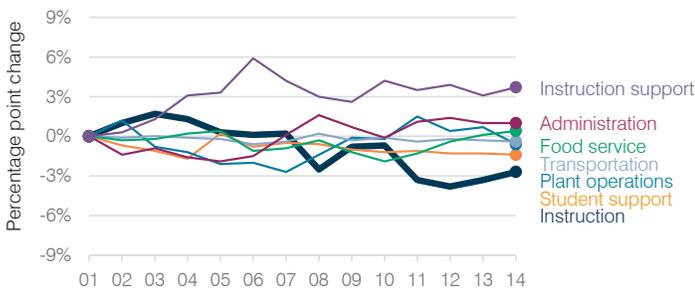
Total operational and instructional spending per student



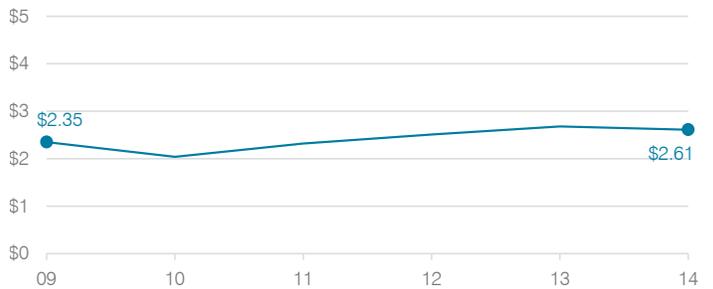
Plant cost per square foot and square footage per student



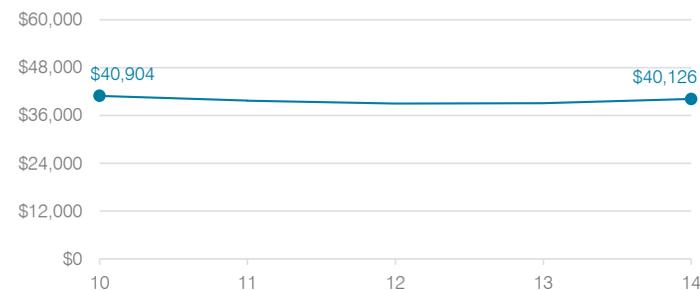
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



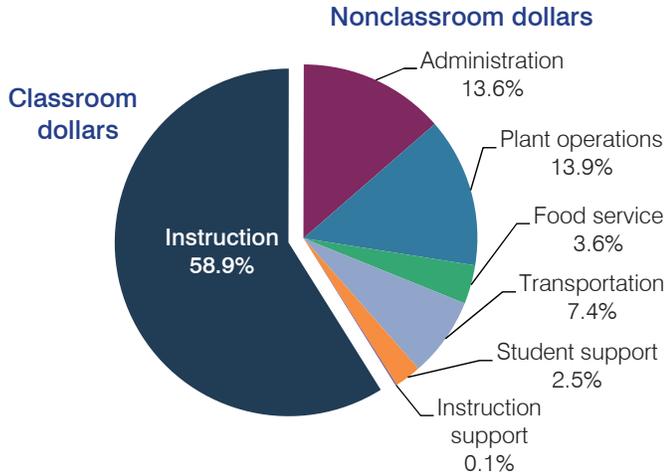
Sonoita Elementary School District

Santa Cruz County
 Efficiency peer groups 11 and T-11, Achievement peer group 17
 Legislative district(s): 2

District size, location: Very small, Rural
 Students attending: 106
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 7 percent. Spending in the classroom varied year to year, decreasing overall from 69.6 to 58.9 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration, food service, and transportation increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,306	\$2,835	\$757
	Students per administrator	30	28	68
Plant operations	Cost per square foot	\$7.86	\$6.51	\$6.04
	Square footage per student	299	351	153
Food service	Cost per meal equivalent	\$4.53	\$5.02	\$2.69
Transportation	Cost per mile	\$1.39	\$1.61	\$3.62
	Cost per rider	\$1,559	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$17,139	\$16,975	\$16,101	\$7,578	\$10,667
Classroom dollars	10,457	9,994	8,231	4,073	6,495
Nonclassroom dollars:	6,682	6,981	7,870	3,505	4,172
Administration	2,304	2,306	2,835	757	1,160
Plant operations	2,177	2,353	2,137	923	1,008
Food service	548	618	901	405	429
Transportation	1,231	1,261	1,072	373	464
Student support	398	426	536	600	594
Instruction support	24	17	389	447	517

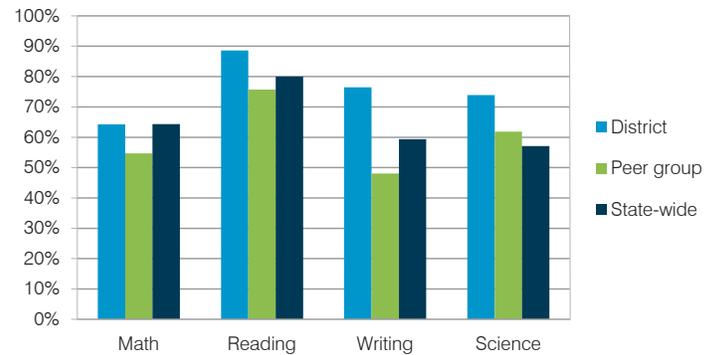
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	20%	20%	24%
Students per teacher	8.2	12.3	18.6
Average teacher salary	\$44,525	\$43,736	\$46,026
Amount from Proposition 301	\$1,654	\$3,455	\$4,810
Average years of teacher experience	13.8	11.8	10.9
Percentage of teachers in first 3 years	16%	15%	20%

Financial stress assessment

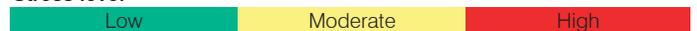
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

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

Stress level



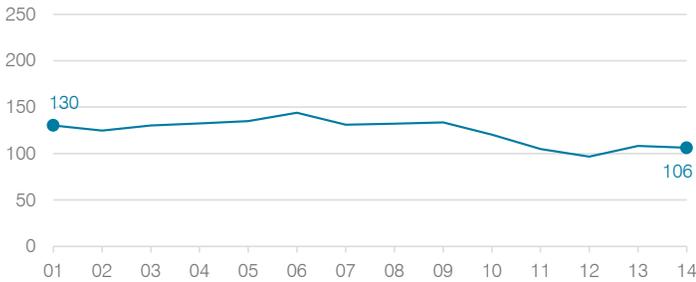
Sonoita Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	65.5	63.7	68.3	74.2	68.1	66.7	68.5	65.7	69.6	64.7	59.7	57.9	61.0	58.9

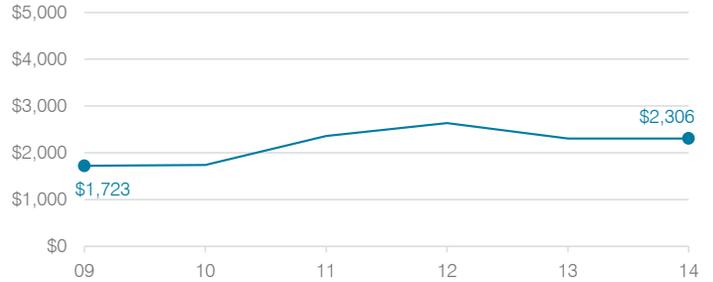
OPERATIONAL TRENDS

Fiscal years as indicated

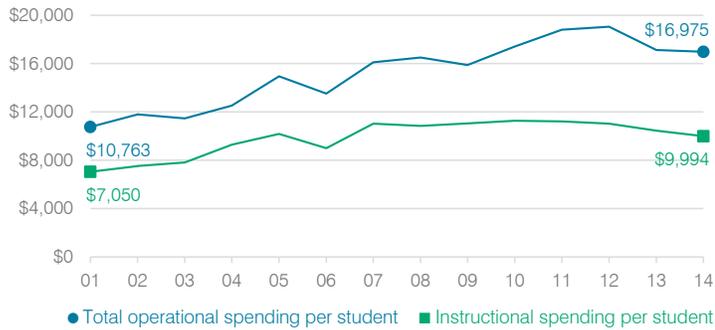
Students attending



Administrative cost per student



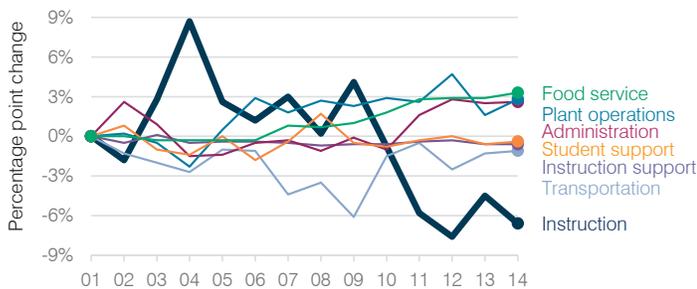
Total operational and instructional spending per student



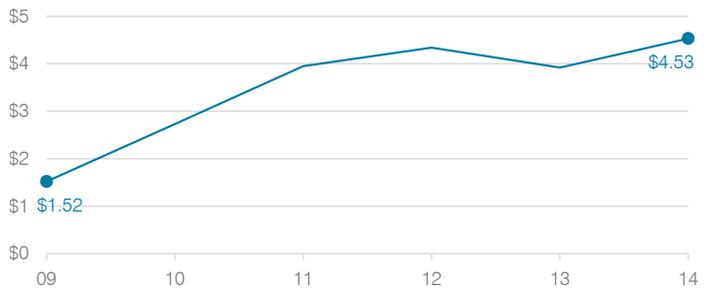
Plant cost per square foot and square footage per student



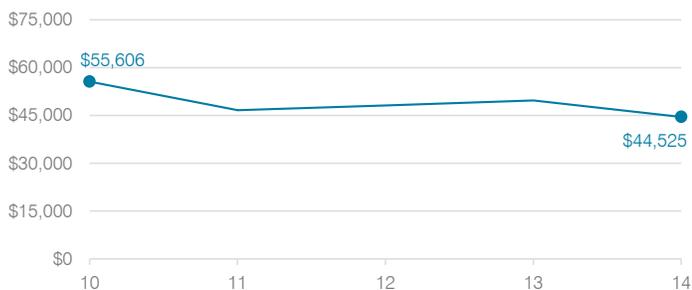
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



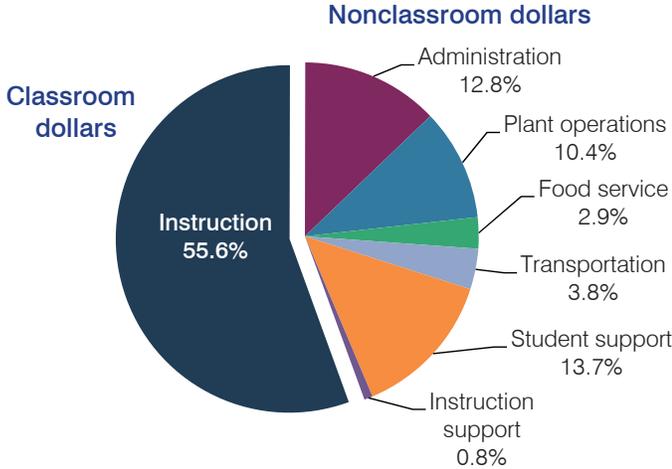
St. David Unified School District

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

District size, location: Small, Rural
 Students attending: 408
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 4 percent. Spending in the classroom varied year to year, decreasing overall from 57.9 to 55.6 percent. Overall, spending on administration and student support increased and spending on food service increased slightly. Spending on plant operations decreased, while spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,151	\$1,534	\$757
	Students per administrator	47	45	68
Plant operations	Cost per square foot	\$4.88	\$4.68	\$6.04
	Square footage per student	192	307	153
Food service	Cost per meal equivalent	\$3.57	\$3.36	\$2.69
Transportation	Cost per mile	\$2.88	\$3.73	\$3.62
	Cost per rider	\$450	\$512	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$9,180	\$8,971	\$10,014	\$7,578	\$10,667
Classroom dollars	4,849	4,988	5,015	4,073	6,495
Nonclassroom dollars:	4,331	3,983	4,999	3,505	4,172
Administration	1,110	1,151	1,534	757	1,160
Plant operations	1,132	936	1,518	923	1,008
Food service	313	260	448	405	429
Transportation	333	342	501	373	464
Student support	1,382	1,225	626	600	594
Instruction support	61	69	372	447	517

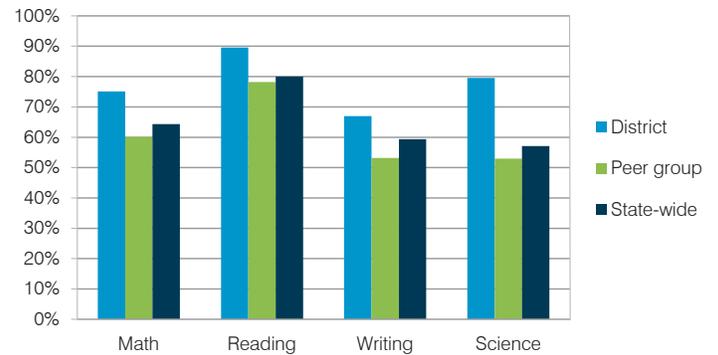
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2013)	96%	80%	75%
Poverty rate (2013)	24%	24%	24%
Students per teacher	14.6	17.3	18.6
Average teacher salary	\$49,109	\$42,872	\$46,026
Amount from Proposition 301	\$6,536	\$5,022	\$4,810
Average years of teacher experience	13.5	12.1	10.9
Percentage of teachers in first 3 years	29%	19%	20%

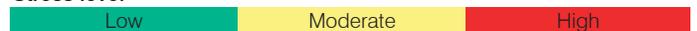
Financial stress assessment

Overall financial stress level: **High**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	1.2%, Varying
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Marginally compliant

Stress level



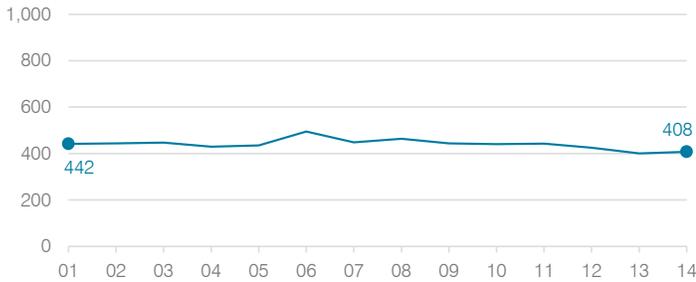
St. David Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	49.1	67.1	60.5	54.5	58.8	56.9	58.6	57.5	57.9	56.0	57.4	54.9	52.8	55.6

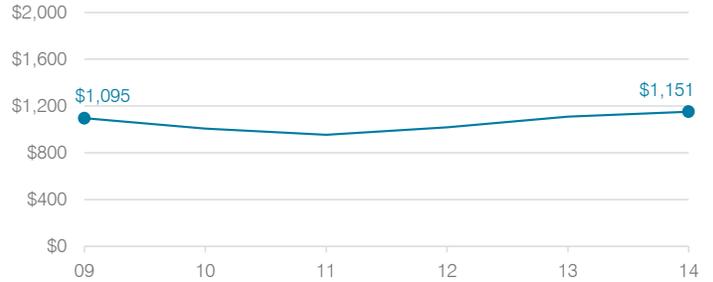
OPERATIONAL TRENDS

Fiscal years as indicated

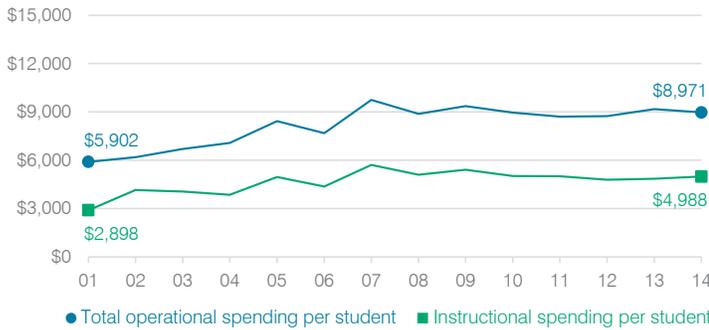
Students attending



Administrative cost per student



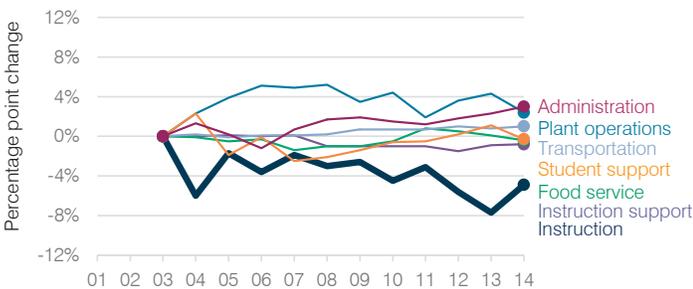
Total operational and instructional spending per student



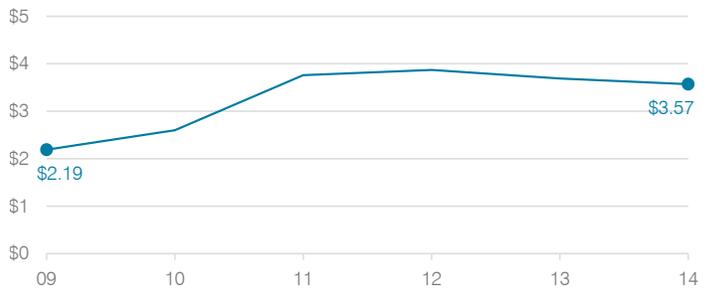
Plant cost per square foot and square footage per student



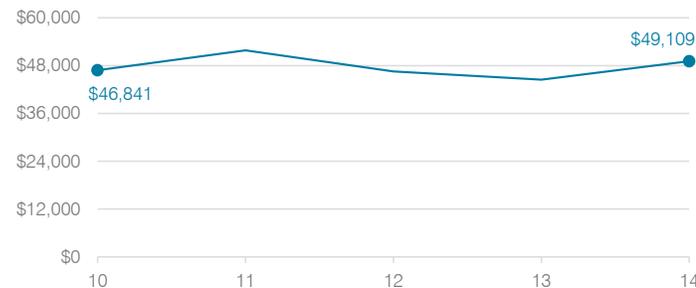
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



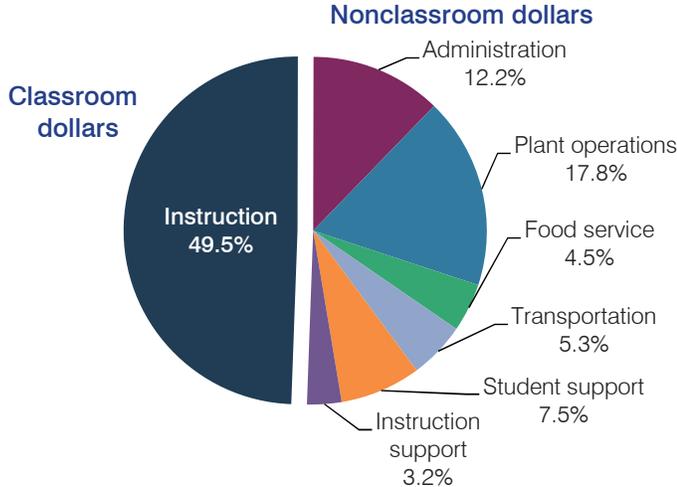
St. Johns Unified School District

Apache County
 Efficiency peer groups 5 and T-10, Achievement peer group 6
 Legislative district(s): 7

District size, location: Medium, Town
 Students attending: 802
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 4 percent. Spending in the classroom decreased overall from 56.4 to 49.5 percent. Overall, spending on administration and plant operations increased substantially, spending on transportation increased, and spending on student support increased slightly. Spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,116	\$1,016	\$757
	Students per administrator	41	54	68
Plant operations	Cost per square foot	\$4.39	\$4.71	\$6.04
	Square footage per student	371	261	153
Food service	Cost per meal equivalent	\$4.32	\$3.28	\$2.69
Transportation	Cost per mile	\$2.13	\$2.12	\$3.62
	Cost per rider	\$1,530	\$1,121	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$9,148	\$9,157	\$8,082	\$7,578	\$10,667
Classroom dollars	4,480	4,533	4,193	4,073	6,495
Nonclassroom dollars:	4,668	4,624	3,889	3,505	4,172
Administration	1,052	1,116	1,016	757	1,160
Plant operations	1,653	1,626	1,145	923	1,008
Food service	453	417	389	405	429
Transportation	451	485	477	373	464
Student support	707	689	563	600	594
Instruction support	352	291	299	447	517

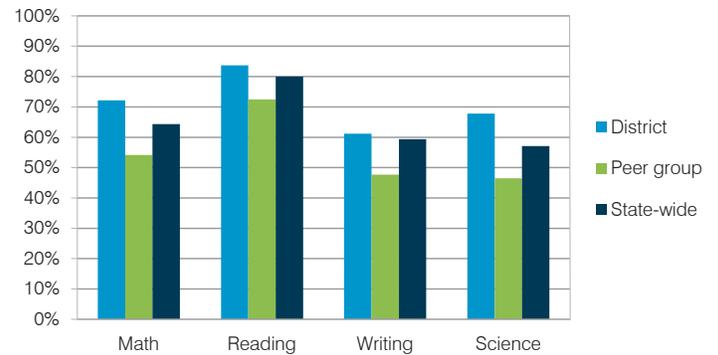
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	95%
Graduation rate (2013)	83%	78%	75%
Poverty rate (2013)	34%	32%	24%
Students per teacher	15.5	16.5	18.6
Average teacher salary	\$42,545	\$43,049	\$46,026
Amount from Proposition 301	\$4,370	\$5,173	\$4,810
Average years of teacher experience	15.2	12.0	10.9
Percentage of teachers in first 3 years	11%	19%	20%

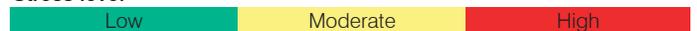
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	Operating only
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	0.4%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

Stress level



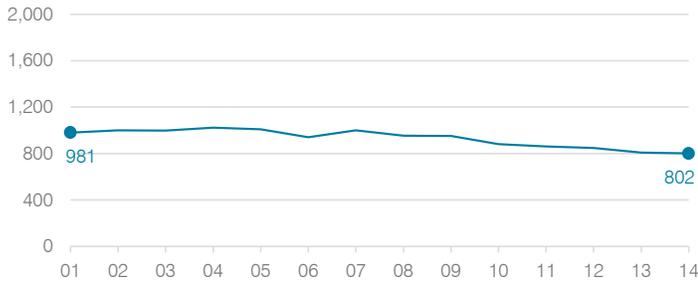
St. Johns Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	53.3	57.5	57.9	57.9	55.2	57.2	53.3	53.6	56.4	56.2	51.3	49.0	49.0	49.5

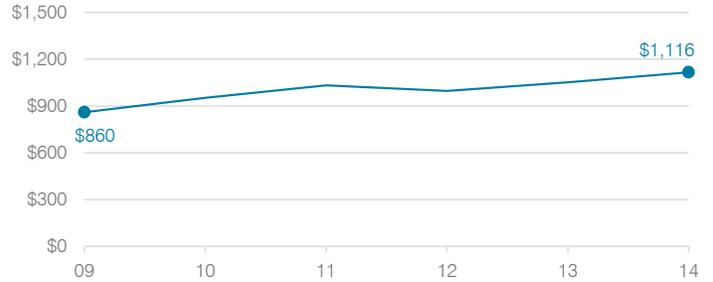
OPERATIONAL TRENDS

Fiscal years as indicated

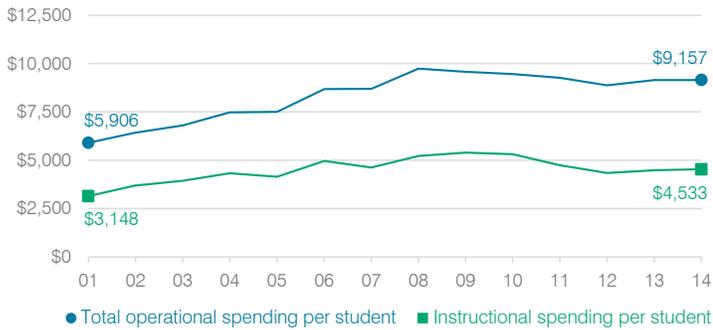
Students attending



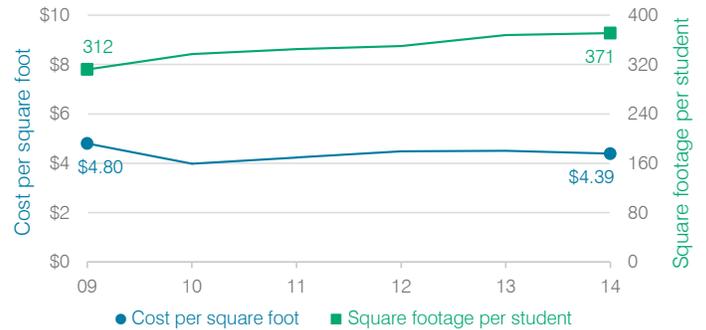
Administrative cost per student



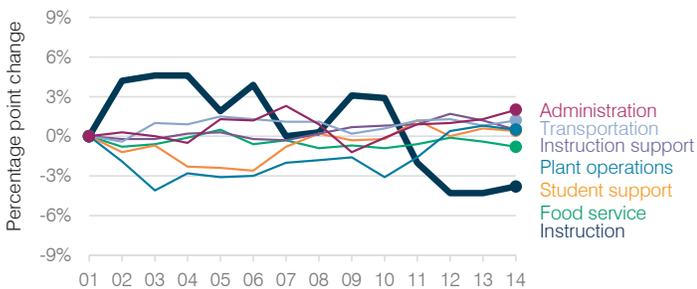
Total operational and instructional spending per student



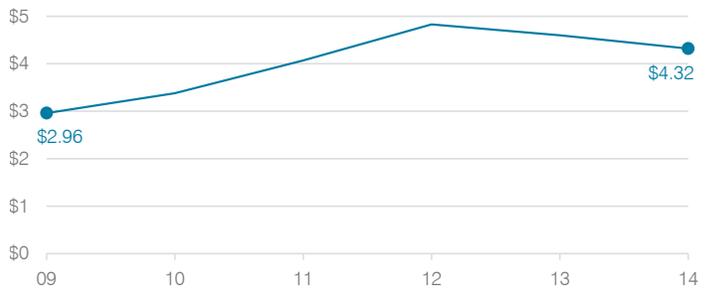
Plant cost per square foot and square footage per student



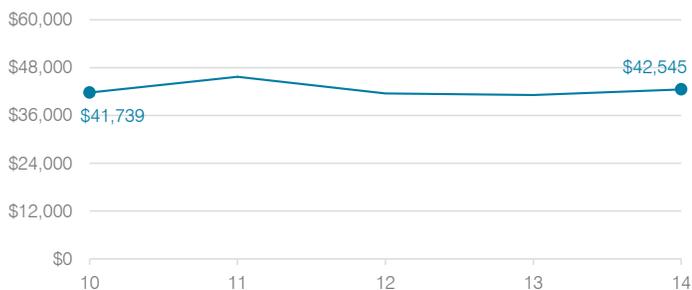
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



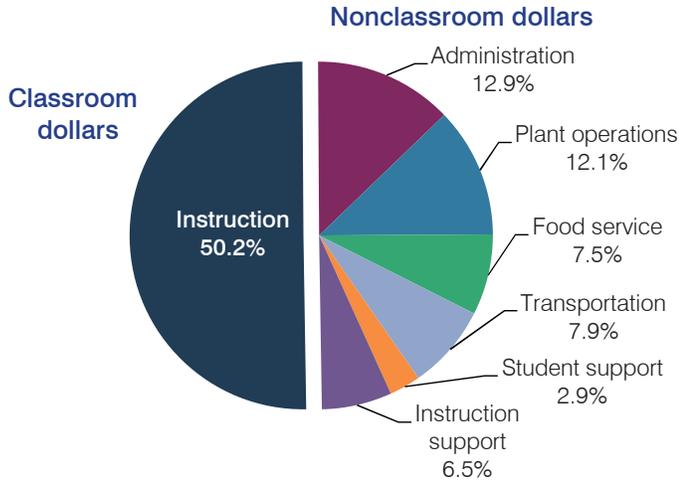
Stanfield Elementary School District

Pinal County
 Efficiency peer groups 10 and T-8, Achievement peer group 20
 Legislative district(s): 4 and 11

District size, location: Small, Rural
 Students attending: 496
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Student enrollment decreased by 28 percent, which contributed to the 15 percent increase in total spending per pupil. Spending in the classroom increased overall from 47.8 to 50.2 percent. Overall, spending on student support decreased substantially, while spending on administration increased slightly. Spending on most other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,232	\$1,165	\$757
	Students per administrator	58	57	68
Plant operations	Cost per square foot	\$5.91	\$6.15	\$6.04
	Square footage per student	196	179	153
Food service	Cost per meal equivalent	\$2.71	\$2.98	\$2.69
Transportation	Cost per mile	\$2.91	\$2.61	\$3.62
	Cost per rider	\$947	\$774	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$9,014	\$9,553	\$8,683	\$7,578	\$10,667
Classroom dollars	4,643	4,798	4,668	4,073	6,495
Nonclassroom dollars:	4,371	4,755	4,015	3,505	4,172
Administration	1,110	1,232	1,165	757	1,160
Plant operations	1,050	1,159	1,037	923	1,008
Food service	643	711	550	405	429
Transportation	728	758	546	373	464
Student support	251	272	467	600	594
Instruction support	589	623	250	447	517

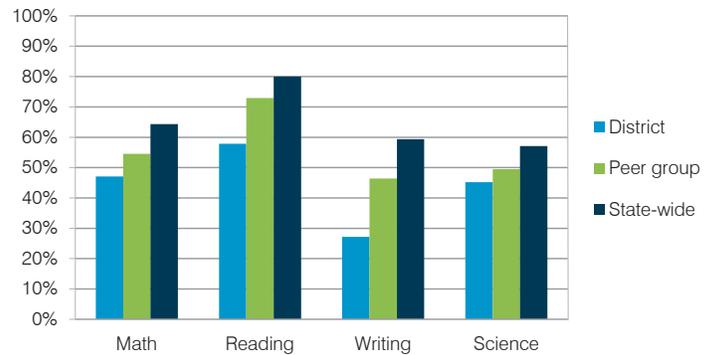
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	36%	39%	24%
Students per teacher	13.8	15.0	18.6
Average teacher salary	\$43,356	\$47,060	\$46,026
Amount from Proposition 301	\$3,789	\$3,492	\$4,810
Average years of teacher experience	11.2	11.8	10.9
Percentage of teachers in first 3 years	13%	15%	20%

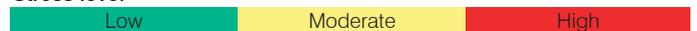
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



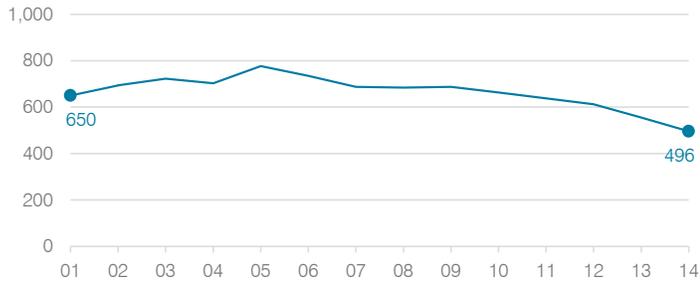
Stanfield Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	56.0	54.3	52.0	46.9	48.9	46.3	44.6	47.2	47.8	48.2	49.1	51.8	51.5	50.2

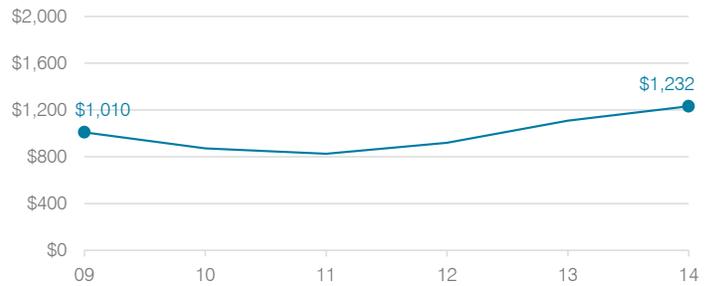
OPERATIONAL TRENDS

Fiscal years as indicated

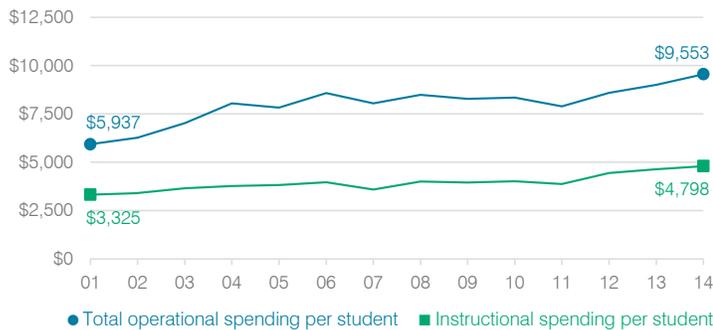
Students attending



Administrative cost per student



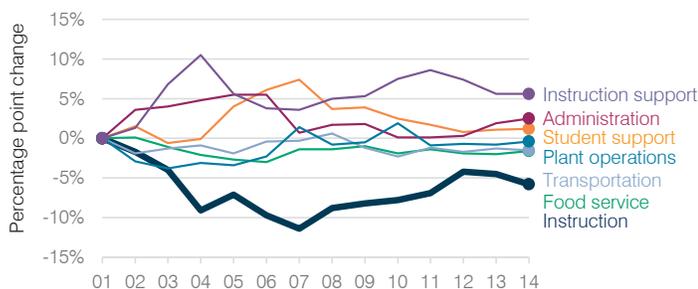
Total operational and instructional spending per student



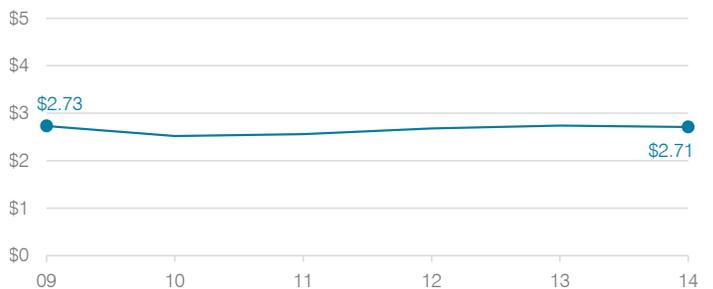
Plant cost per square foot and square footage per student



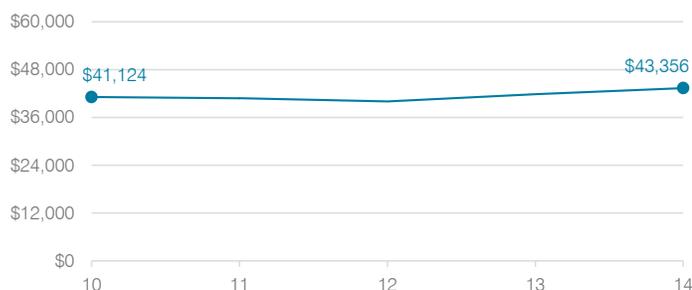
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



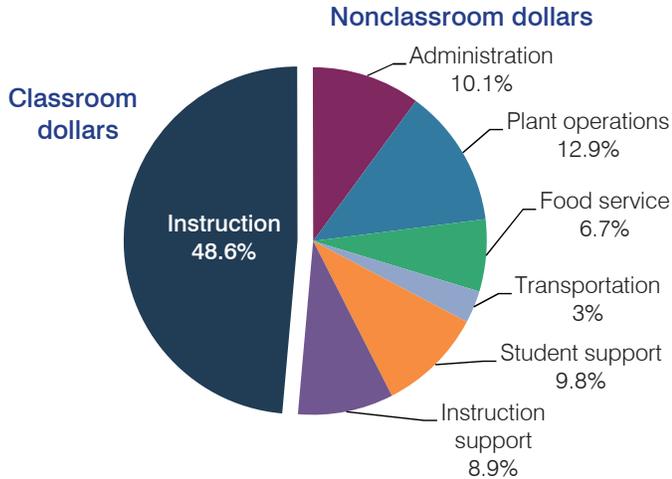
Sunnyside Unified School District

Pima County
 Efficiency peer groups 2 and T-2, Achievement peer group 6
 Legislative district(s): 2, 3, and 4

District size, location: Large, City
 Students attending: 16,717
 Number of schools: 21

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 14 percent. Spending in the classroom decreased from 53.9 to 48.6 percent. Spending on administration increased substantially, spending on plant operations and food service increased, and spending on instruction support increased slightly. Spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$695	\$685	\$757
	Students per administrator	60	68	68
Plant operations	Cost per square foot	\$8.00	\$6.29	\$6.04
	Square footage per student	111	147	153
Food service	Cost per meal equivalent	\$2.62	\$2.68	\$2.69
Transportation	Cost per mile	\$3.52	\$4.98	\$3.62
	Cost per rider	\$715	\$909	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$6,759	\$6,882	\$7,122	\$7,578	\$10,667
Classroom dollars	3,304	3,348	3,815	4,073	6,495
Nonclassroom dollars:	3,455	3,534	3,307	3,505	4,172
Administration	654	695	685	757	1,160
Plant operations	848	890	912	923	1,008
Food service	446	463	339	405	429
Transportation	216	207	360	373	464
Student support	643	670	533	600	594
Instruction support	648	609	478	447	517

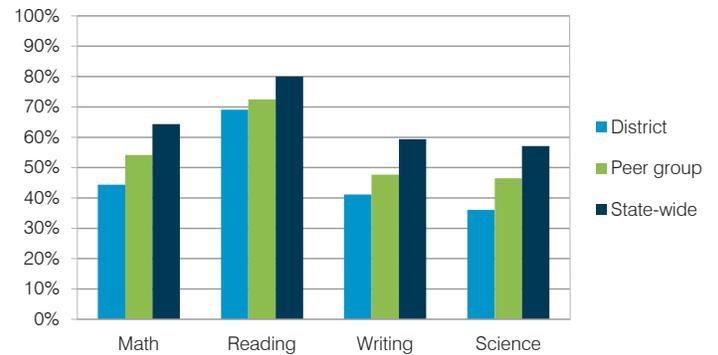
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	1	5%
B	6	29%
C	8	38%
D	2	9%
F	3	14%
Not rated	1	5%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	93%	95%
Graduation rate (2013)	70%	78%	75%
Poverty rate (2013)	36%	32%	24%
Students per teacher	19.8	16.5	18.6
Average teacher salary	\$42,331	\$43,049	\$46,026
Amount from Proposition 301	\$4,579	\$5,173	\$4,810
Average years of teacher experience	10.6	12.0	10.9
Percentage of teachers in first 3 years	28%	19%	20%

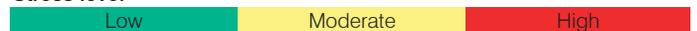
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	3.4%, Varying
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant

Stress level



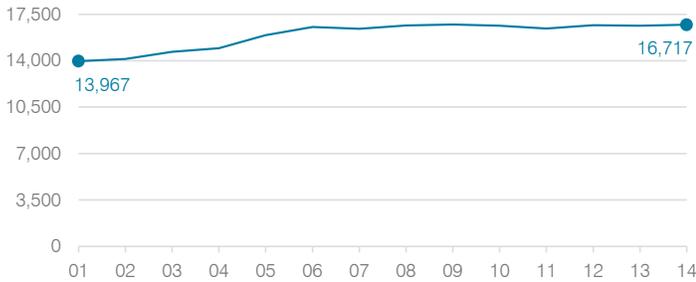
Sunnyside Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	56.0	57.4	59.0	58.7	57.8	56.7	57.0	55.2	53.9	52.3	51.5	50.4	48.9	48.6

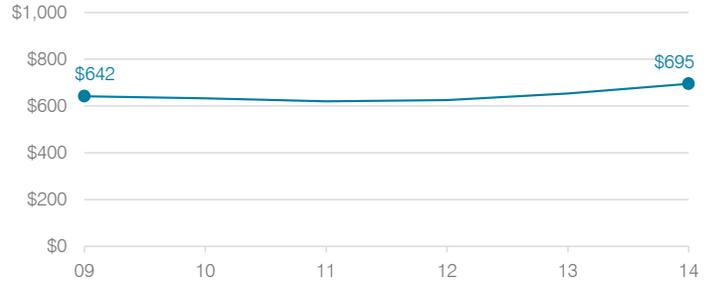
OPERATIONAL TRENDS

Fiscal years as indicated

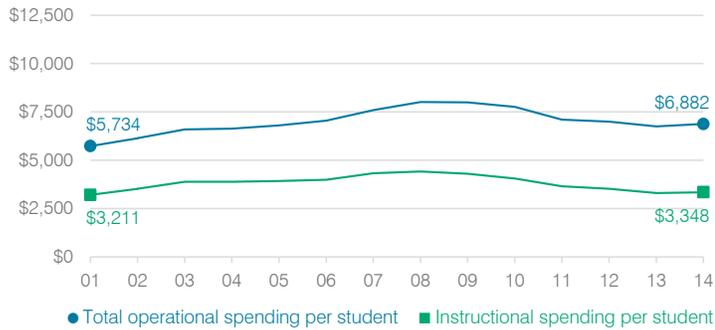
Students attending



Administrative cost per student



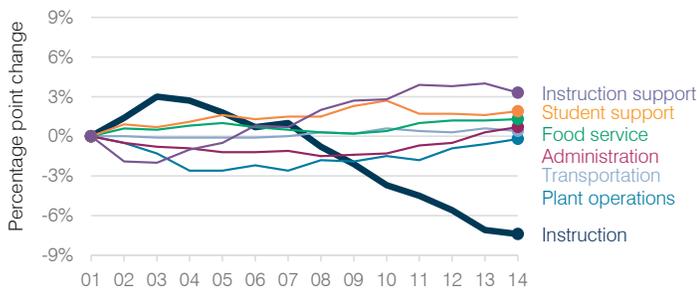
Total operational and instructional spending per student



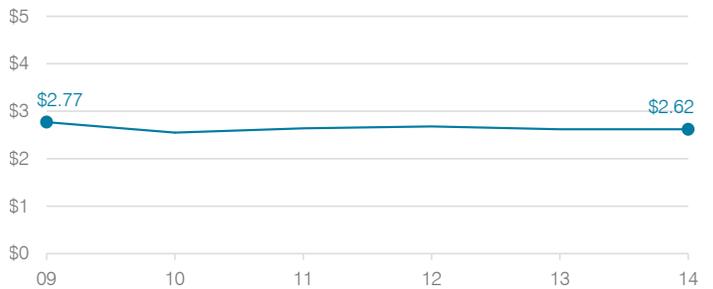
Plant cost per square foot and square footage per student



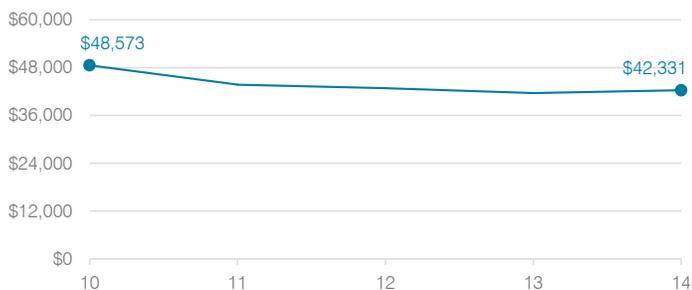
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



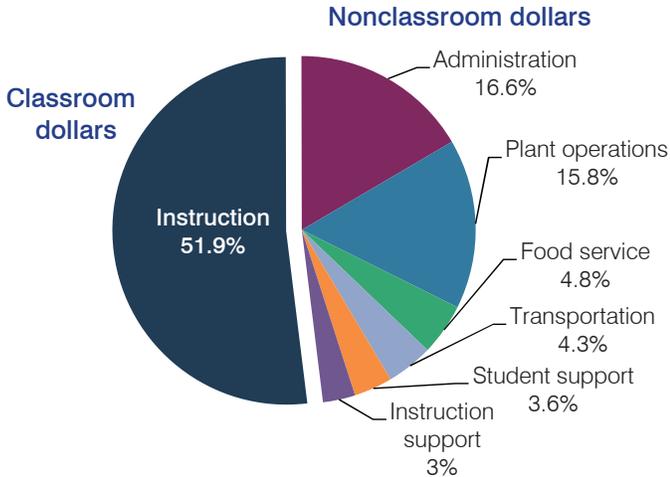
Superior Unified School District

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

District size, location: Small, Rural
 Students attending: 406
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 12 percent. Spending in the classroom decreased overall from 55.1 to 51.9 percent. Overall, spending on administration increased substantially and spending on student support and instruction support increased slightly. Spending on food service and transportation decreased slightly, while spending on plant operations varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,564	\$1,534	\$757
	Students per administrator	42	45	68
Plant operations	Cost per square foot	\$4.89	\$4.68	\$6.04
	Square footage per student	305	307	153
Food service	Cost per meal equivalent	\$2.89	\$3.36	\$2.69
Transportation	Cost per mile	\$5.49	\$3.73	\$3.62
	Cost per rider	\$548	\$512	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$9,693	\$9,435	\$10,014	\$7,578	\$10,667
Classroom dollars	4,933	4,898	5,015	4,073	6,495
Nonclassroom dollars:	4,760	4,537	4,999	3,505	4,172
Administration	1,397	1,564	1,534	757	1,160
Plant operations	1,790	1,489	1,518	923	1,008
Food service	439	457	448	405	429
Transportation	518	406	501	373	464
Student support	307	337	626	600	594
Instruction support	309	284	372	447	517

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

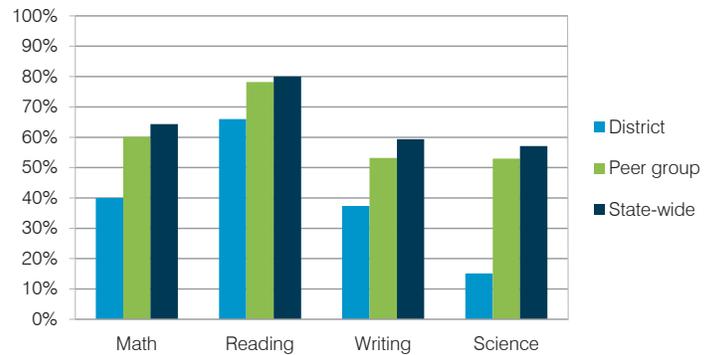
ADE-reported district and school letter grades

District grade: **D**

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

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	94%	95%
Graduation rate (2013)	81%	80%	75%
Poverty rate (2013)	22%	24%	24%
Students per teacher	16.2	17.3	18.6
Average teacher salary	\$44,237	\$42,872	\$46,026
Amount from Proposition 301	\$3,326	\$5,022	\$4,810
Average years of teacher experience	12.2	12.1	10.9
Percentage of teachers in first 3 years	7%	19%	20%

Financial stress assessment

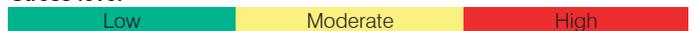
Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Assessment

Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant

Stress level



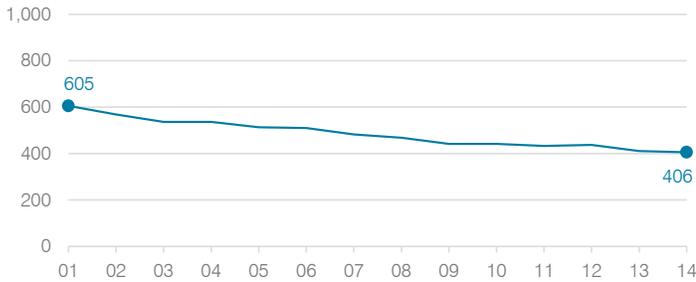
Superior Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	53.7	56.6	55.3	53.5	53.8	52.3	52.2	54.2	55.1	55.0	52.2	52.2	50.9	51.9

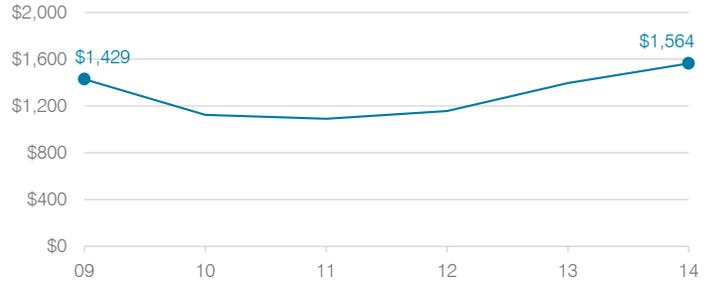
OPERATIONAL TRENDS

Fiscal years as indicated

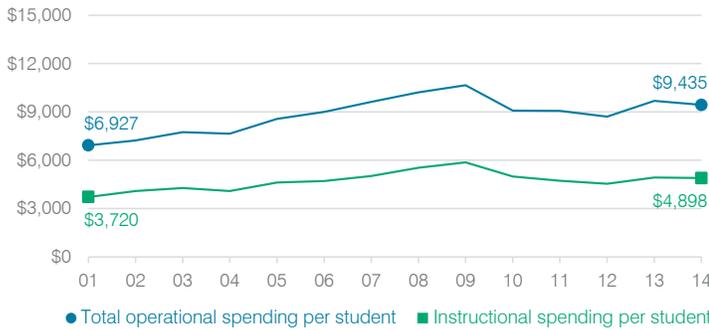
Students attending



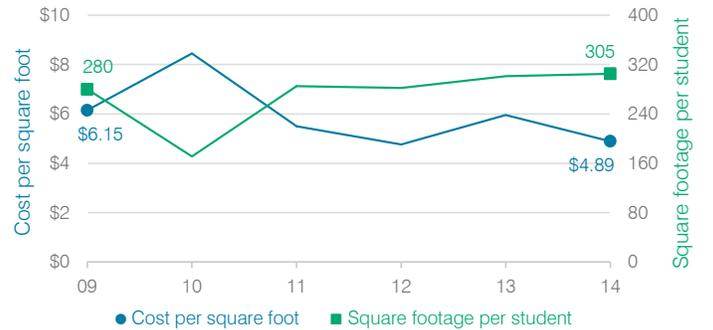
Administrative cost per student



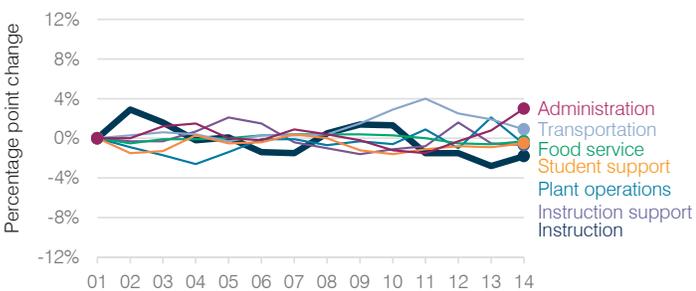
Total operational and instructional spending per student



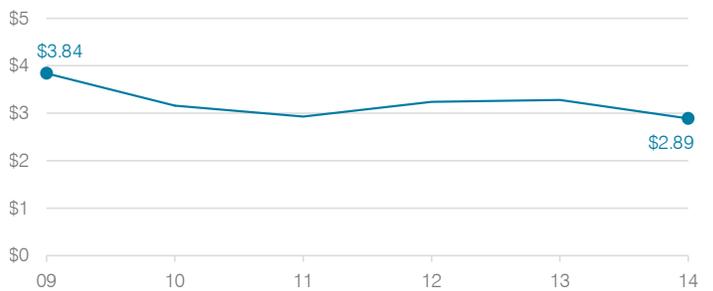
Plant cost per square foot and square footage per student



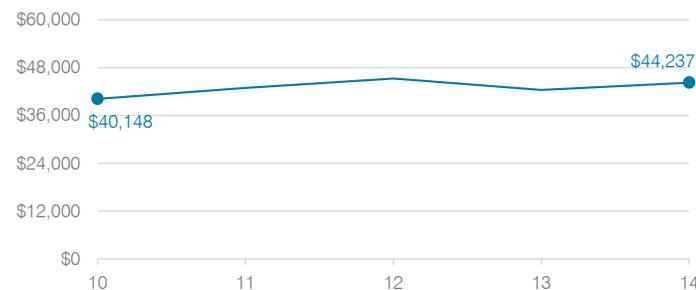
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



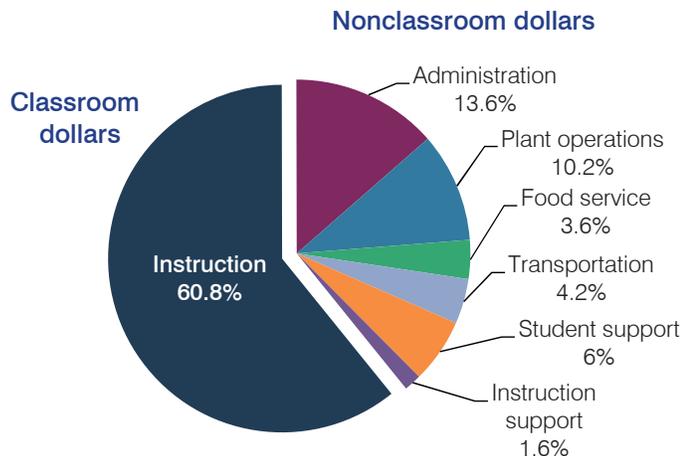
Tanque Verde Unified School District

Pima County
 Efficiency peer groups 3 and T-4, Achievement peer group 1
 Legislative district(s): 10 and 14

District size, location: Medium, Suburb
 Students attending: 1,913
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Student enrollment increased by 36 percent, which contributed to the 11 percent decrease in total spending per pupil. Spending in the classroom was very inconsistent year to year, ranging overall from a high of 60.8 to a low of 55 percent. Overall, spending on administration and plant operations increased, while spending on instruction support decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$976	\$771	\$757
	Students per administrator	72	69	68
Plant operations	Cost per square foot	\$5.02	\$5.92	\$6.04
	Square footage per student	146	163	153
Food service	Cost per meal equivalent	\$2.90	\$2.82	\$2.69
Transportation	Cost per mile	\$2.75	\$3.54	\$3.62
	Cost per rider	\$879	\$1,065	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$6,897	\$7,196	\$7,182	\$7,578	\$10,667
Classroom dollars	4,078	4,378	3,829	4,073	6,495
Nonclassroom dollars:	2,819	2,818	3,353	3,505	4,172
Administration	960	976	771	757	1,160
Plant operations	724	736	955	923	1,008
Food service	243	255	324	405	429
Transportation	307	303	426	373	464
Student support	434	431	561	600	594
Instruction support	151	117	316	447	517

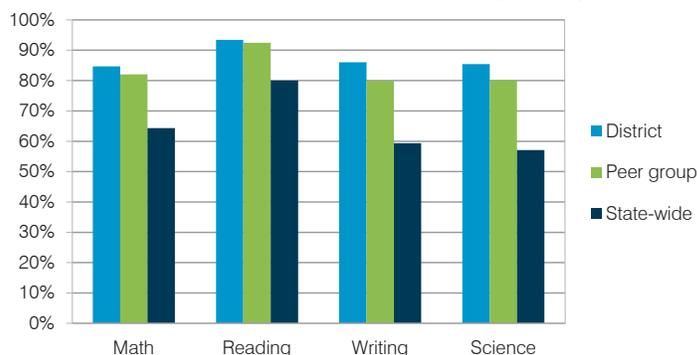
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	94%	89%	75%
Poverty rate (2013)	6%	8%	24%
Students per teacher	14.9	17.6	18.6
Average teacher salary	\$36,916	\$41,745	\$46,026
Amount from Proposition 301	\$4,472	\$4,751	\$4,810
Average years of teacher experience	14.6	11.4	10.9
Percentage of teachers in first 3 years	7%	16%	20%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.6%, Increasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant



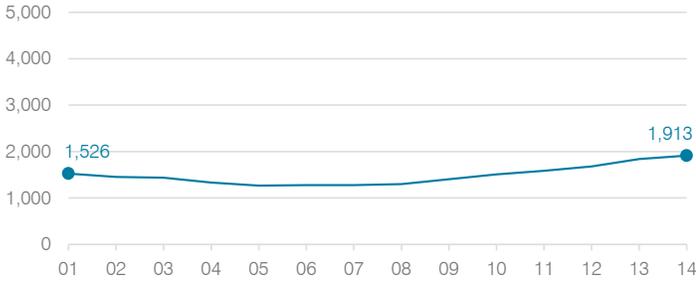
Tanque Verde Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	60.5	60.7	58.9	60.9	57.6	58.8	56.7	59.3	60.8	55.0	57.5	57.9	59.1	60.8

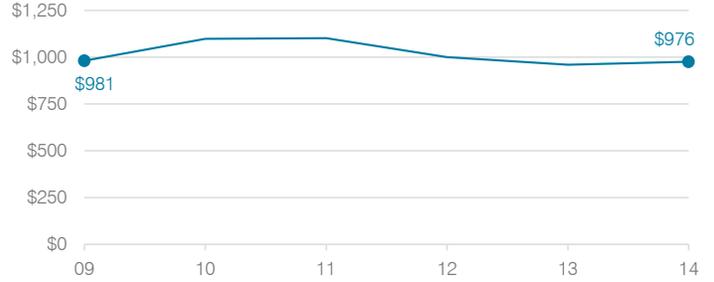
OPERATIONAL TRENDS

Fiscal years as indicated

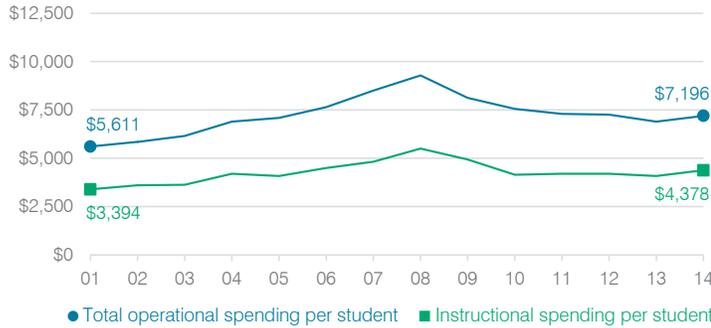
Students attending



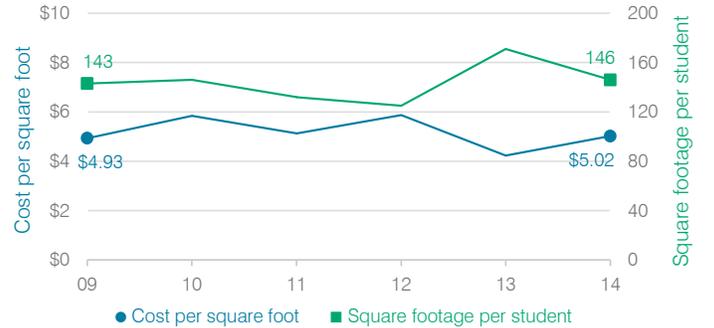
Administrative cost per student



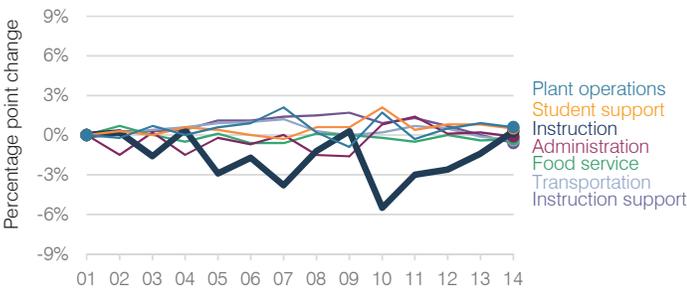
Total operational and instructional spending per student



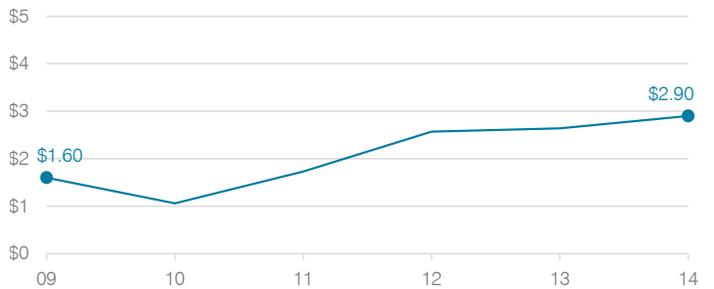
Plant cost per square foot and square footage per student



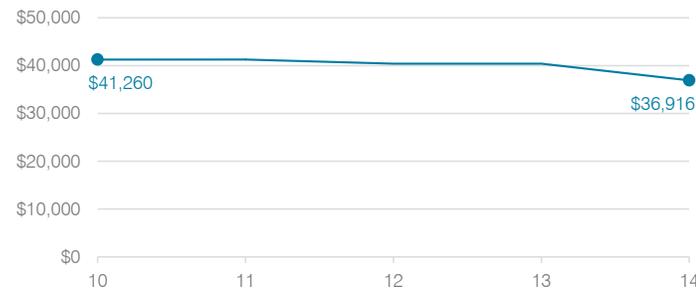
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



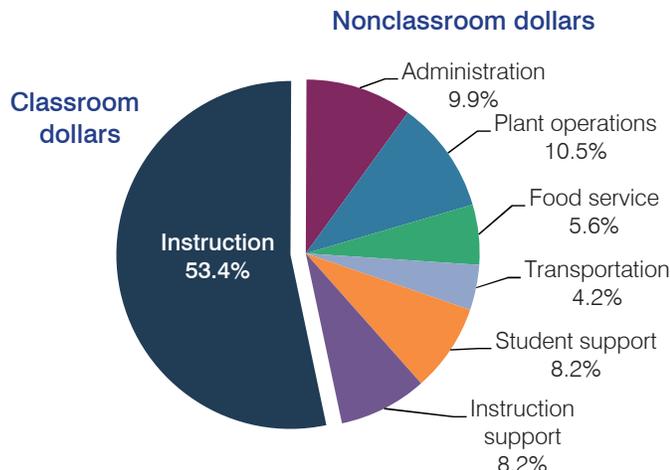
Tempe Elementary School District

Maricopa County
 Efficiency peer groups 7 and T-2, Achievement peer group 14
 Legislative district(s): 18, 26, and 27

District size, location: Large, City
 Students attending: 11,134
 Number of schools: 21

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 3 percent. Spending in the classroom decreased overall from 56 to 53.4 percent. Overall, spending on plant operations increased and spending on administration increased slightly, while spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$868	\$726	\$757
	Students per administrator	63	77	68
Plant operations	Cost per square foot	\$6.08	\$6.09	\$6.04
	Square footage per student	151	131	153
Food service	Cost per meal equivalent	\$2.66	\$2.64	\$2.69
Transportation	Cost per mile	\$4.43	\$4.98	\$3.62
	Cost per rider	\$670	\$909	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$8,419	\$8,785	\$7,414	\$7,578	\$10,667
Classroom dollars	4,404	4,693	3,939	4,073	6,495
Nonclassroom dollars:	4,015	4,092	3,475	3,505	4,172
Administration	842	868	726	757	1,160
Plant operations	950	920	793	923	1,008
Food service	464	493	547	405	429
Transportation	370	365	308	373	464
Student support	668	721	575	600	594
Instruction support	721	725	526	447	517

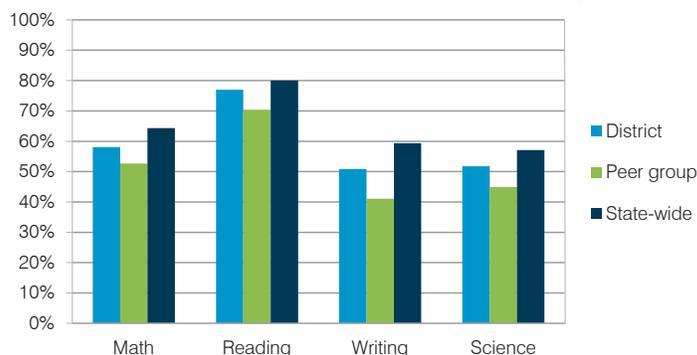
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	4	19%
B	6	28%
C	10	48%
D	0	0%
F	0	0%
Not rated	1	5%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	36%	36%	24%
Students per teacher	15.2	17.3	18.6
Average teacher salary	\$39,903	\$40,844	\$46,026
Amount from Proposition 301	\$4,387	\$3,471	\$4,810
Average years of teacher experience	9.7	9.4	10.9
Percentage of teachers in first 3 years	23%	29%	20%

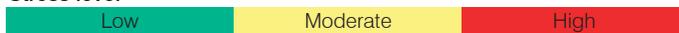
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

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

Stress level



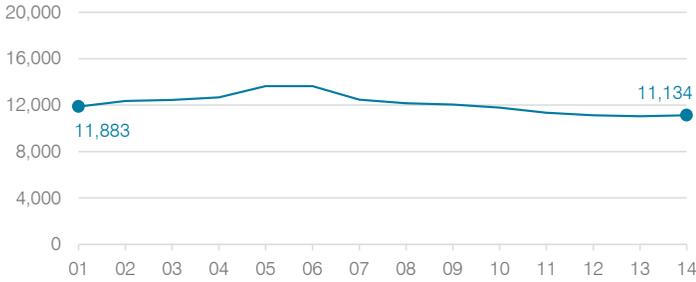
Tempe Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	55.7	54.9	55.6	56.3	55.9	55.5	55.4	55.3	56.0	54.2	53.6	52.7	52.3	53.4

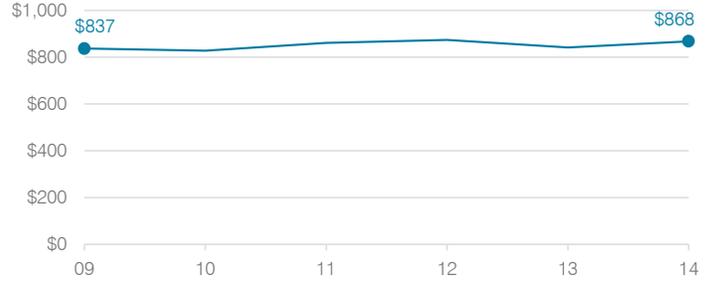
OPERATIONAL TRENDS

Fiscal years as indicated

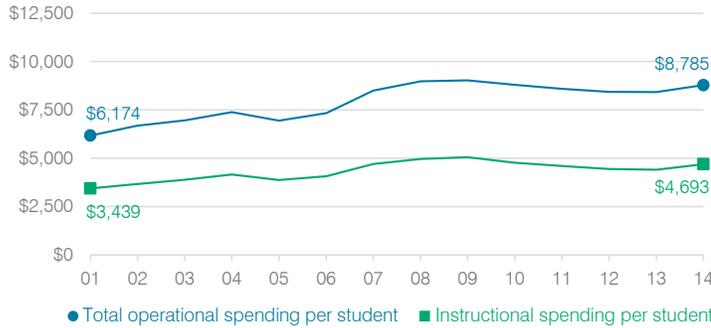
Students attending



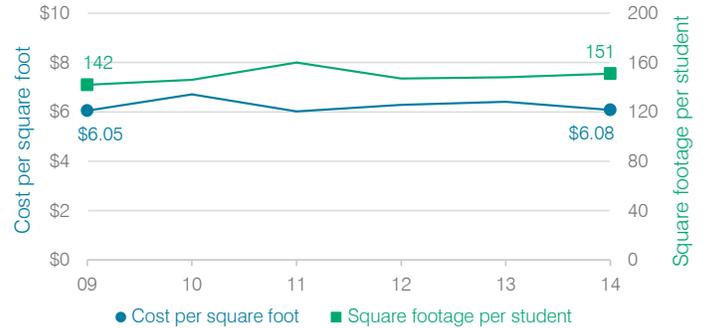
Administrative cost per student



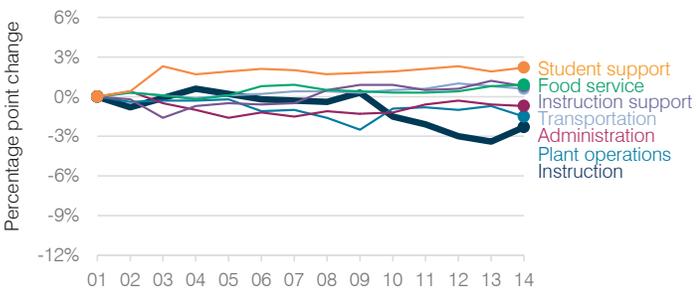
Total operational and instructional spending per student



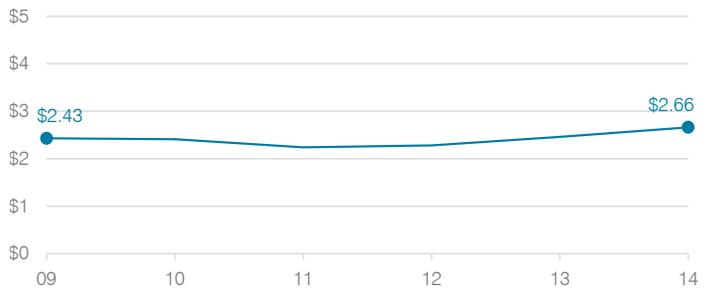
Plant cost per square foot and square footage per student



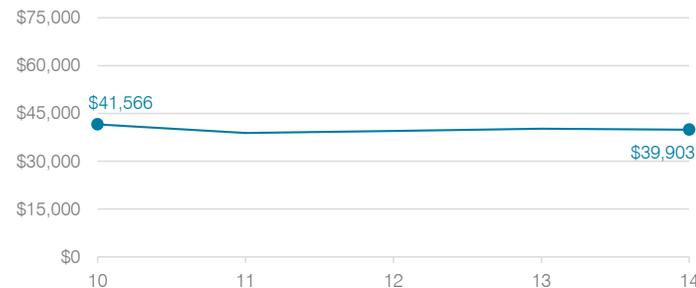
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



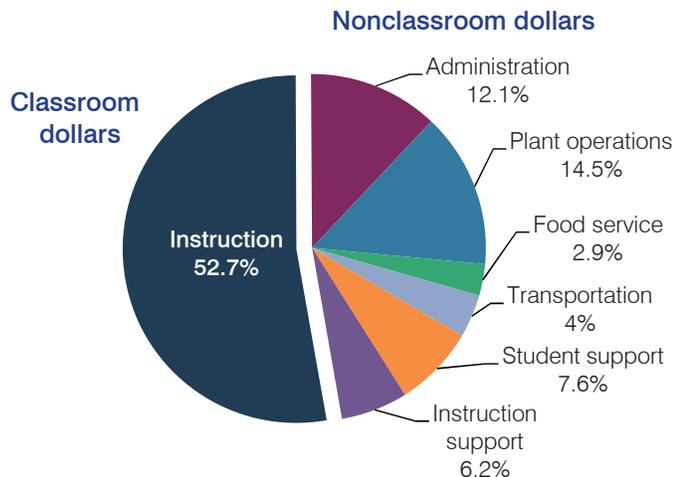
Tempe Union High School District

Maricopa County
 Efficiency peer groups 2 and T-3, Achievement peer group 8
 Legislative district(s): 18, 26, and 27

District size, location: Large, City
 Students attending: 13,820
 Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 2 percent. Spending in the classroom decreased from 56.8 to 52.7 percent. Overall, spending on administration increased substantially and spending on transportation increased, while spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$886	\$685	\$757
	Students per administrator	70	68	68
Plant operations	Cost per square foot	\$6.33	\$6.29	\$6.04
	Square footage per student	168	147	153
Food service	Cost per meal equivalent	\$2.76	\$2.68	\$2.69
Transportation	Cost per mile	\$4.07	\$3.79	\$3.62
	Cost per rider	\$963	\$977	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$7,239	\$7,329	\$7,122	\$7,578	\$10,667
Classroom dollars	3,876	3,860	3,815	4,073	6,495
Nonclassroom dollars:	3,363	3,469	3,307	3,505	4,172
Administration	805	886	685	757	1,160
Plant operations	1,045	1,065	912	923	1,008
Food service	230	212	339	405	429
Transportation	278	292	360	373	464
Student support	558	554	533	600	594
Instruction support	447	460	478	447	517

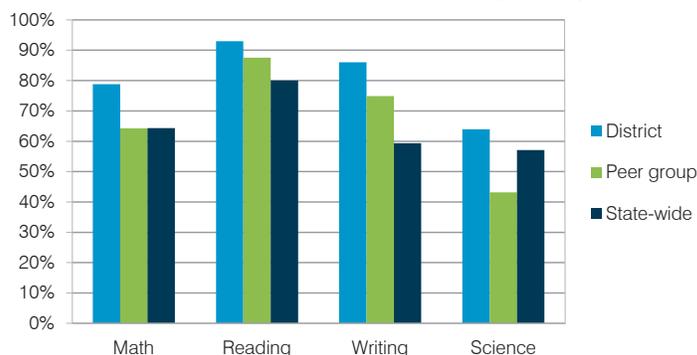
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	95%
Graduation rate (2013)	84%	80%	75%
Poverty rate (2013)	14%	19%	24%
Students per teacher	21.4	22.8	18.6
Average teacher salary	\$51,841	\$48,393	\$46,026
Amount from Proposition 301	\$5,085	\$6,719	\$4,810
Average years of teacher experience	12.1	9.6	10.9
Percentage of teachers in first 3 years	11%	24%	20%

Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.9%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Marginally compliant



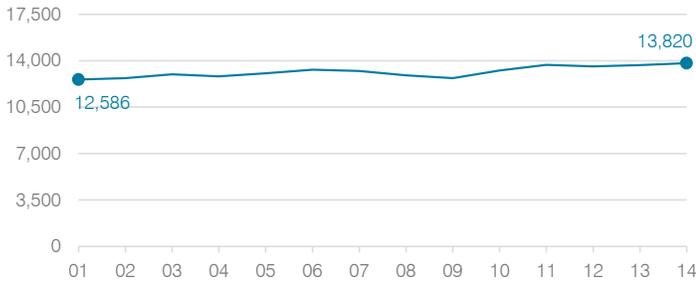
Tempe Union High School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	58.0	57.1	58.0	58.6	58.9	59.6	59.7	59.9	56.8	56.7	56.4	53.8	53.5	52.7

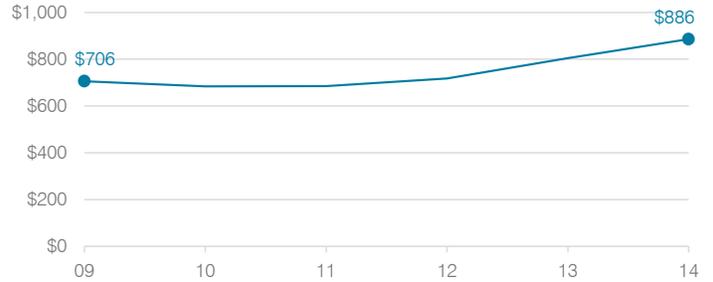
OPERATIONAL TRENDS

Fiscal years as indicated

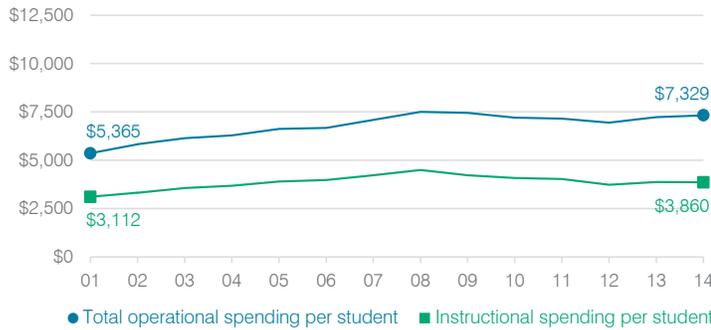
Students attending



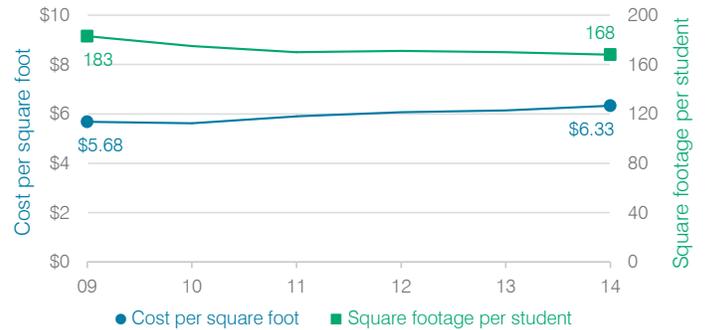
Administrative cost per student



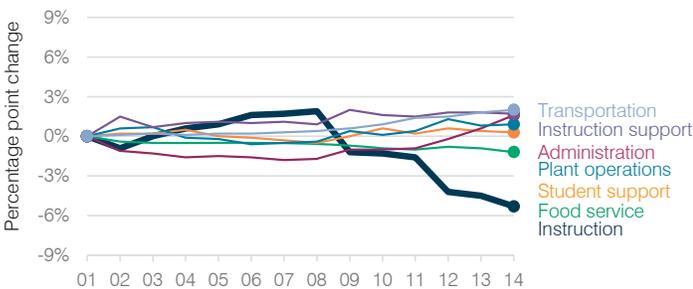
Total operational and instructional spending per student



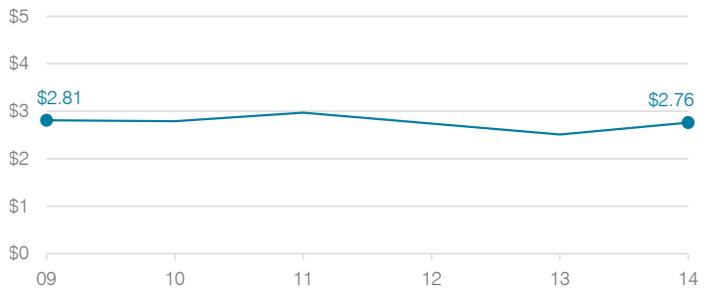
Plant cost per square foot and square footage per student



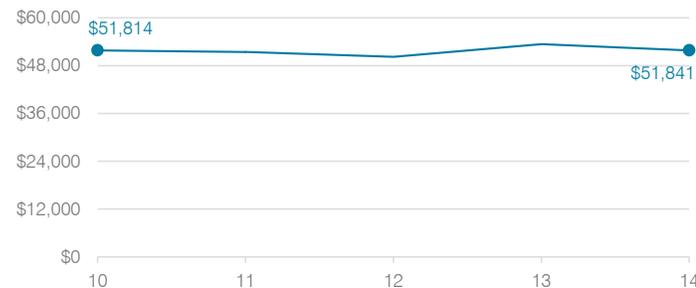
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



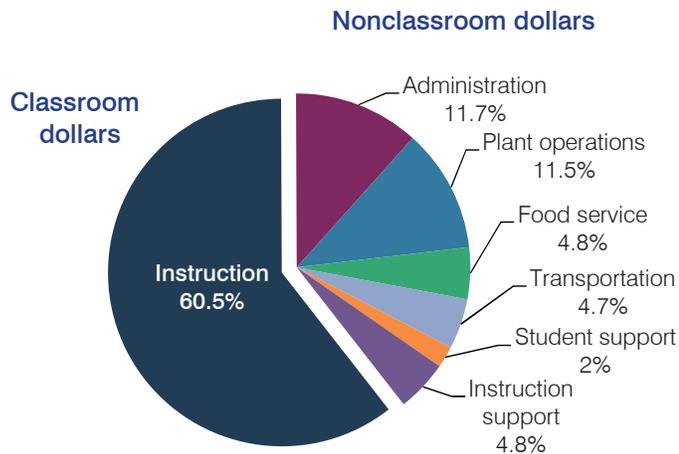
Thatcher Unified School District

Graham County
 Efficiency peer groups 5 and T-6, Achievement peer group 4
 Legislative district(s): 14

District size, location: Medium, Town
 Students attending: 1,606
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 14 percent. Spending in the classroom decreased overall from 62.4 to 60.5 percent. Overall, spending on instruction support increased substantially and spending on transportation increased slightly, while spending on administration and plant operations decreased slightly. Spending on other nonclassroom areas remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$665	\$1,016	\$757
	Students per administrator	85	54	68
Plant operations	Cost per square foot	\$3.80	\$4.71	\$6.04
	Square footage per student	172	261	153
Food service	Cost per meal equivalent	\$3.70	\$3.28	\$2.69
Transportation	Cost per mile	\$3.29	\$3.73	\$3.62
	Cost per rider	\$479	\$512	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$5,687	\$5,701	\$8,082	\$7,578	\$10,667
Classroom dollars	3,401	3,451	4,193	4,073	6,495
Nonclassroom dollars:	2,286	2,250	3,889	3,505	4,172
Administration	686	665	1,016	757	1,160
Plant operations	661	654	1,145	923	1,008
Food service	289	276	389	405	429
Transportation	221	266	477	373	464
Student support	107	114	563	600	594
Instruction support	322	275	299	447	517

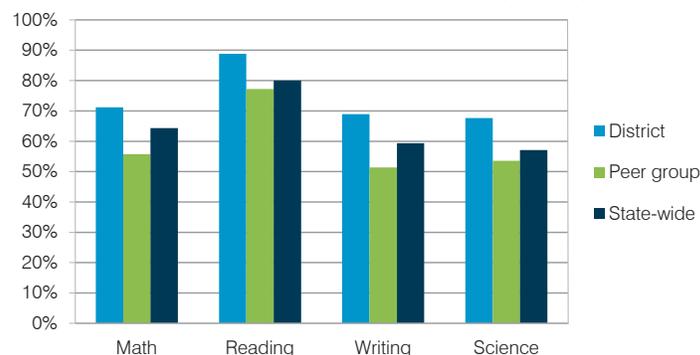
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2013)	96%	86%	75%
Poverty rate (2013)	17%	15%	24%
Students per teacher	18.9	16.1	18.6
Average teacher salary	\$36,247	\$41,932	\$46,026
Amount from Proposition 301	\$5,531	\$4,526	\$4,810
Average years of teacher experience	12.6	10.2	10.9
Percentage of teachers in first 3 years	19%	21%	20%

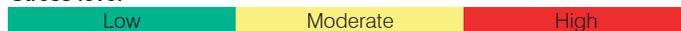
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



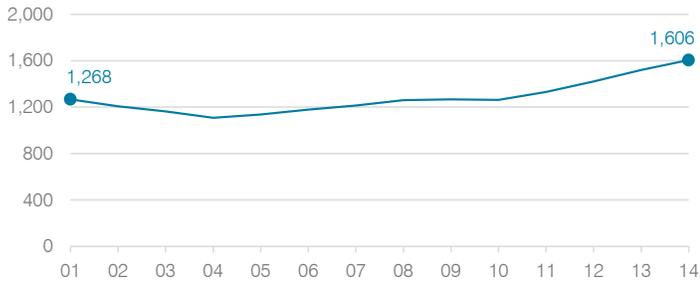
Thatcher Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	58.8	60.1	59.1	56.6	61.1	59.9	61.6	62.2	62.4	60.8	58.8	57.7	59.8	60.5

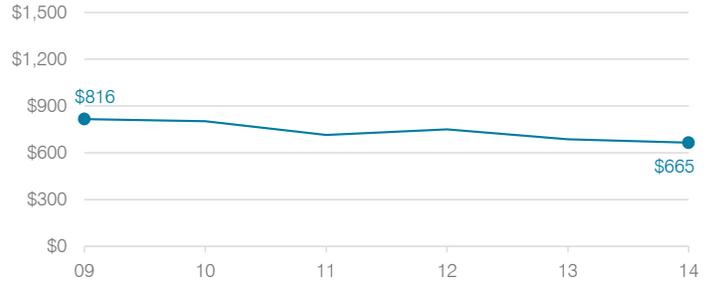
OPERATIONAL TRENDS

Fiscal years as indicated

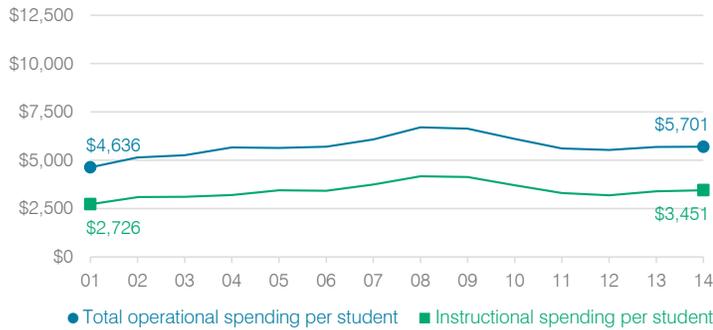
Students attending



Administrative cost per student



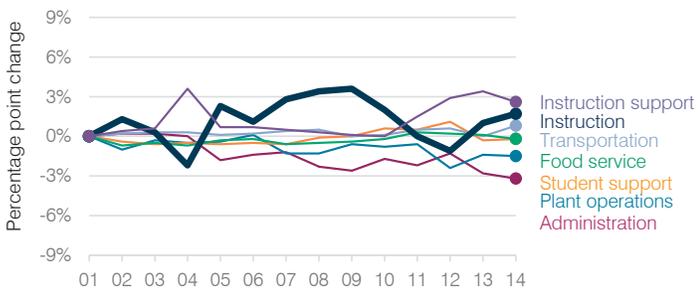
Total operational and instructional spending per student



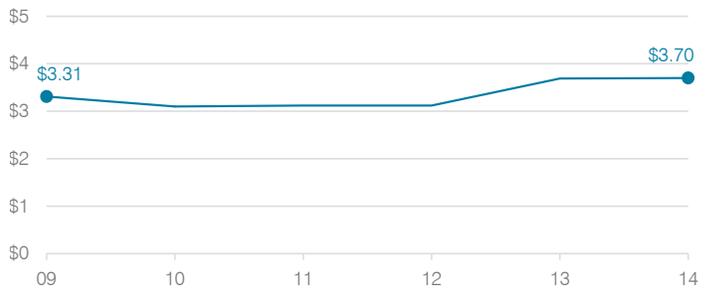
Plant cost per square foot and square footage per student



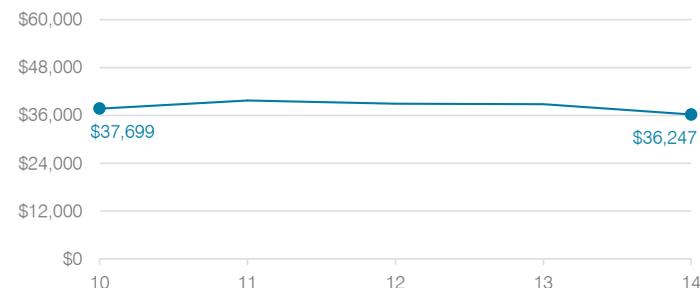
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



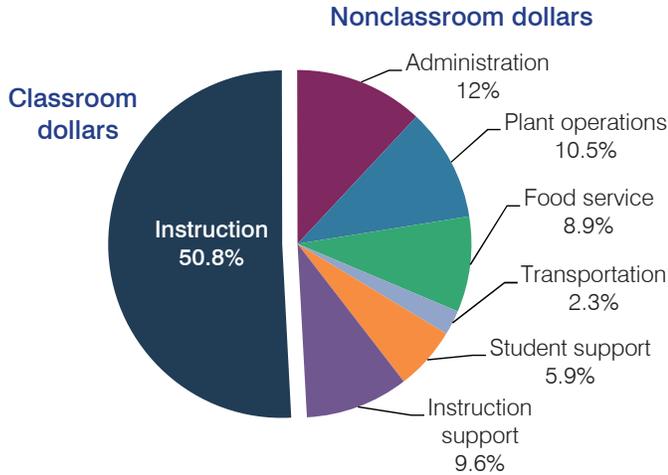
Tolleson Elementary School District

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

District size, location: Medium-large, Suburb
 Students attending: 2,636
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 10 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 54.8 to 50.8 percent. Overall, spending on plant operations, food service, and instruction support increased, while spending on student support decreased and spending on administration decreased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$855	\$895	\$757
	Students per administrator	76	69	68
Plant operations	Cost per square foot	\$5.02	\$6.19	\$6.04
	Square footage per student	149	143	153
Food service	Cost per meal equivalent	\$2.38	\$2.48	\$2.69
Transportation	Cost per mile	\$6.57	\$6.52	\$3.62
	Cost per rider	\$866	\$710	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$7,277	\$7,108	\$7,656	\$7,578	\$10,667
Classroom dollars	3,609	3,611	3,929	4,073	6,495
Nonclassroom dollars:	3,668	3,497	3,727	3,505	4,172
Administration	895	855	895	757	1,160
Plant operations	759	747	879	923	1,008
Food service	618	630	558	405	429
Transportation	133	162	291	373	464
Student support	382	419	580	600	594
Instruction support	881	684	524	447	517

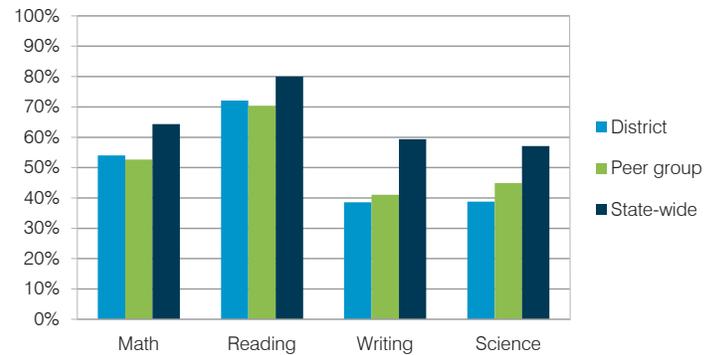
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	33%	36%	24%
Students per teacher	20.4	17.3	18.6
Average teacher salary	\$45,594	\$40,844	\$46,026
Amount from Proposition 301	\$1,478	\$3,471	\$4,810
Average years of teacher experience	8.8	9.4	10.9
Percentage of teachers in first 3 years	28%	29%	20%

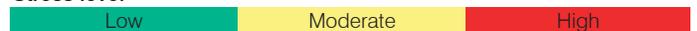
Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	< \$1,000, isolated
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.5%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



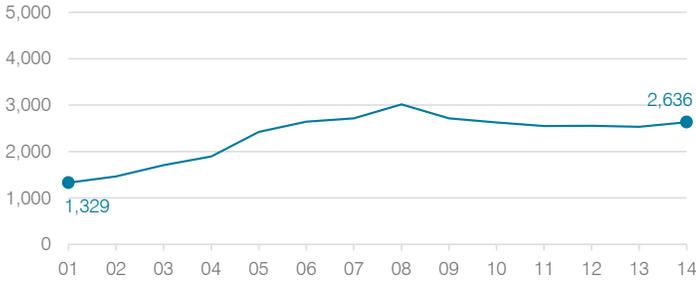
Tolleson Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	54.9	57.7	56.9	57.1	57.2	53.5	54.9	52.3	54.8	55.1	56.5	50.2	49.6	50.8

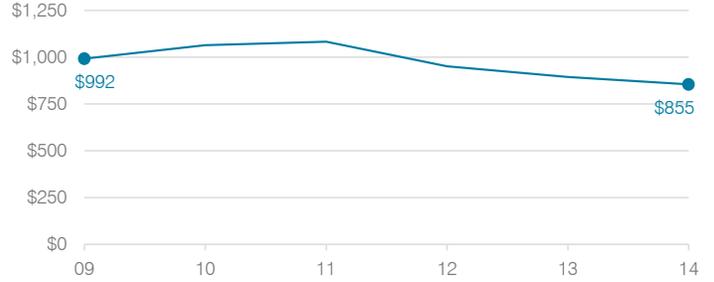
OPERATIONAL TRENDS

Fiscal years as indicated

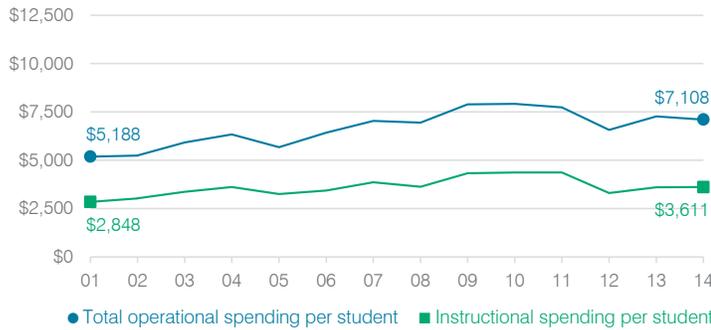
Students attending



Administrative cost per student



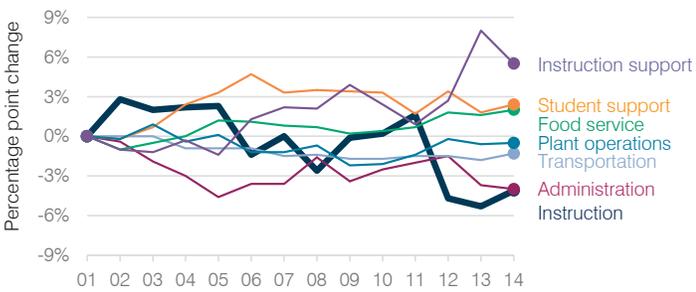
Total operational and instructional spending per student



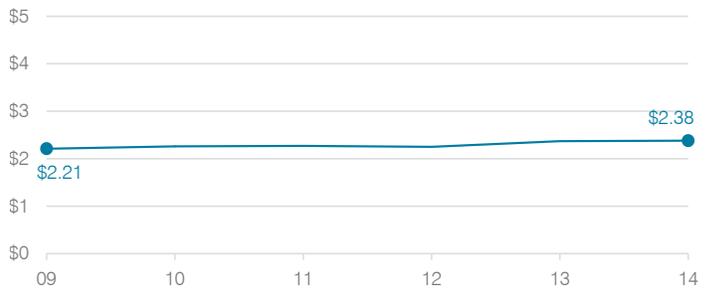
Plant cost per square foot and square footage per student



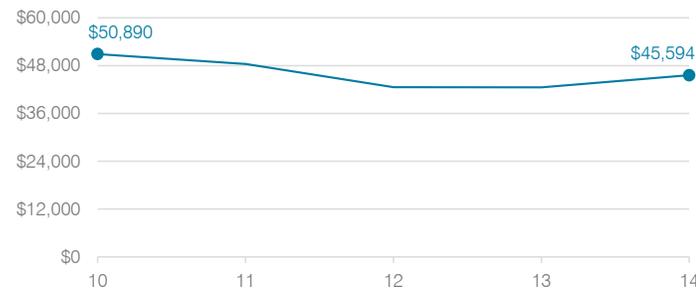
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



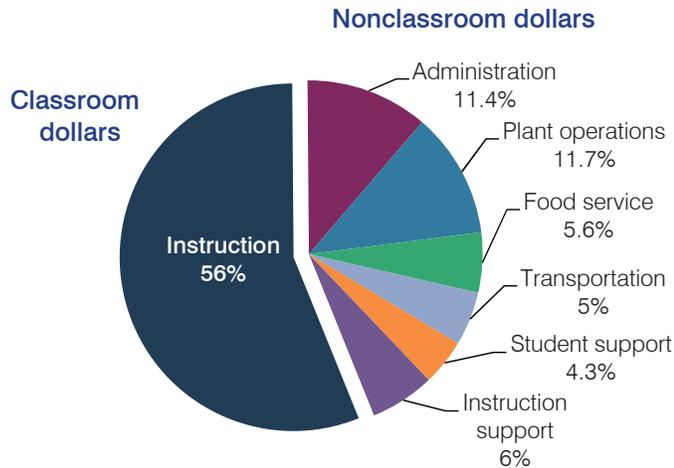
Tolleson Union High School District

Maricopa County
 Efficiency peer groups 2 and T-4, Achievement peer group 8
 Legislative district(s): 19, 27, and 29

District size, location: Large, Suburb
 Students attending: 10,554
 Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 9 percent. Spending in the classroom varied year to year, increasing overall from 54.7 to 56 percent. Overall, spending on student support decreased substantially and spending on plant operations decreased, while spending on food service and instruction support increased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$708	\$685	\$757
	Students per administrator	93	68	68
Plant operations	Cost per square foot	\$5.82	\$6.29	\$6.04
	Square footage per student	124	147	153
Food service	Cost per meal equivalent	\$2.41	\$2.68	\$2.69
Transportation	Cost per mile	\$4.08	\$3.54	\$3.62
	Cost per rider	\$1,071	\$1,065	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$5,990	\$6,198	\$7,122	\$7,578	\$10,667
Classroom dollars	3,269	3,472	3,815	4,073	6,495
Nonclassroom dollars:	2,721	2,726	3,307	3,505	4,172
Administration	680	708	685	757	1,160
Plant operations	767	723	912	923	1,008
Food service	333	347	339	405	429
Transportation	312	307	360	373	464
Student support	255	269	533	600	594
Instruction support	374	372	478	447	517

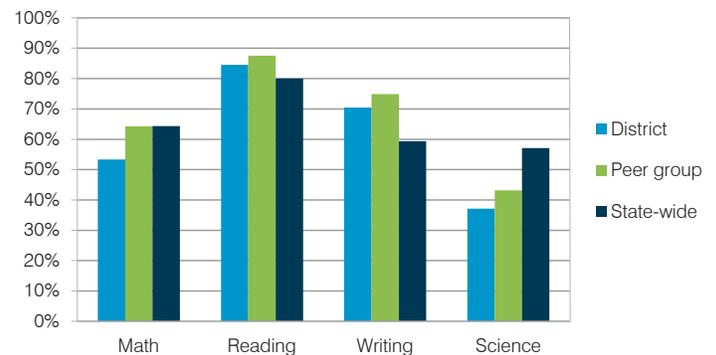
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	95%
Graduation rate (2013)	80%	80%	75%
Poverty rate (2013)	23%	19%	24%
Students per teacher	23.5	22.8	18.6
Average teacher salary	\$45,920	\$48,393	\$46,026
Amount from Proposition 301	\$7,715	\$6,719	\$4,810
Average years of teacher experience	6.7	9.6	10.9
Percentage of teachers in first 3 years	38%	24%	20%

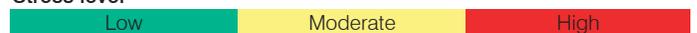
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



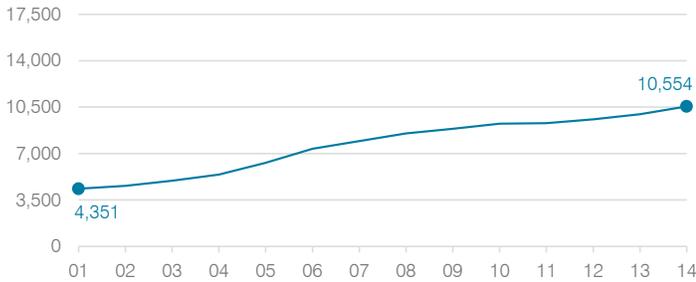
Tolleson Union High School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	54.7	53.9	57.0	59.0	59.9	61.4	57.3	55.3	54.7	57.9	57.3	56.4	54.6	56.0

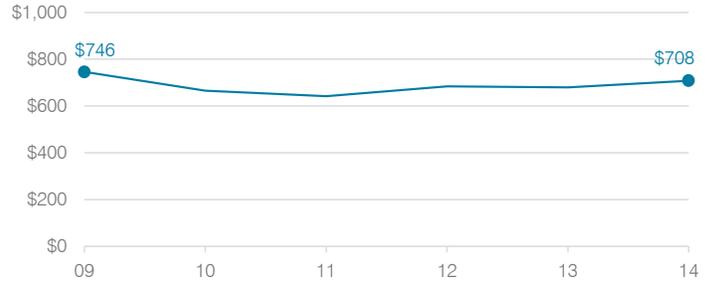
OPERATIONAL TRENDS

Fiscal years as indicated

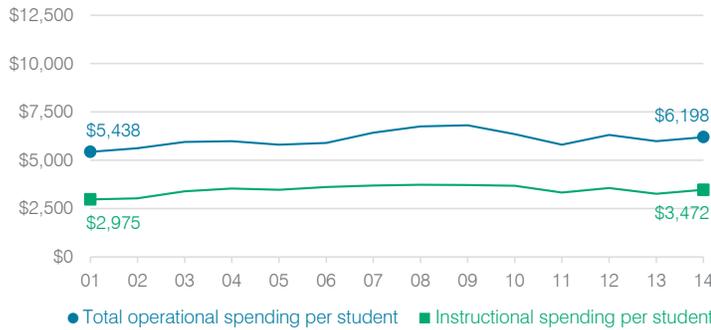
Students attending



Administrative cost per student



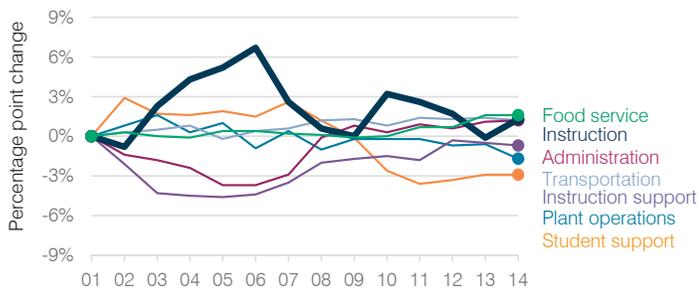
Total operational and instructional spending per student



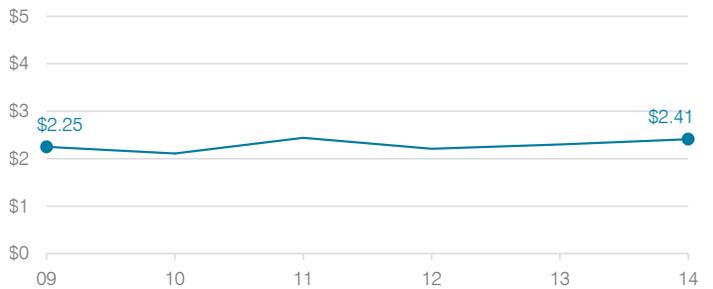
Plant cost per square foot and square footage per student



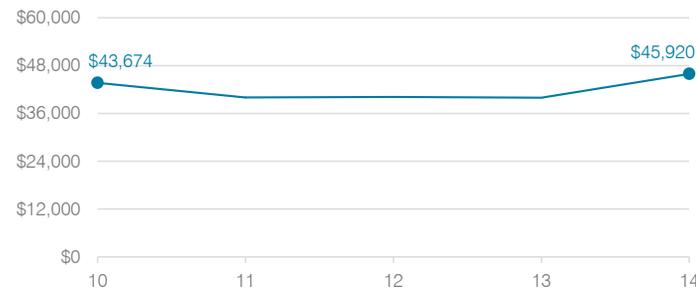
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



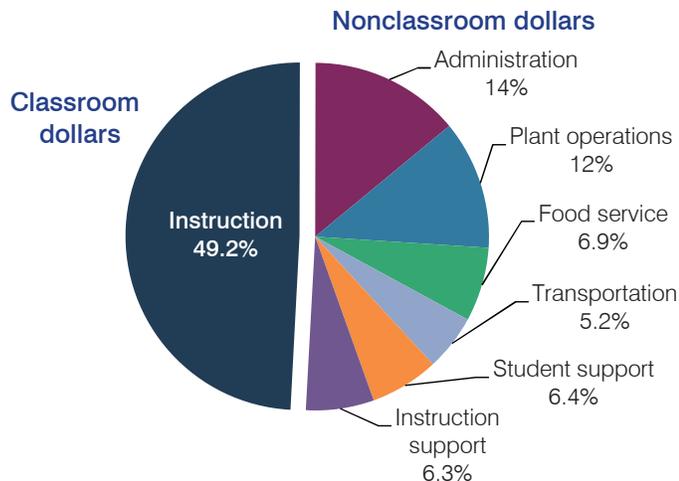
Toltec Elementary School District

Pinal County
 Efficiency peer groups 9 and T-6, Achievement peer group 17
 Legislative district(s): 11

District size, location: Medium, Rural
 Students attending: 1,117
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Student enrollment decreased by 21 percent, which contributed to the 19 percent increase in total spending per pupil. Spending in the classroom decreased overall from 59 to 49.2 percent. Overall, spending on administration, student support, and instruction support increased substantially and spending on plant operations increased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,049	\$974	\$757
	Students per administrator	80	65	68
Plant operations	Cost per square foot	\$5.81	\$6.55	\$6.04
	Square footage per student	155	140	153
Food service	Cost per meal equivalent	\$3.30	\$2.82	\$2.69
Transportation	Cost per mile	\$3.32	\$3.73	\$3.62
	Cost per rider	NR	\$512	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$6,215	\$7,498	\$7,678	\$7,578	\$10,667
Classroom dollars	2,824	3,692	3,796	4,073	6,495
Nonclassroom dollars:	3,391	3,806	3,882	3,505	4,172
Administration	860	1,049	974	757	1,160
Plant operations	905	902	902	923	1,008
Food service	403	519	549	405	429
Transportation	468	386	496	373	464
Student support	457	477	463	600	594
Instruction support	298	473	498	447	517

STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

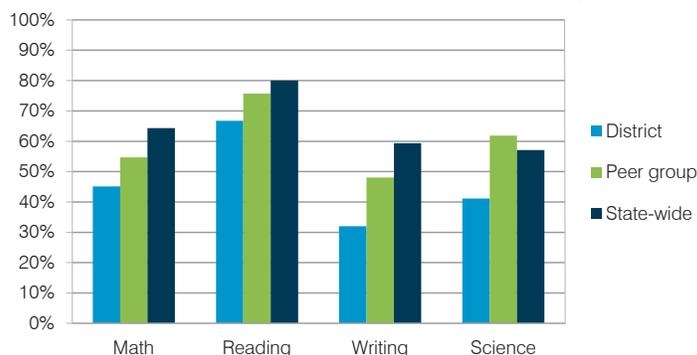
ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools ¹	Percentage of schools
A	0	0%
B	0	0%
C	3	100%
D	0	0%
F	0	0%
Not rated	0	0%

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	18%	20%	24%
Students per teacher	16.0	12.3	18.6
Average teacher salary	\$35,969	\$43,736	\$46,026
Amount from Proposition 301	\$1,901	\$3,455	\$4,810
Average years of teacher experience	9.5	11.8	10.9
Percentage of teachers in first 3 years	10%	15%	20%

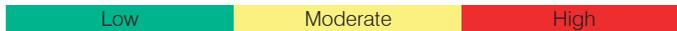
Financial stress assessment

Overall financial stress level: **High**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	Voter-rejected
Operating reserve percentage (max. 4%), trend	2.0%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



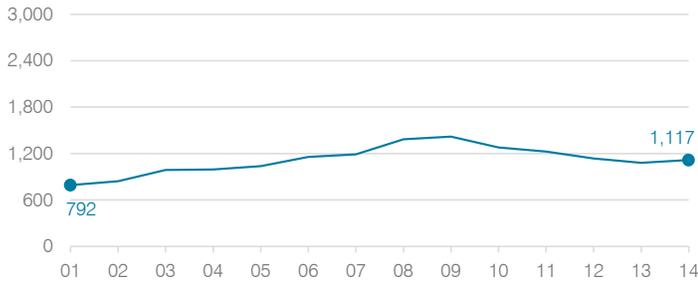
Toltec Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	61.0	60.0	58.1	57.5	62.3	64.6	59.0	58.0	59.0	53.9	49.9	44.9	45.4	49.2

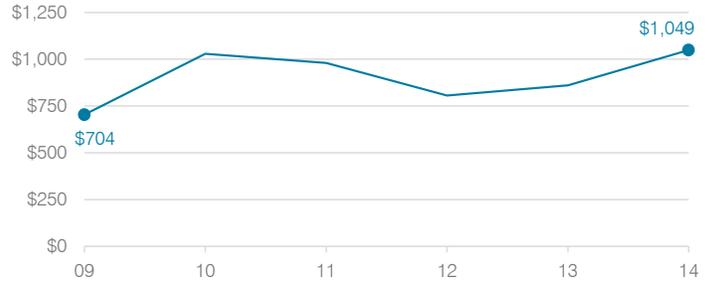
OPERATIONAL TRENDS

Fiscal years as indicated

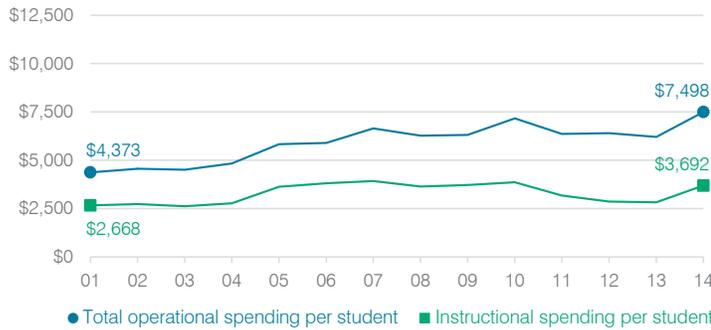
Students attending



Administrative cost per student



Total operational and instructional spending per student



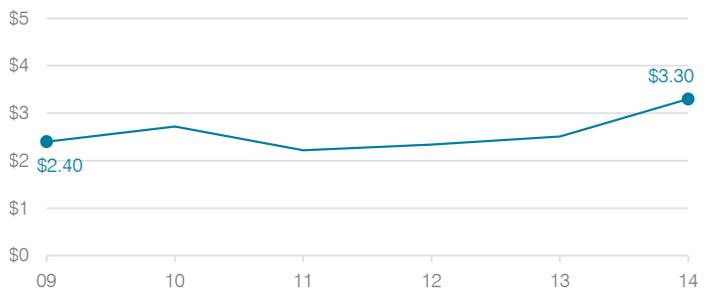
Plant cost per square foot and square footage per student



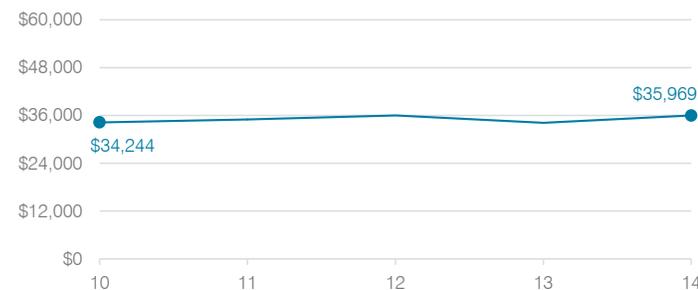
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider

Transportation costs per mile and per rider trends are not shown because the District did not report reliable data during multiple years.

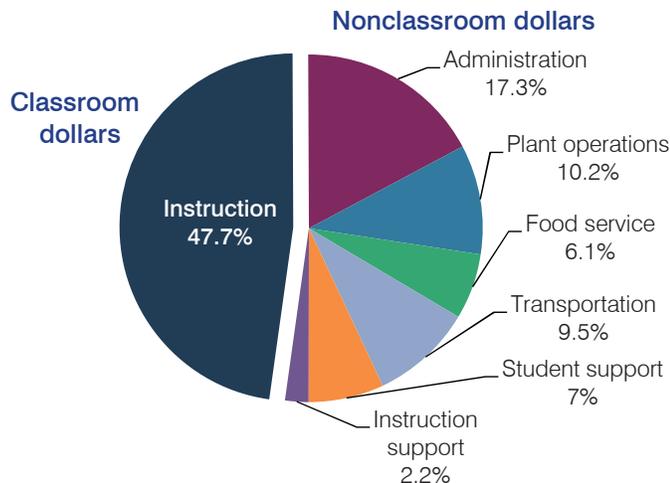
Tombstone Unified School District

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

District size, location: Medium, Rural
 Students attending: 931
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 11 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 52.2 to 47.7 percent. Overall, spending on administration and transportation increased substantially and spending on food service increased, while spending on plant operations decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,449	\$1,016	\$757
	Students per administrator	42	54	68
Plant operations	Cost per square foot	\$3.43	\$4.71	\$6.04
	Square footage per student	249	261	153
Food service	Cost per meal equivalent	\$3.62	\$3.28	\$2.69
Transportation	Cost per mile	\$2.24	\$2.32	\$3.62
	Cost per rider	\$1,035	\$981	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$8,759	\$8,384	\$8,082	\$7,578	\$10,667
Classroom dollars	4,397	4,002	4,193	4,073	6,495
Nonclassroom dollars:	4,362	4,382	3,889	3,505	4,172
Administration	1,389	1,449	1,016	757	1,160
Plant operations	1,016	853	1,145	923	1,008
Food service	508	510	389	405	429
Transportation	707	799	477	373	464
Student support	597	587	563	600	594
Instruction support	145	184	299	447	517

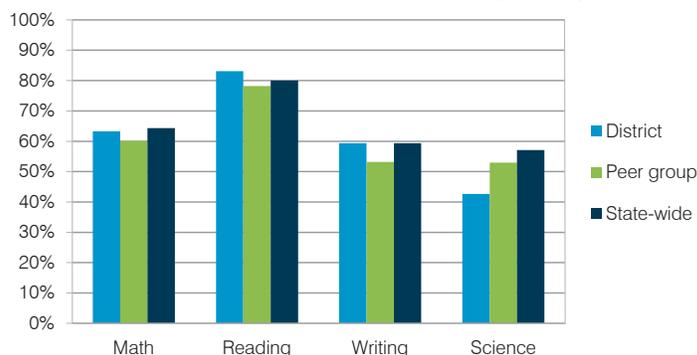
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	94%	95%
Graduation rate (2013)	91%	80%	75%
Poverty rate (2013)	25%	24%	24%
Students per teacher	17.1	17.3	18.6
Average teacher salary	\$38,108	\$42,872	\$46,026
Amount from Proposition 301	\$4,625	\$5,022	\$4,810
Average years of teacher experience	11.2	12.1	10.9
Percentage of teachers in first 3 years	15%	19%	20%

Financial stress assessment

Overall financial stress level: **High**

Measure: 2012 through 2014	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.3%, Decreasing
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Noncompliant



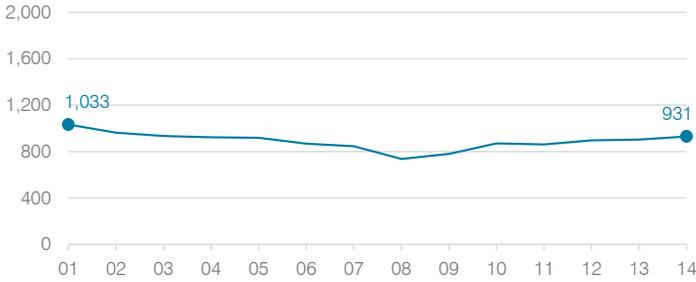
Tombstone Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	57.6	55.0	55.5	56.4	56.2	50.9	47.7	47.2	52.2	47.5	46.5	47.3	50.2	47.7

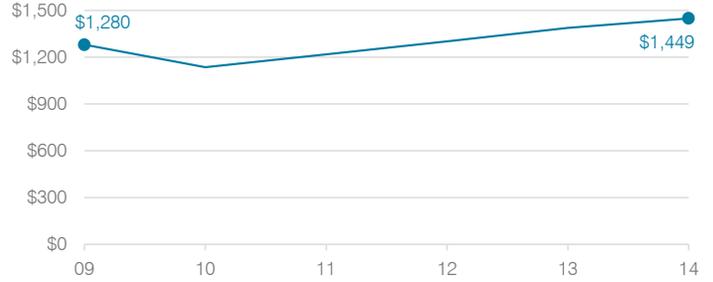
OPERATIONAL TRENDS

Fiscal years as indicated

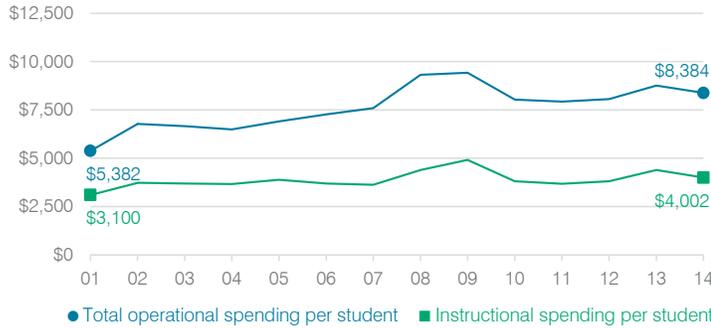
Students attending



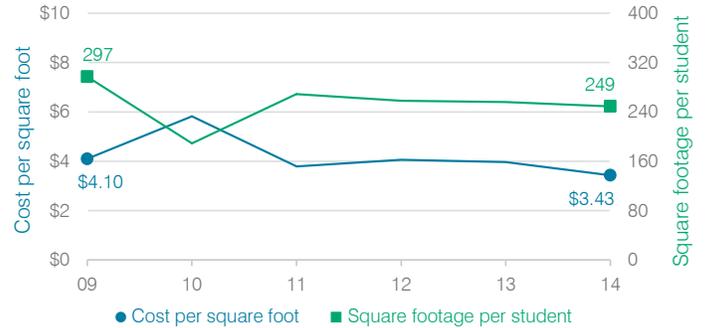
Administrative cost per student



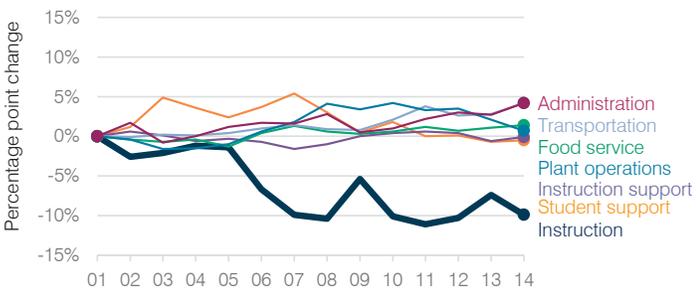
Total operational and instructional spending per student



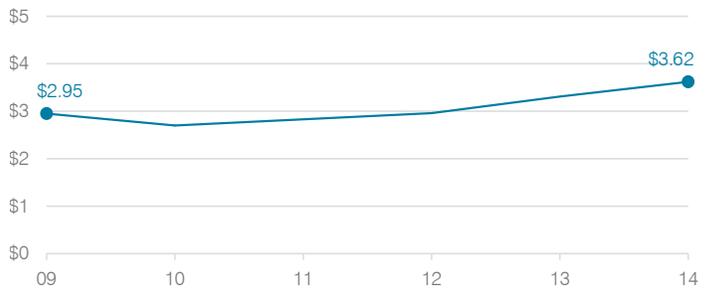
Plant cost per square foot and square footage per student



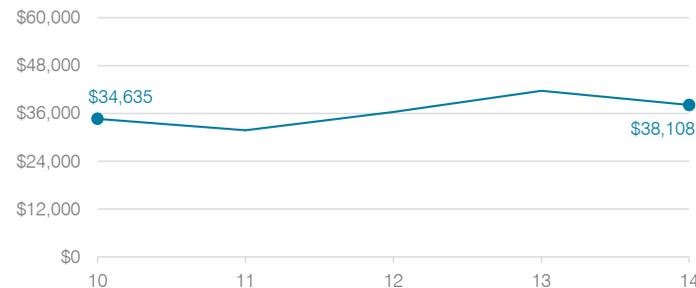
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Tonto Basin Elementary School District

Gila County

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

Legislative district(s): 6

District size, location:

Very small, Rural

Students attending:

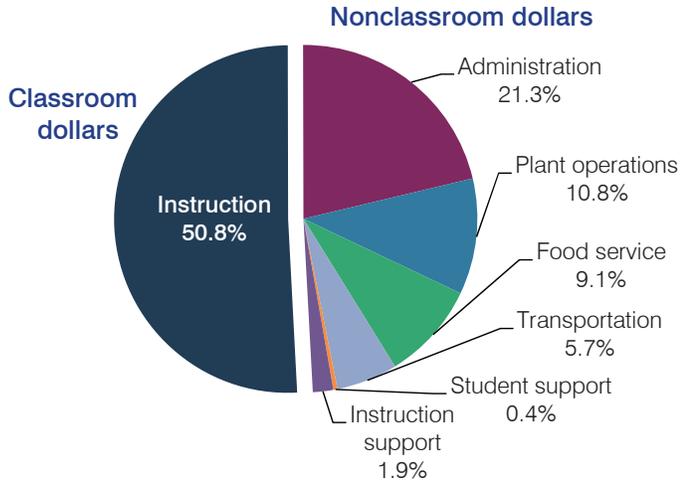
56

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 28 percent. Spending in the classroom decreased overall from 53.5 to 50.8 percent. Spending on most nonclassroom areas varied year to year, as is common for very small districts. Overall, spending on administration increased substantially and spending on instruction support increased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$4,242	\$2,835	\$757
	Students per administrator	17	28	68
Plant operations	Cost per square foot	\$7.18	\$6.51	\$6.04
	Square footage per student	299	351	153
Food service	Cost per meal equivalent	\$4.96	\$5.02	\$2.69
Transportation	Cost per mile	\$1.55	\$1.61	\$3.62
	Cost per rider	\$2,125	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$15,093	\$19,904	\$16,101	\$7,578	\$10,667
Classroom dollars	7,999	10,101	8,231	4,073	6,495
Nonclassroom dollars:	7,094	9,803	7,870	3,505	4,172
Administration	2,908	4,242	2,835	757	1,160
Plant operations	1,398	2,149	2,137	923	1,008
Food service	1,453	1,816	901	405	429
Transportation	868	1,129	1,072	373	464
Student support	154	86	536	600	594
Instruction support	313	381	389	447	517

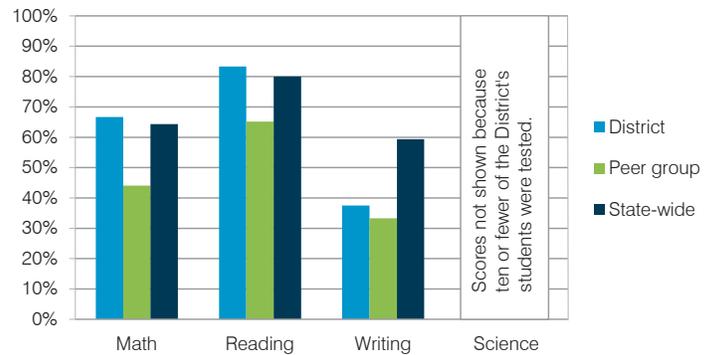
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	46%	51%	24%
Students per teacher	9.4	12.6	18.6
Average teacher salary	\$52,031	\$43,853	\$46,026
Amount from Proposition 301	\$3,090	\$2,969	\$4,810
Average years of teacher experience	16.7	13.4	10.9
Percentage of teachers in first 3 years	0%	9%	20%

Financial stress assessment

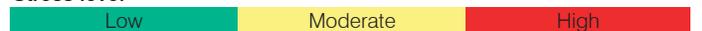
Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Assessment

Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



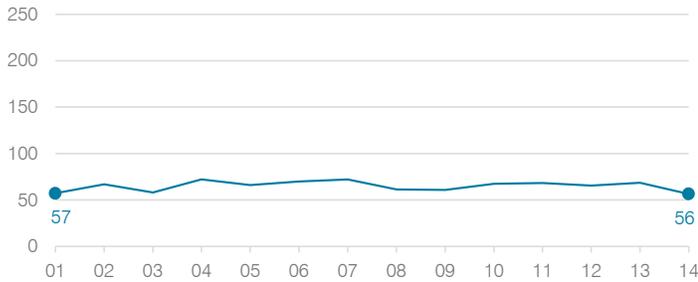
Tonto Basin Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	59.3	65.3	53.8	57.3	56.2	54.0	53.0	54.0	53.5	52.5	52.2	52.0	53.0	50.8

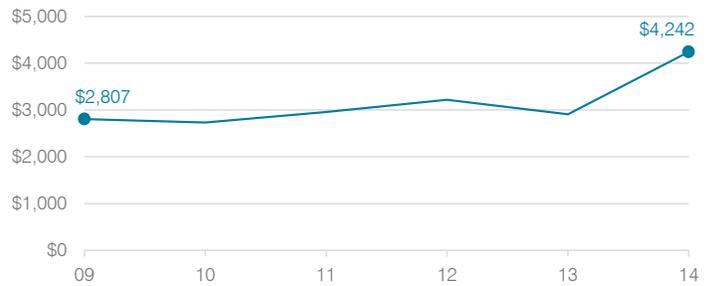
OPERATIONAL TRENDS

Fiscal years as indicated

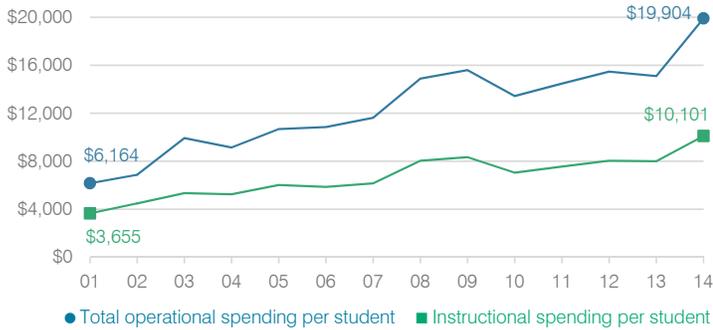
Students attending



Administrative cost per student



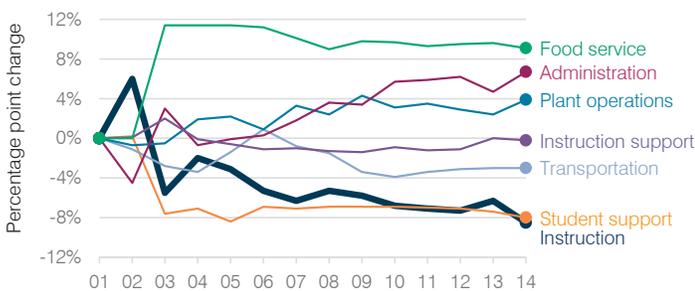
Total operational and instructional spending per student



Plant cost per square foot and square footage per student



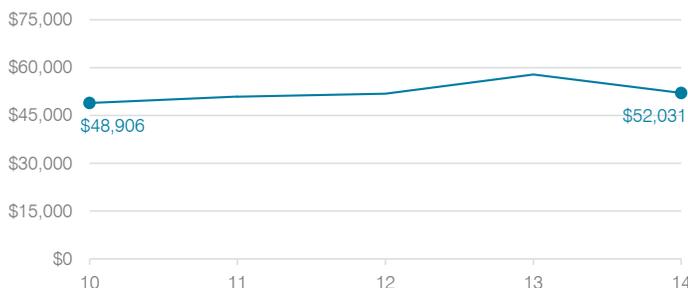
Changes in operational spending percentages



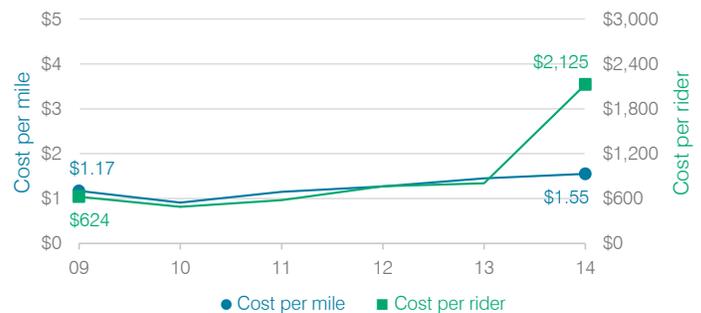
Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Topock Elementary School District

Mohave County

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

Legislative district(s): 5

District size, location:

Very small, Rural

Students attending:

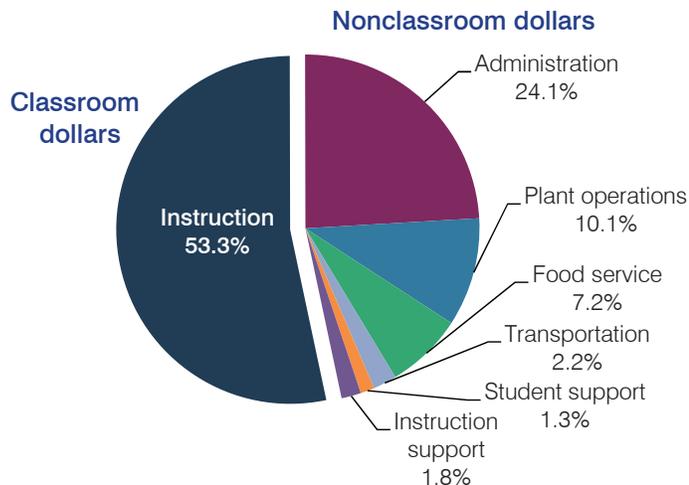
115

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 9 percent. Spending in the classroom varied year to year, decreasing overall from 58.3 to 53.3 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration increased substantially and spending on plant operations increased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,593	\$2,835	\$757
	Students per administrator	38	28	68
Plant operations	Cost per square foot	\$4.72	\$6.51	\$6.04
	Square footage per student	229	351	153
Food service	Cost per meal equivalent	\$1.49	\$5.02	\$2.69
Transportation	Cost per mile	\$1.26	\$1.61	\$3.62
	Cost per rider	\$271	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$10,402	\$10,738	\$16,101	\$7,578	\$10,667
Classroom dollars	5,709	5,727	8,231	4,073	6,495
Nonclassroom dollars:	4,693	5,011	7,870	3,505	4,172
Administration	1,686	2,593	2,835	757	1,160
Plant operations	790	1,081	2,137	923	1,008
Food service	1,046	773	901	405	429
Transportation	294	239	1,072	373	464
Student support	107	135	536	600	594
Instruction support	770	190	389	447	517

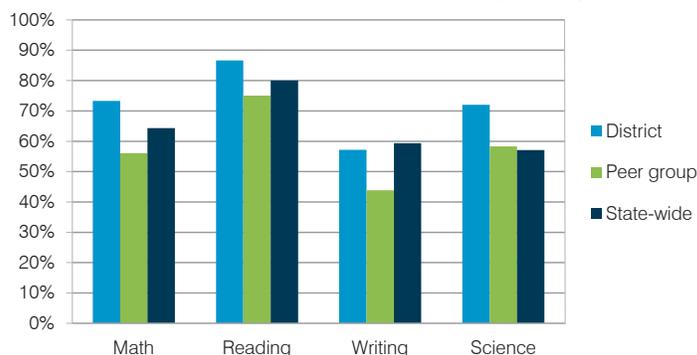
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	28%	30%	24%
Students per teacher	14.3	13.0	18.6
Average teacher salary	\$45,771	\$44,780	\$46,026
Amount from Proposition 301	\$4,025	\$3,720	\$4,810
Average years of teacher experience	9.6	14.2	10.9
Percentage of teachers in first 3 years	14%	15%	20%

Financial stress assessment

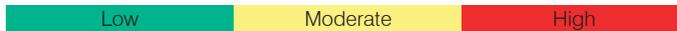
Overall financial stress level: **High**

Measure: 2012 through 2014

Assessment

Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	Operating and capital
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	1.1%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Noncompliant

Stress level



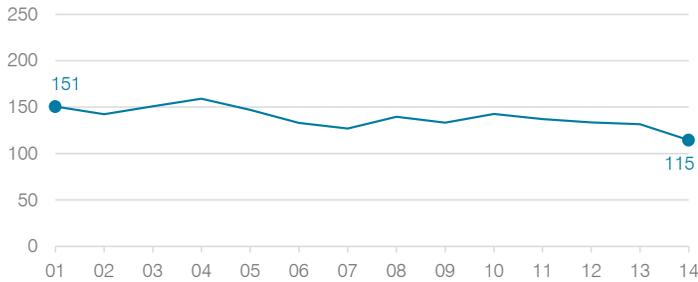
Topock Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	62.3	60.7	58.8	59.1	54.5	56.4	56.2	52.4	58.3	51.0	55.6	58.7	54.9	53.3

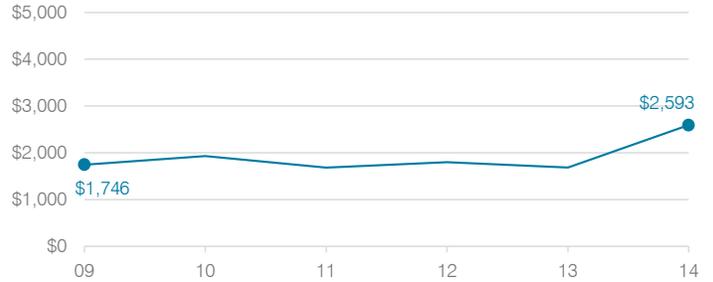
OPERATIONAL TRENDS

Fiscal years as indicated

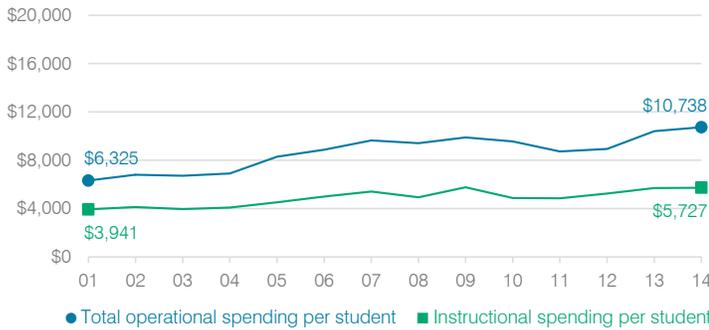
Students attending



Administrative cost per student



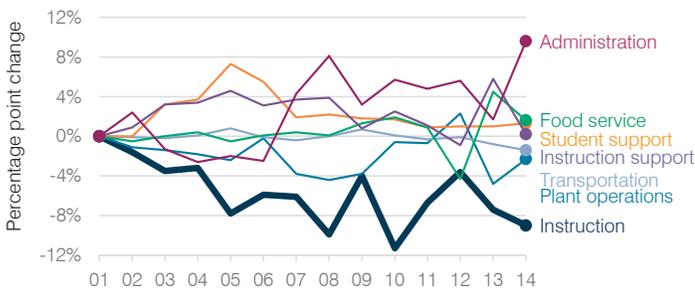
Total operational and instructional spending per student



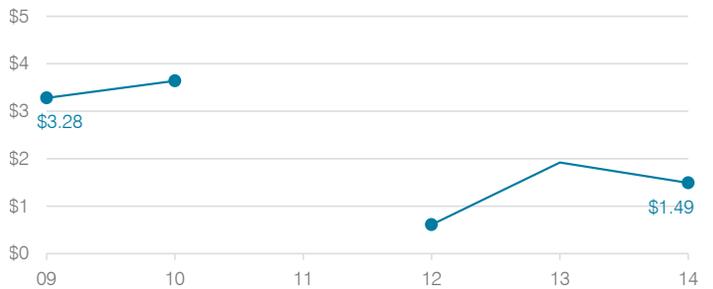
Plant cost per square foot and square footage per student



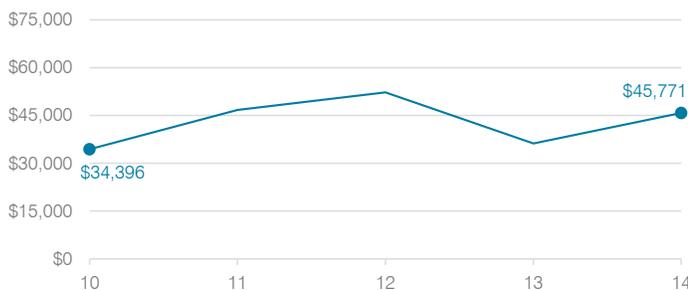
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



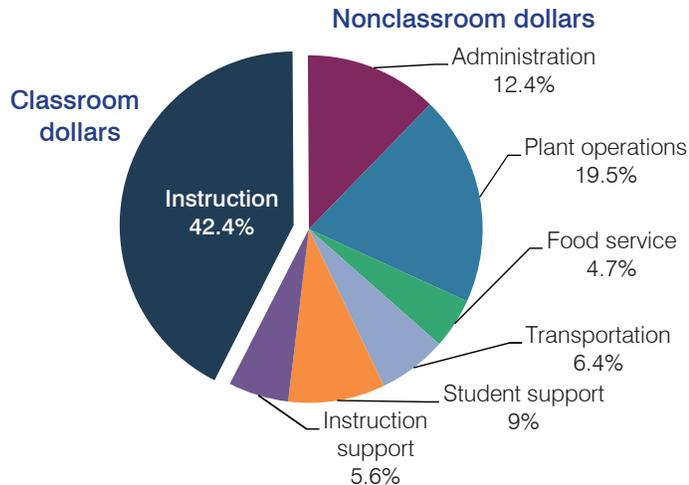
Tuba City Unified School District

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

District size, location: Medium, Town
 Students attending: 1,566
 Number of schools: 7

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 8 percent. Spending in the classroom varied year to year, decreasing overall from 44.5 to 42.4 percent. Overall, spending on plant operations increased substantially and spending on instruction support increased, while spending on student support decreased. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,857	\$1,016	\$757
	Students per administrator	35	54	68
Plant operations	Cost per square foot	\$7.19	\$4.71	\$6.04
	Square footage per student	409	261	153
Food service	Cost per meal equivalent	\$3.31	\$3.28	\$2.69
Transportation	Cost per mile	\$2.71	\$2.32	\$3.62
	Cost per rider	\$1,363	\$981	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$12,751	\$15,023	\$8,082	\$7,578	\$10,667
Classroom dollars	5,378	6,368	4,193	4,073	6,495
Nonclassroom dollars:	7,373	8,655	3,889	3,505	4,172
Administration	1,761	1,857	1,016	757	1,160
Plant operations	2,418	2,936	1,145	923	1,008
Food service	573	709	389	405	429
Transportation	864	965	477	373	464
Student support	1,229	1,347	563	600	594
Instruction support	528	841	299	447	517

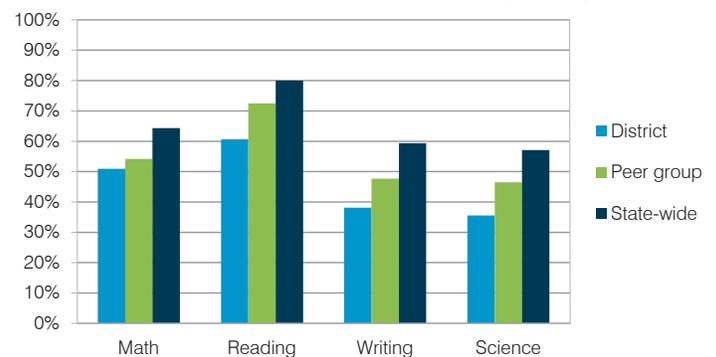
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	1	14%
C	4	58%
D	1	14%
F	0	0%
Not rated	1	14%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	95%
Graduation rate (2013)	63%	78%	75%
Poverty rate (2013)	33%	32%	24%
Students per teacher	13.1	16.5	18.6
Average teacher salary	\$49,487	\$43,049	\$46,026
Amount from Proposition 301	\$4,803	\$5,173	\$4,810
Average years of teacher experience	11.8	12.0	10.9
Percentage of teachers in first 3 years	6%	19%	20%

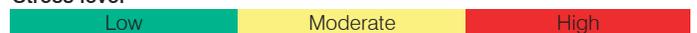
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.9%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



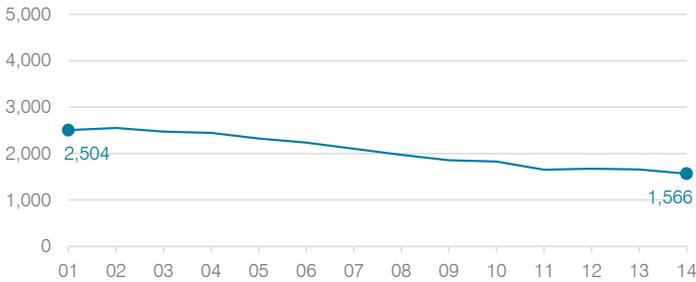
Tuba City Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	47.4	47.7	47.4	47.5	47.7	47.9	44.8	43.7	44.5	43.3	41.1	42.7	42.2	42.4

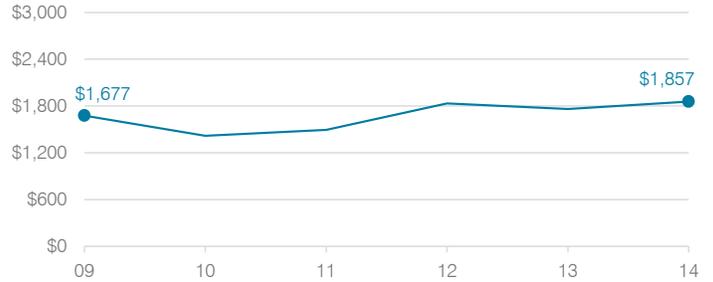
OPERATIONAL TRENDS

Fiscal years as indicated

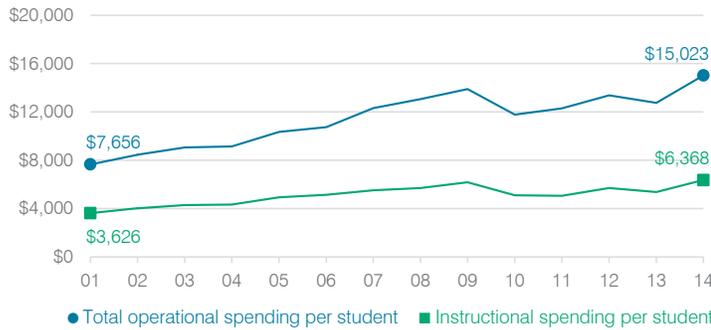
Students attending



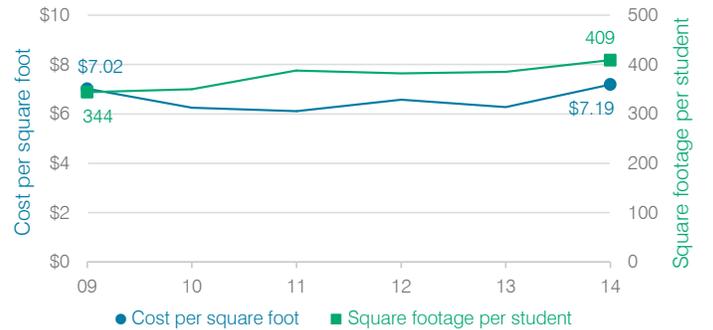
Administrative cost per student



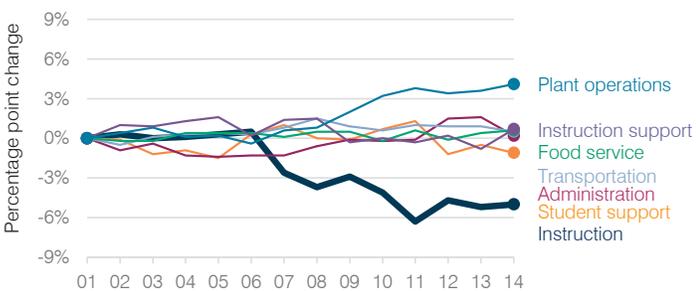
Total operational and instructional spending per student



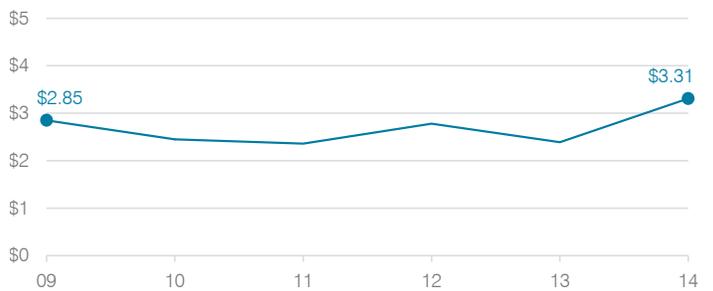
Plant cost per square foot and square footage per student



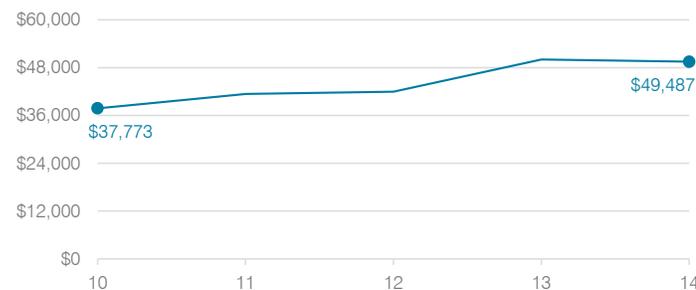
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



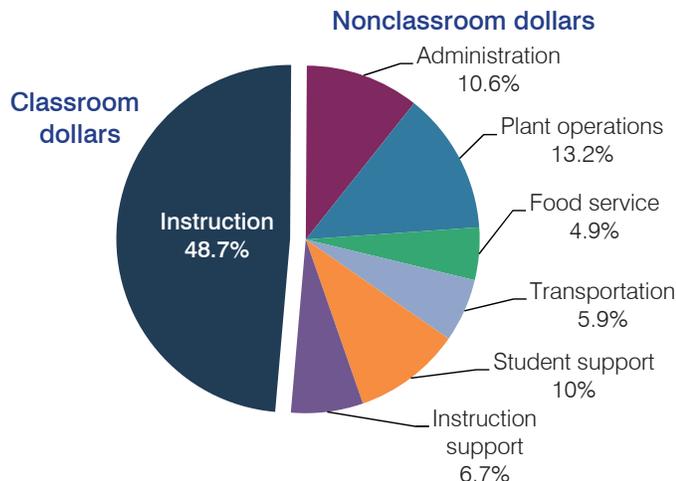
Tucson Unified School District

Pima County
 Efficiency peer groups 1 and T-5, Achievement peer group 3
 Legislative district(s): 2, 3, 4, 9, and 10

District size, location: Very large, City
 Students attending: 46,827
 Number of schools: 86

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 2 percent. Spending in the classroom decreased from 53.5 to 48.7 percent. Spending on administration and transportation increased and spending on plant operations, food service, and student support increased slightly. Spending on instruction support remained stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$855	\$630	\$757
	Students per administrator	61	81	68
Plant operations	Cost per square foot	\$6.21	\$5.83	\$6.04
	Square footage per student	171	143	153
Food service	Cost per meal equivalent	\$2.91	\$2.72	\$2.69
Transportation	Cost per mile	\$4.79	\$3.47	\$3.62
	Cost per rider	\$1,877	\$1,326	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$8,421	\$8,080	\$7,208	\$7,578	\$10,667
Classroom dollars	4,139	3,934	4,086	4,073	6,495
Nonclassroom dollars:	4,282	4,146	3,122	3,505	4,172
Administration	865	855	630	757	1,160
Plant operations	1,162	1,063	831	923	1,008
Food service	369	397	330	405	429
Transportation	481	482	346	373	464
Student support	816	806	605	600	594
Instruction support	589	543	380	447	517

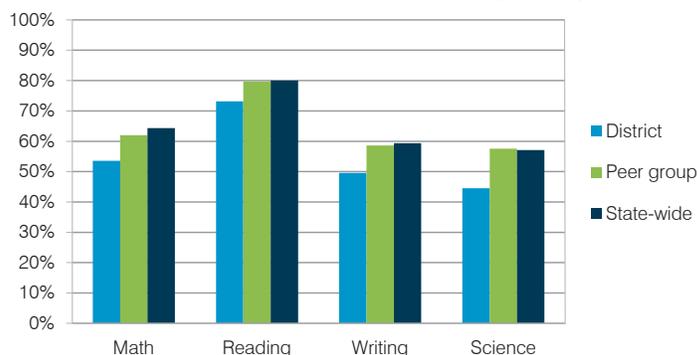
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	12	14%
B	26	30%
C	33	38%
D	9	10%
F	3	4%
Not rated	3	4%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	94%	95%
Graduation rate (2013)	80%	80%	75%
Poverty rate (2013)	26%	23%	24%
Students per teacher	18.1	18.6	18.6
Average teacher salary	\$44,040	\$45,840	\$46,026
Amount from Proposition 301	\$4,277	\$5,396	\$4,810
Average years of teacher experience	12.4	11.7	10.9
Percentage of teachers in first 3 years	16%	19%	20%

Financial stress assessment

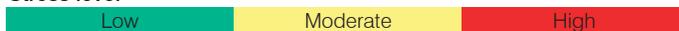
Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Assessment

Change in number of district students	Concentrated decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.7%, Varying
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level

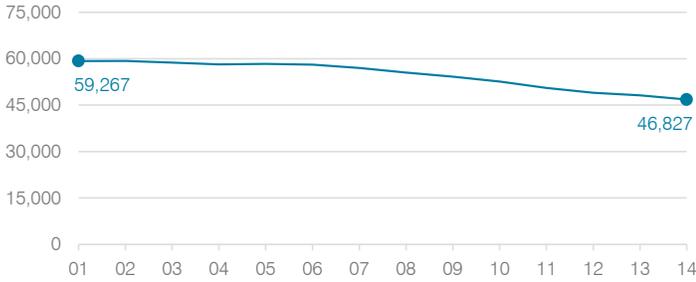


Tucson Unified School District

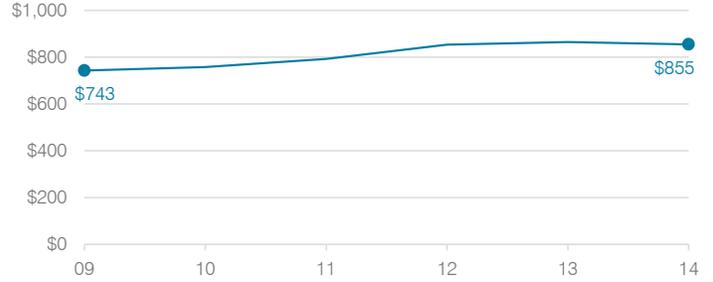
Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014
 53.9 54.7 54.9 55.0 55.4 54.9 54.3 53.4 53.5 53.9 50.4 50.6 49.2 48.7

OPERATIONAL TRENDS Fiscal years as indicated

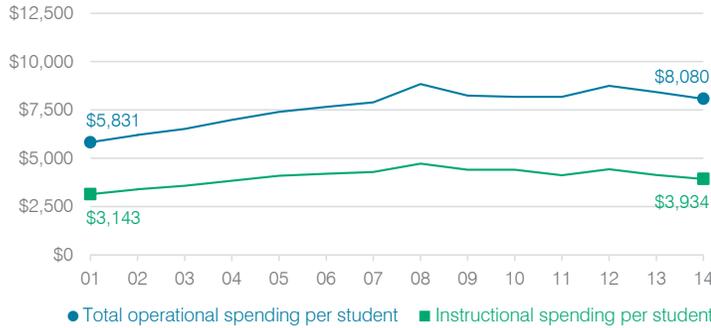
Students attending



Administrative cost per student



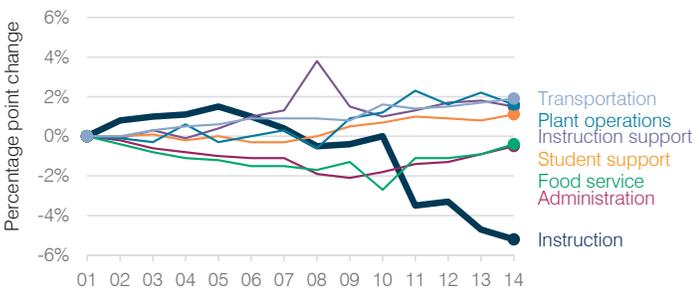
Total operational and instructional spending per student



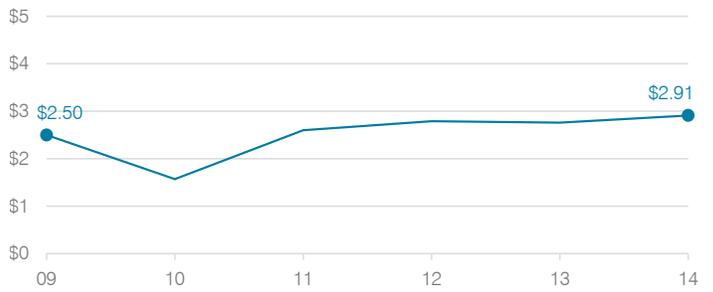
Plant cost per square foot and square footage per student



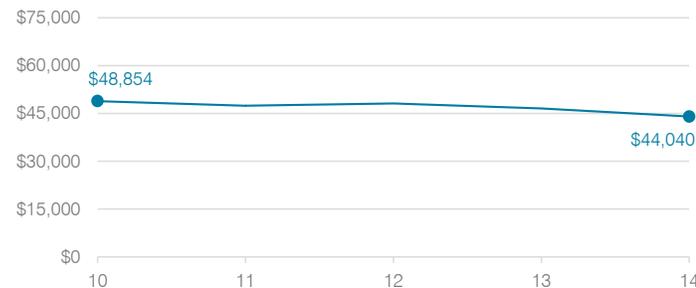
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



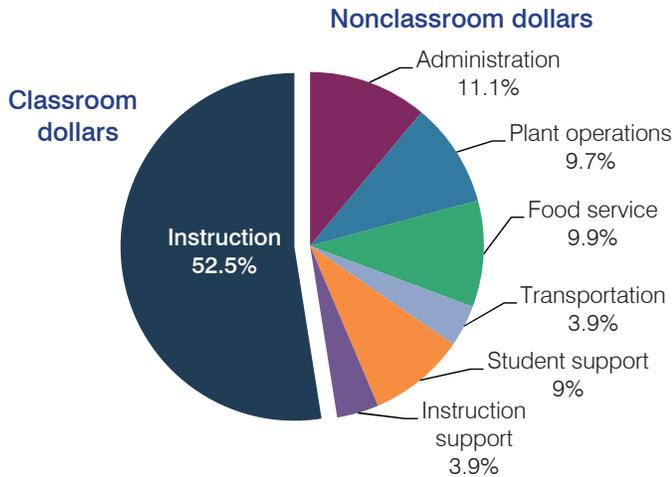
Union Elementary School District

Maricopa County
 Efficiency peer groups 8 and T-1, Achievement peer group 13
 Legislative district(s): 19

District size, location: Medium, Suburb
 Students attending: 1,756
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 4 percent. Spending in the classroom was very inconsistent year to year, decreasing overall from 56.3 to 52.5 percent. Spending on student support increased substantially and spending on food service increased, while spending on administration decreased slightly. Spending on most other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$693	\$895	\$757
	Students per administrator	97	69	68
Plant operations	Cost per square foot	\$5.24	\$6.19	\$6.04
	Square footage per student	115	143	153
Food service	Cost per meal equivalent	\$2.20	\$2.48	\$2.69
Transportation	Cost per mile	\$6.11	\$6.52	\$3.62
	Cost per rider	\$465	\$710	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$6,316	\$6,245	\$7,656	\$7,578	\$10,667
Classroom dollars	3,247	3,281	3,929	4,073	6,495
Nonclassroom dollars:	3,069	2,964	3,727	3,505	4,172
Administration	753	693	895	757	1,160
Plant operations	672	604	879	923	1,008
Food service	606	621	558	405	429
Transportation	233	244	291	373	464
Student support	579	559	580	600	594
Instruction support	226	243	524	447	517

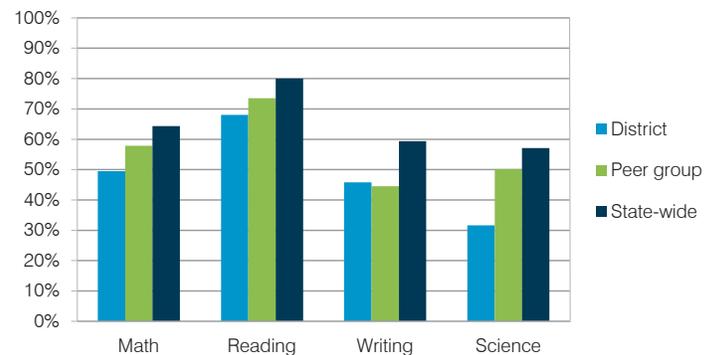
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	26%	26%	24%
Students per teacher	22.2	19.7	18.6
Average teacher salary	\$42,174	\$40,842	\$46,026
Amount from Proposition 301	\$3,063	\$3,876	\$4,810
Average years of teacher experience	7.3	7.6	10.9
Percentage of teachers in first 3 years	29%	34%	20%

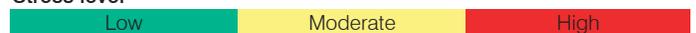
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	Capital only
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.5%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level

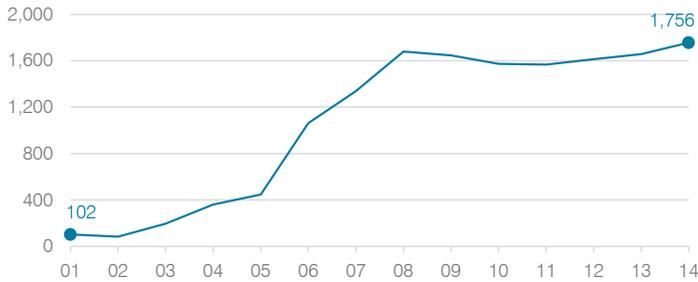


Union Elementary School District

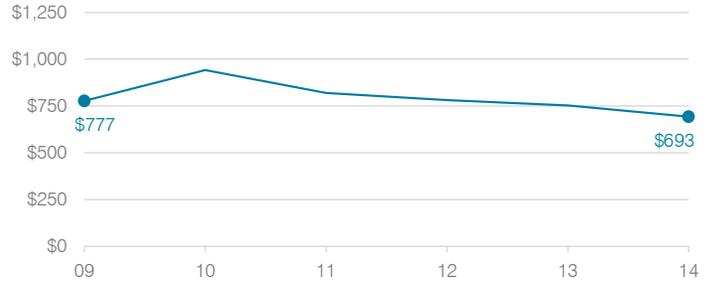
Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014
 51.5 46.9 47.4 50.2 49.6 50.1 55.6 55.0 56.3 54.0 50.4 53.8 51.4 52.5

OPERATIONAL TRENDS Fiscal years as indicated

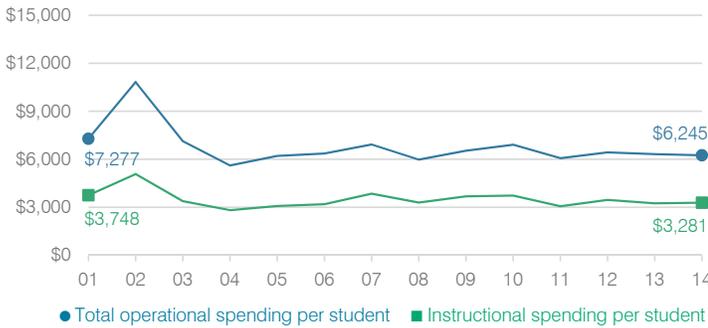
Students attending



Administrative cost per student



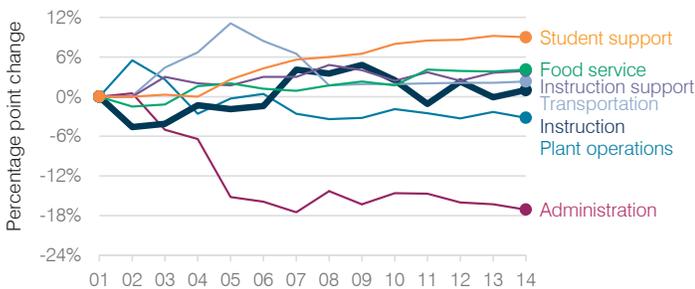
Total operational and instructional spending per student



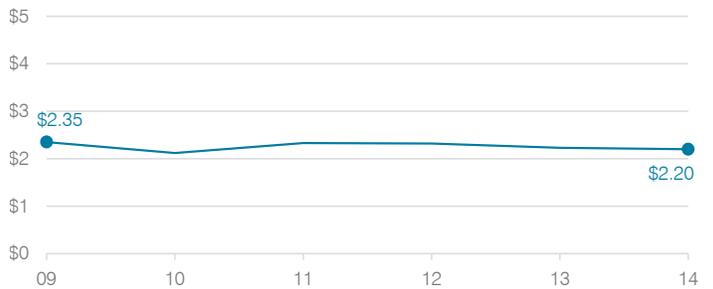
Plant cost per square foot and square footage per student



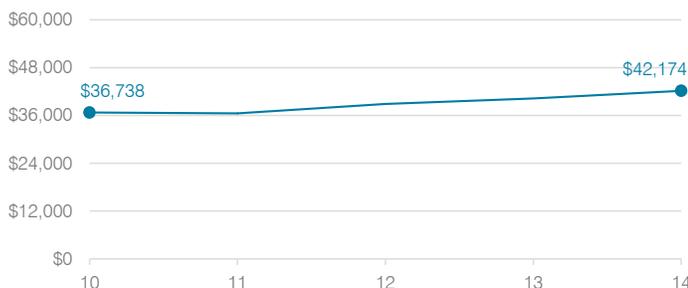
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



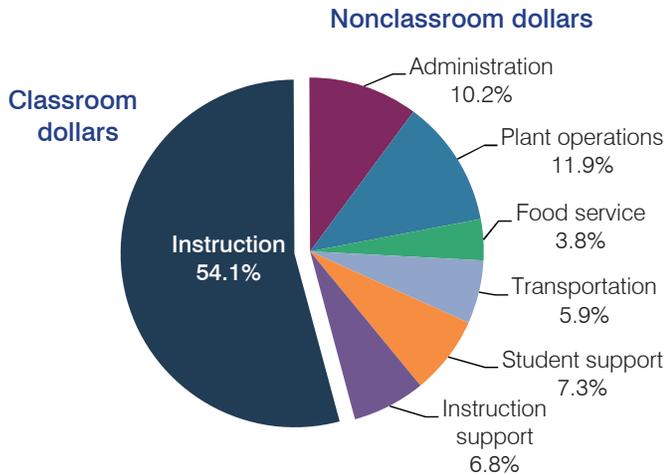
Vail Unified School District

Pima County
 Efficiency peer groups 2 and T-5, Achievement peer group 1
 Legislative district(s): 2, 10, and 14

District size, location: Large, Suburb
 Students attending: 11,352
 Number of schools: 17

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil returned to 2009 levels, but spending in the classroom decreased from 59.9 to 54.1 percent. Spending on administration and instruction support increased substantially, while spending on most other nonclassroom areas varied year to year.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$711	\$685	\$757
	Students per administrator	55	68	68
Plant operations	Cost per square foot	\$7.45	\$6.29	\$6.04
	Square footage per student	112	147	153
Food service	Cost per meal equivalent	\$2.04	\$2.68	\$2.69
Transportation	Cost per mile	\$2.85	\$3.47	\$3.62
	Cost per rider	\$1,196	\$1,326	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$6,695	\$6,999	\$7,122	\$7,578	\$10,667
Classroom dollars	3,750	3,788	3,815	4,073	6,495
Nonclassroom dollars:	2,945	3,211	3,307	3,505	4,172
Administration	629	711	685	757	1,160
Plant operations	742	832	912	923	1,008
Food service	268	269	339	405	429
Transportation	452	415	360	373	464
Student support	483	508	533	600	594
Instruction support	371	476	478	447	517

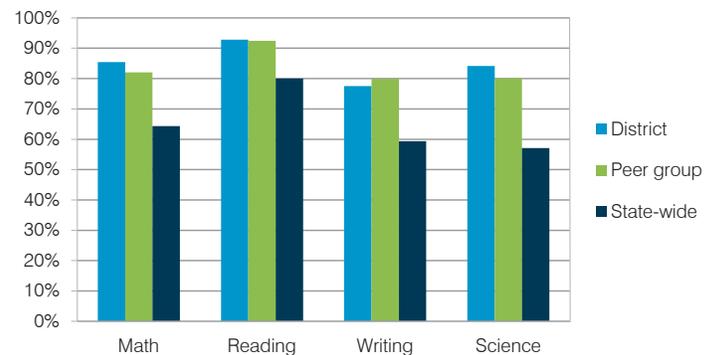
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

Grade	Number of schools	Percentage of schools
A	14	82%
B	2	12%
C	0	0%
D	0	0%
F	0	0%
Not rated	1	6%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	88%	89%	75%
Poverty rate (2013)	7%	8%	24%
Students per teacher	17.9	17.6	18.6
Average teacher salary	\$38,348	\$41,745	\$46,026
Amount from Proposition 301	\$4,364	\$4,751	\$4,810
Average years of teacher experience	8.0	11.4	10.9
Percentage of teachers in first 3 years	26%	16%	20%

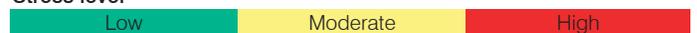
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.4%, Varying
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Marginally compliant

Stress level

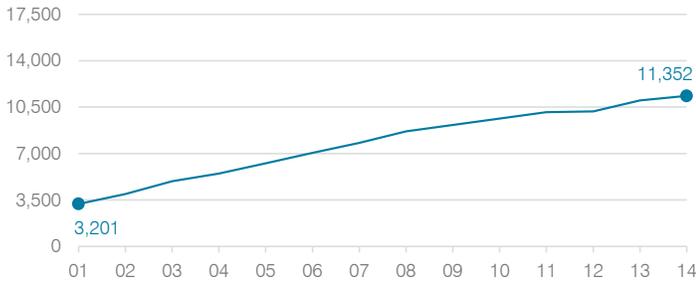


Vail Unified School District

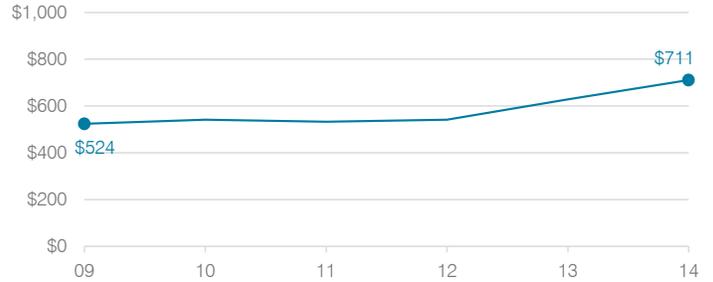
Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014
 57.4 55.8 58.6 59.0 58.5 60.2 59.3 59.9 59.9 59.7 57.6 55.8 56.0 54.1

OPERATIONAL TRENDS Fiscal years as indicated

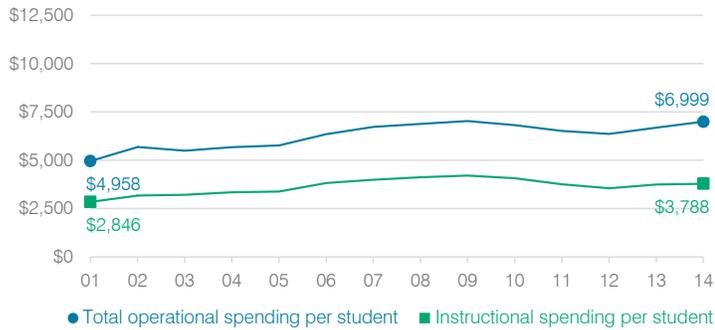
Students attending



Administrative cost per student



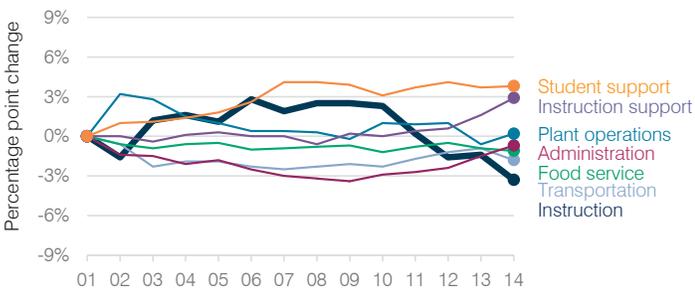
Total operational and instructional spending per student



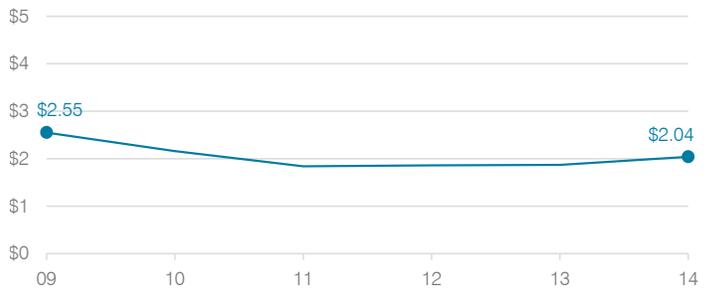
Plant cost per square foot and square footage per student



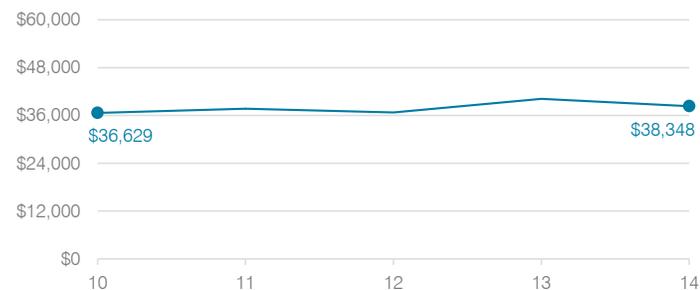
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Valentine Elementary School District

Mohave County

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

Legislative district(s): 5

District size, location:

Very small, Rural

Students attending:

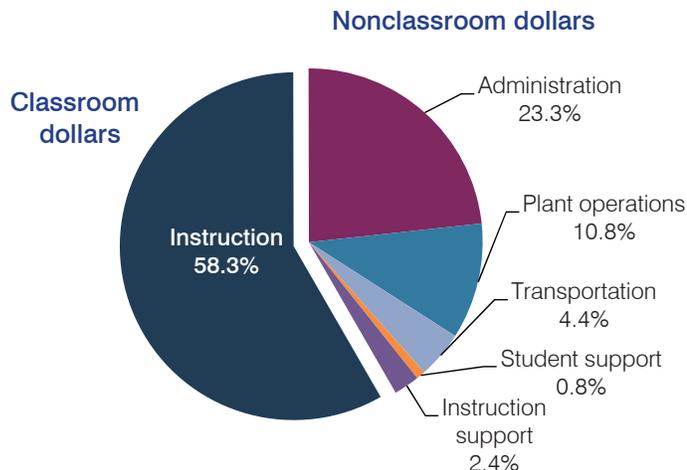
66

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 8 percent. Spending in the classroom varied year to year, decreasing overall from 78.7 to 58.3 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration, plant operations, and instruction support increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,381	\$2,835	\$757
	Students per administrator	33	28	68
Plant operations	Cost per square foot	\$5.45	\$6.51	\$6.04
	Square footage per student	204	351	153
Food service	Cost per meal equivalent	N/A	\$5.02	\$2.69
Transportation	Cost per mile	\$1.37	\$1.61	\$3.62
	Cost per rider	\$446	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$10,161	\$10,241	\$16,101	\$7,578	\$10,667
Classroom dollars	5,535	5,971	8,231	4,073	6,495
Nonclassroom dollars:	4,626	4,270	7,870	3,505	4,172
Administration	2,585	2,381	2,835	757	1,160
Plant operations	1,250	1,110	2,137	923	1,008
Food service	0	0	901	405	429
Transportation	576	453	1,072	373	464
Student support	65	79	536	600	594
Instruction support	150	247	389	447	517

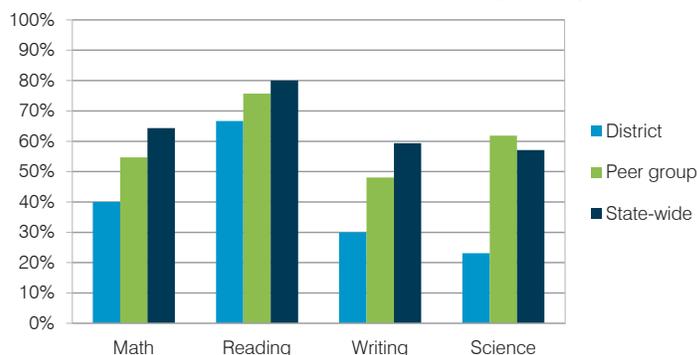
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	91%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	21%	20%	24%
Students per teacher	13.2	12.3	18.6
Average teacher salary	\$45,445	\$43,736	\$46,026
Amount from Proposition 301	\$4,400	\$3,455	\$4,810
Average years of teacher experience	8.2	11.8	10.9
Percentage of teachers in first 3 years	40%	15%	20%

Financial stress assessment

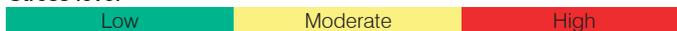
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

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

Stress level



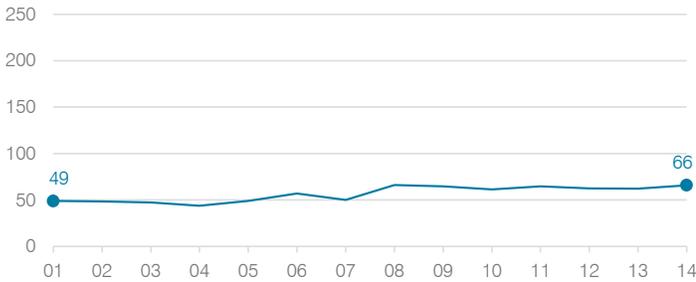
Valentine Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	72.3	72.6	71.4	68.3	75.6	76.3	77.3	77.3	78.7	81.0	60.1	68.9	54.5	58.3

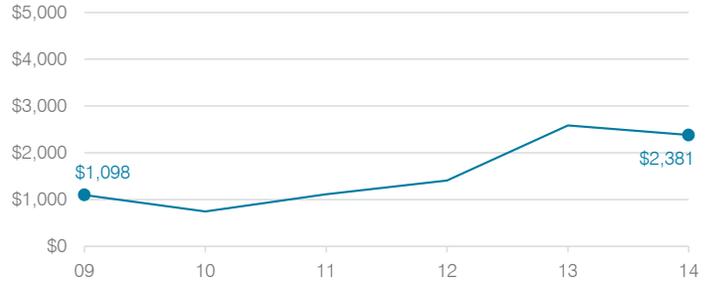
OPERATIONAL TRENDS

Fiscal years as indicated

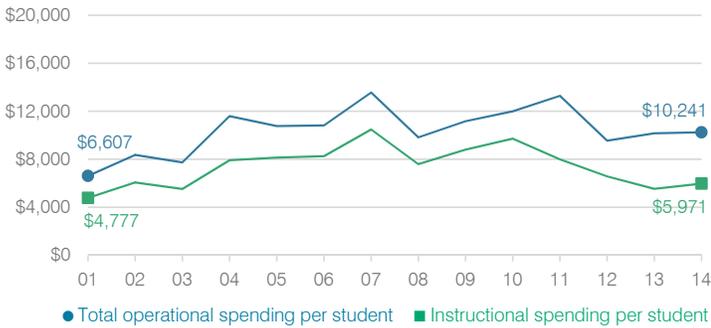
Students attending



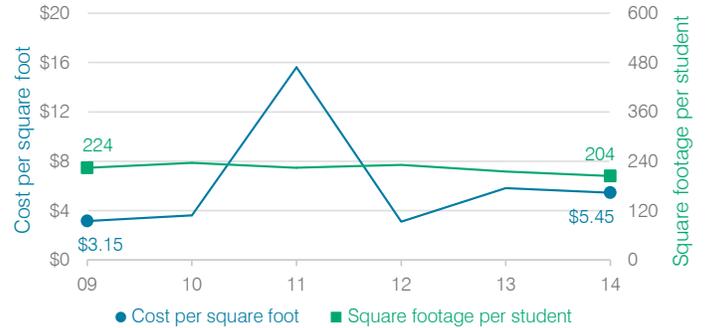
Administrative cost per student



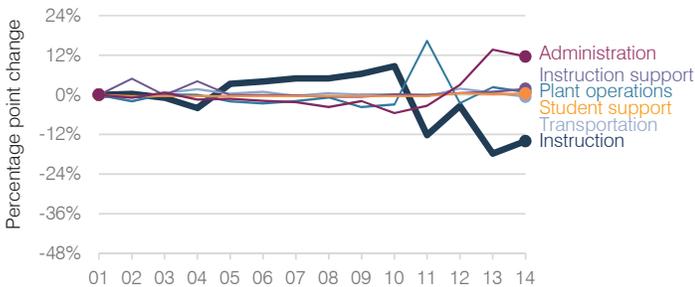
Total operational and instructional spending per student



Plant cost per square foot and square footage per student



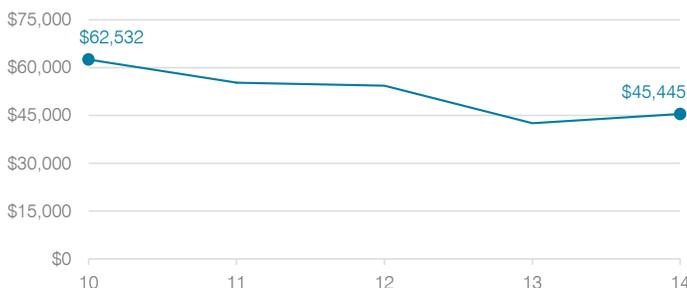
Changes in operational spending percentages



Food service cost per meal

Food service cost per meal trend is not shown because the District did not operate a food service program during all or a substantial portion of fiscal years 2009 through 2014.

Average teacher salary



Transportation costs per mile and per rider



Valley Union High School District

Cochise County

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

Legislative district(s): 14

District size, location:

Very small, Rural

Students attending:

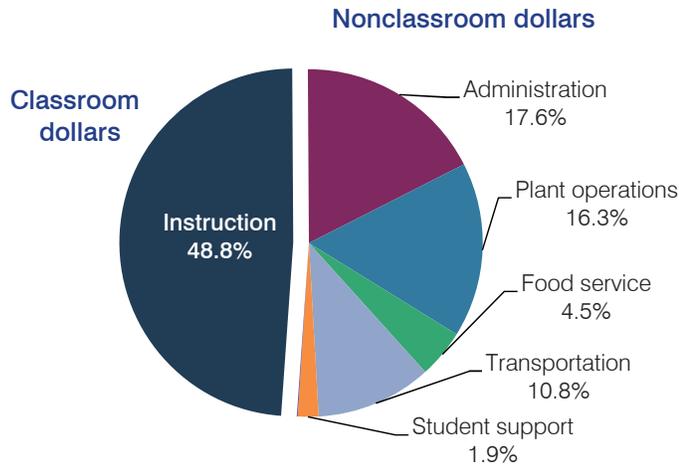
120

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Student enrollment decreased by 23 percent, which contributed to the 27 percent increase in total spending per pupil. Spending in the classroom varied year to year, increasing overall from 47.2 to 48.8 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on instruction support decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,689	\$2,835	\$757
	Students per administrator	23	28	68
Plant operations	Cost per square foot	\$4.99	\$6.51	\$6.04
	Square footage per student	498	351	153
Food service	Cost per meal equivalent	\$6.57	\$5.02	\$2.69
Transportation	Cost per mile	\$2.11	\$1.61	\$3.62
	Cost per rider	\$2,714	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$14,468	\$15,251	\$16,101	\$7,578	\$10,667
Classroom dollars	6,714	7,438	8,231	4,073	6,495
Nonclassroom dollars:	7,754	7,813	7,870	3,505	4,172
Administration	2,685	2,689	2,835	757	1,160
Plant operations	2,493	2,482	2,137	923	1,008
Food service	738	679	901	405	429
Transportation	1,414	1,649	1,072	373	464
Student support	350	296	536	600	594
Instruction support	74	18	389	447	517

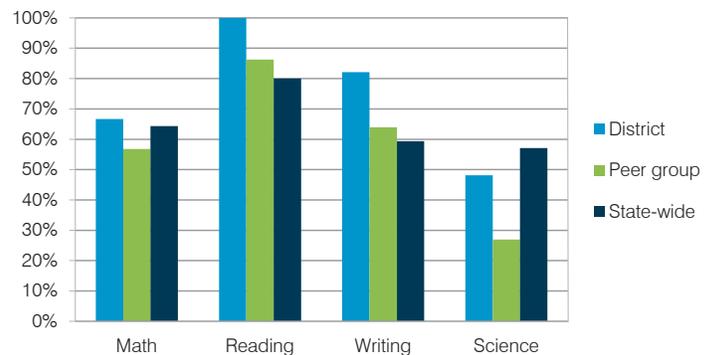
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **A**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	95%
Graduation rate (2013)	90%	82%	75%
Poverty rate (2013)	38%	36%	24%
Students per teacher	8.7	14.8	18.6
Average teacher salary	\$36,870	\$43,265	\$46,026
Amount from Proposition 301	\$3,942	\$5,878	\$4,810
Average years of teacher experience	8.9	8.8	10.9
Percentage of teachers in first 3 years	21%	26%	20%

Financial stress assessment

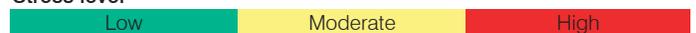
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



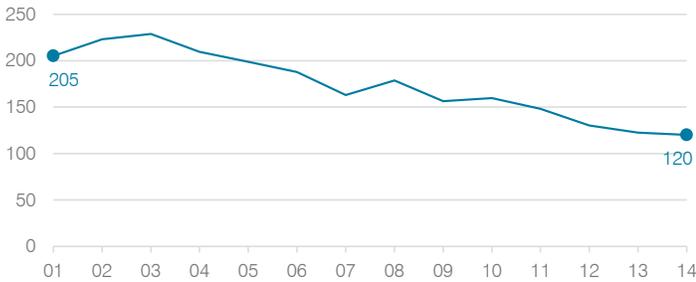
Valley Union High School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	53.2	54.5	57.2	53.1	55.4	56.3	49.9	50.3	47.2	51.5	46.0	46.0	46.4	48.8

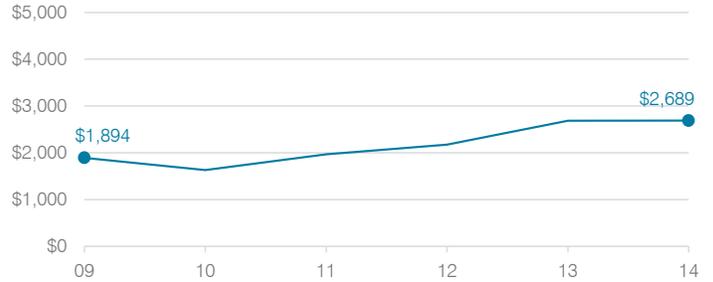
OPERATIONAL TRENDS

Fiscal years as indicated

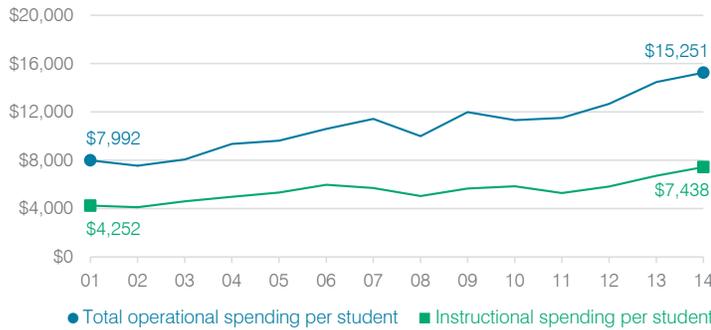
Students attending



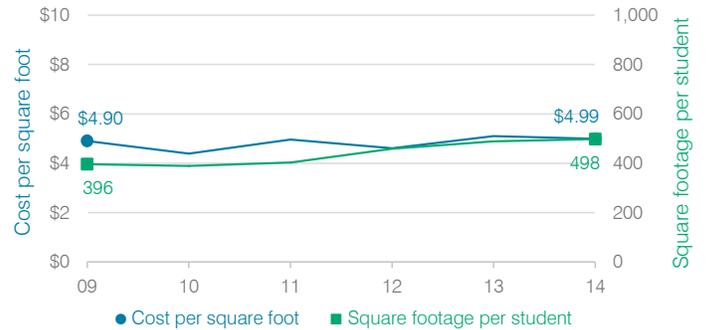
Administrative cost per student



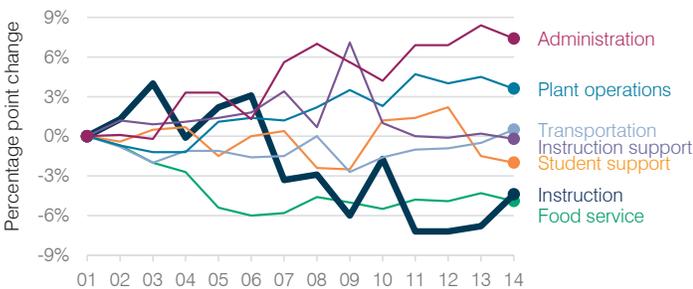
Total operational and instructional spending per student



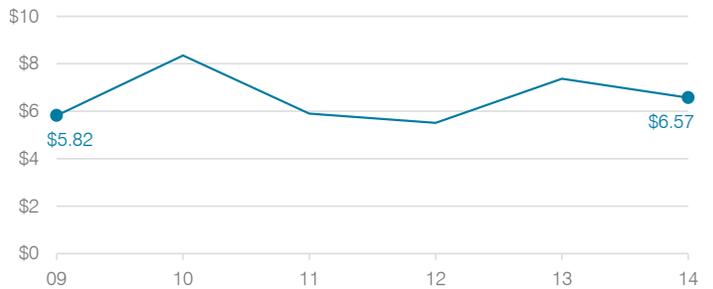
Plant cost per square foot and square footage per student



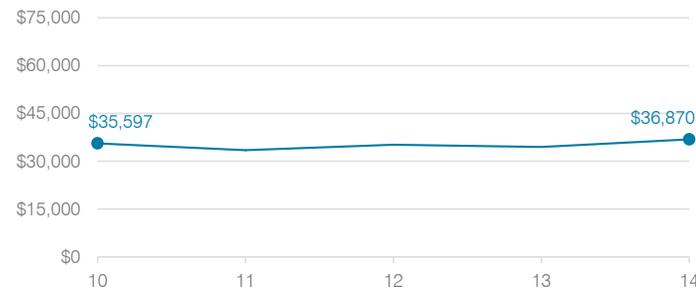
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



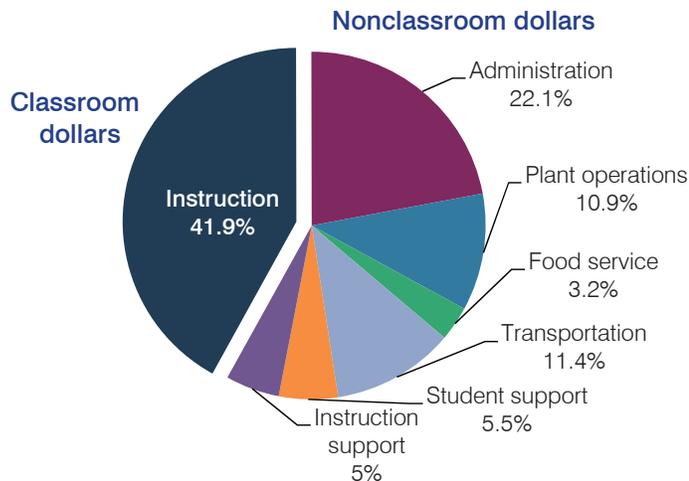
Vernon Elementary School District

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

District size, location: Very small, Rural
 Students attending: 89
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 13 percent. Spending in the classroom varied year to year, decreasing overall from 44 to 41.9 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration increased substantially and spending on food service and student support increased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$3,807	\$2,835	\$757
	Students per administrator	18	28	68
Plant operations	Cost per square foot	\$7.12	\$6.51	\$6.04
	Square footage per student	265	351	153
Food service	Cost per meal equivalent	\$3.29	\$5.02	\$2.69
Transportation	Cost per mile	\$1.18	\$1.61	\$3.62
	Cost per rider	\$1,331	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$16,638	\$17,272	\$16,101	\$7,578	\$10,667
Classroom dollars	8,047	7,241	8,231	4,073	6,495
Nonclassroom dollars:	8,591	10,031	7,870	3,505	4,172
Administration	3,362	3,807	2,835	757	1,160
Plant operations	2,034	1,886	2,137	923	1,008
Food service	0	545	901	405	429
Transportation	2,161	1,967	1,072	373	464
Student support	726	957	536	600	594
Instruction support	308	869	389	447	517

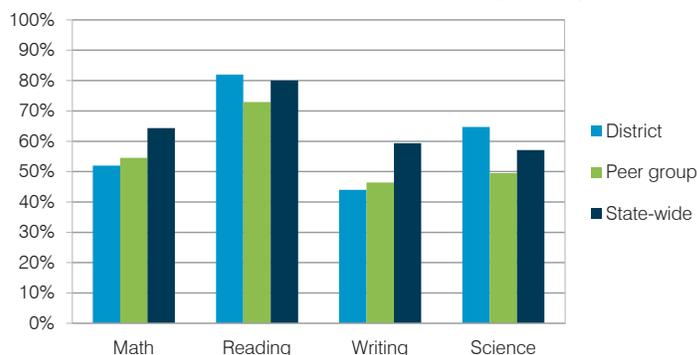
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	44%	39%	24%
Students per teacher	8.9	15.0	18.6
Average teacher salary	\$43,104	\$47,060	\$46,026
Amount from Proposition 301	\$2,650	\$3,492	\$4,810
Average years of teacher experience	9.9	11.8	10.9
Percentage of teachers in first 3 years	0%	15%	20%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014	Assessment
Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	0.7%, Varying
Years of capital reserve held	Less than 1 year
Current financial and internal control status	Compliant



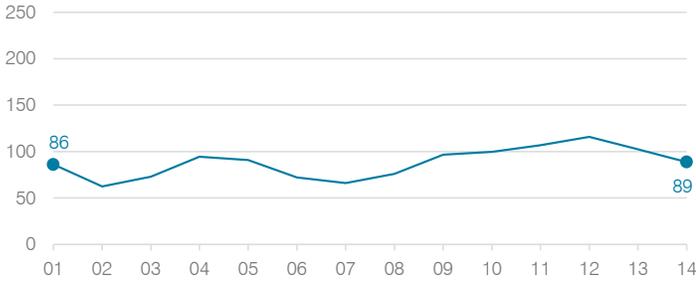
Vernon Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	45.6	41.5	46.5	46.0	51.6	43.3	39.8	38.3	44.0	45.2	43.6	45.9	48.4	41.9

OPERATIONAL TRENDS

Fiscal years as indicated

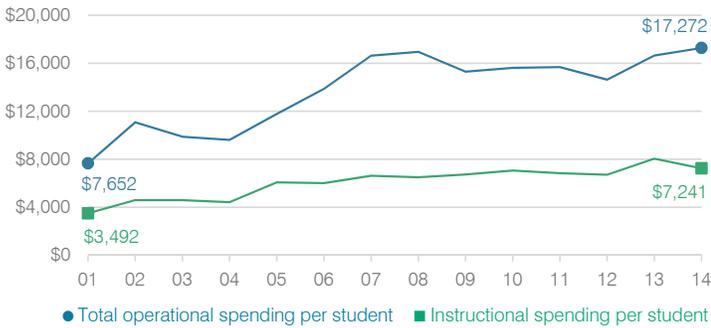
Students attending



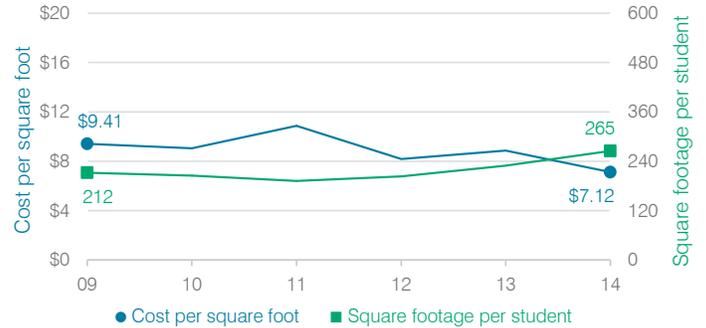
Administrative cost per student



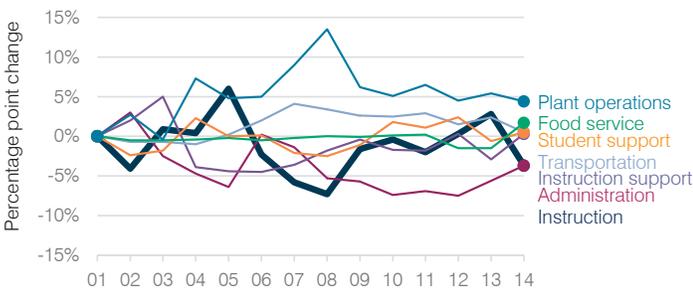
Total operational and instructional spending per student



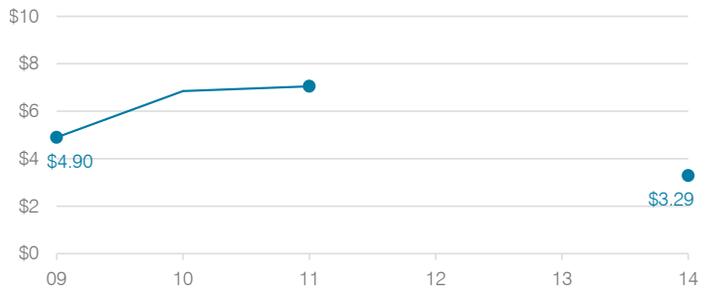
Plant cost per square foot and square footage per student



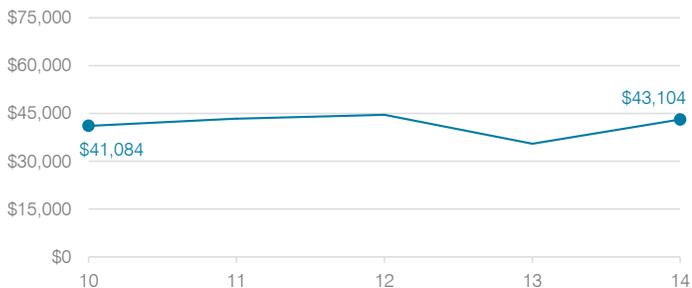
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



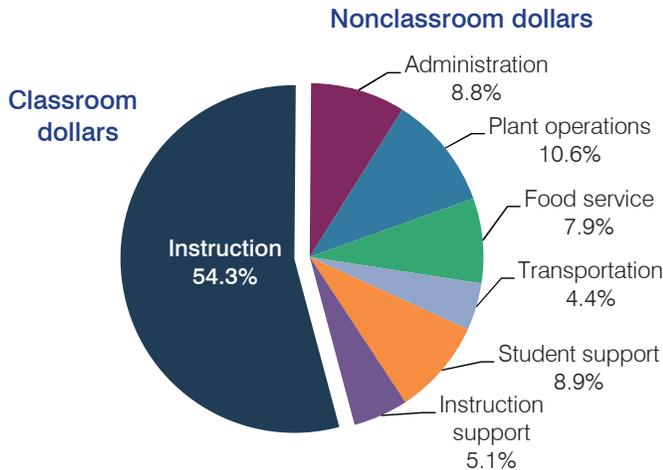
Washington Elementary School District

Maricopa County
 Efficiency peer groups 7 and T-3, Achievement peer group 14
 Legislative district(s): 20, 24, 28, and 30

District size, location: Very large, City
 Students attending: 21,772
 Number of schools: 32

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 6 percent. Spending in the classroom decreased from 57.5 to 54.3 percent. Overall, spending on food service increased and spending on administration increased slightly. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$695	\$726	\$757
	Students per administrator	81	77	68
Plant operations	Cost per square foot	\$6.21	\$6.09	\$6.04
	Square footage per student	135	131	153
Food service	Cost per meal equivalent	\$2.48	\$2.64	\$2.69
Transportation	Cost per mile	\$4.51	\$3.79	\$3.62
	Cost per rider	\$1,082	\$977	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$7,939	\$7,897	\$7,414	\$7,578	\$10,667
Classroom dollars	4,299	4,288	3,939	4,073	6,495
Nonclassroom dollars:	3,640	3,609	3,475	3,505	4,172
Administration	699	695	726	757	1,160
Plant operations	859	836	793	923	1,008
Food service	607	628	547	405	429
Transportation	347	349	308	373	464
Student support	687	700	575	600	594
Instruction support	441	401	526	447	517

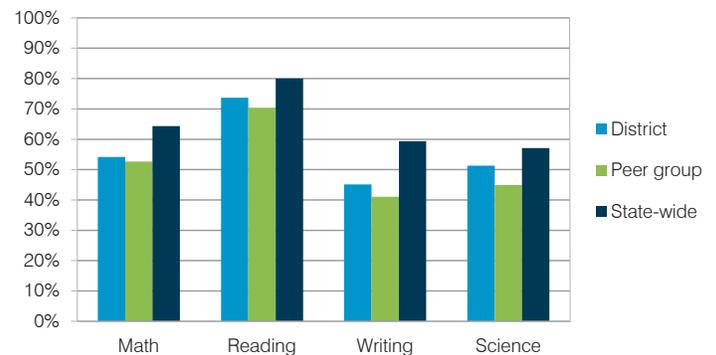
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	3	9%
B	16	50%
C	13	41%
D	0	0%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	34%	36%	24%
Students per teacher	15.9	17.3	18.6
Average teacher salary	\$39,967	\$40,844	\$46,026
Amount from Proposition 301	\$4,757	\$3,471	\$4,810
Average years of teacher experience	11.3	9.4	10.9
Percentage of teachers in first 3 years	26%	29%	20%

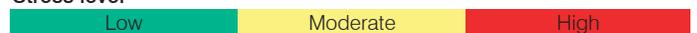
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

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

Stress level



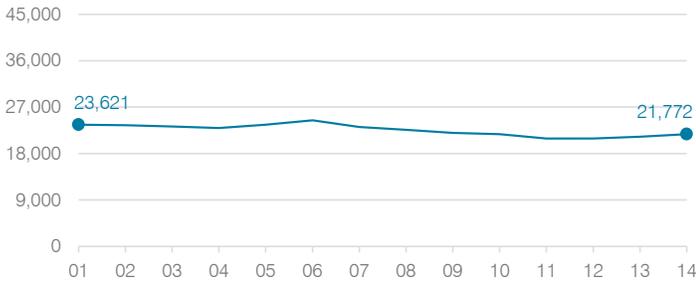
Washington Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	64.0	62.3	62.3	61.3	60.8	62.0	60.3	57.6	57.5	55.5	55.9	55.7	54.1	54.3

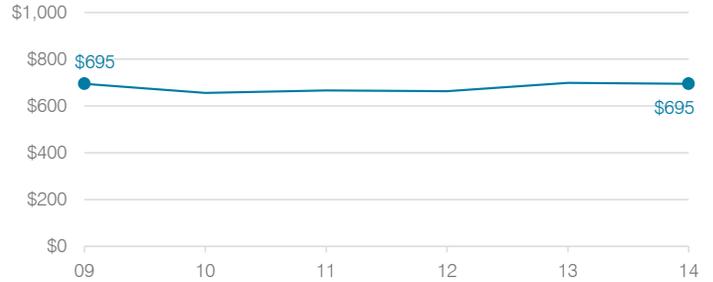
OPERATIONAL TRENDS

Fiscal years as indicated

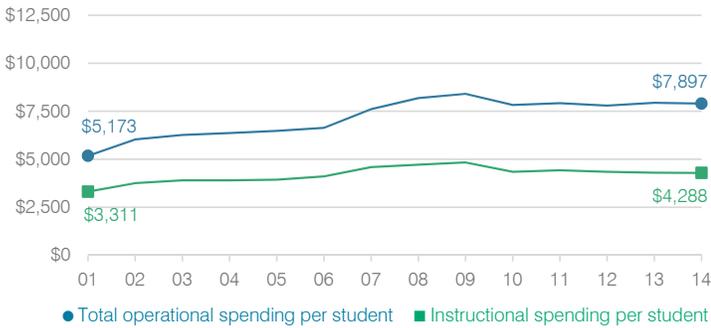
Students attending



Administrative cost per student



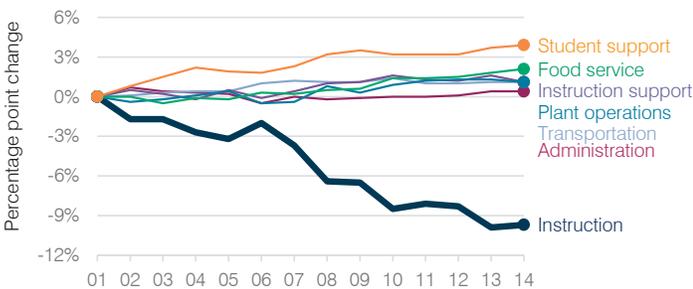
Total operational and instructional spending per student



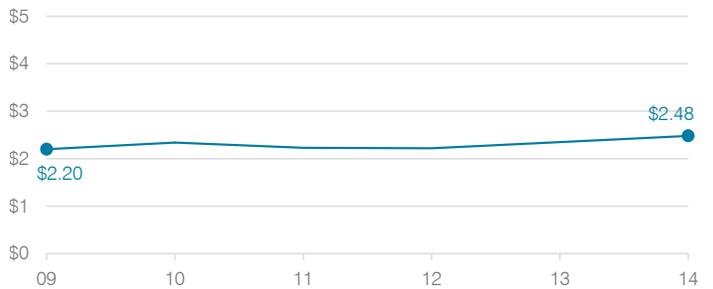
Plant cost per square foot and square footage per student



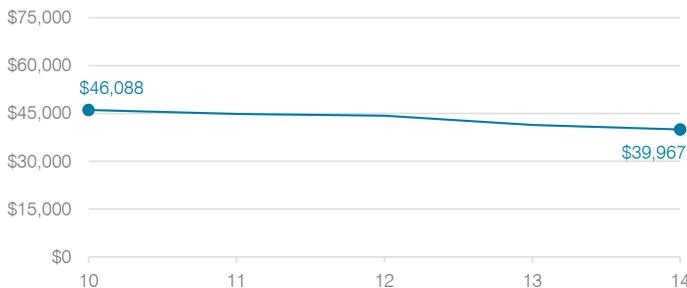
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



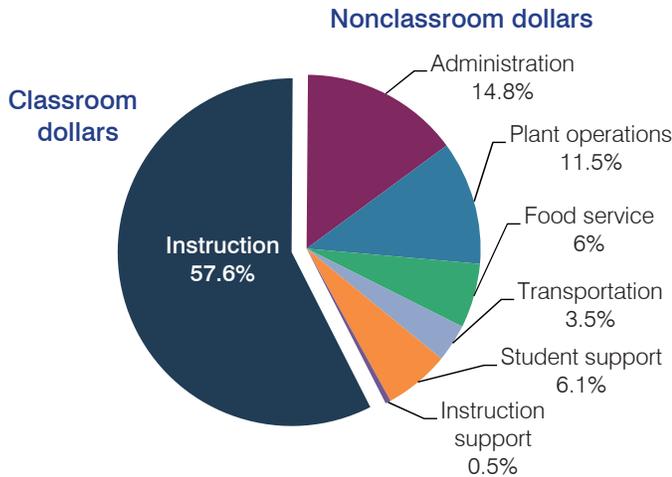
Wellton Elementary School District

Yuma County
 Efficiency peer groups 10 and T-7, Achievement peer group 18
 Legislative district(s): 13

District size, location: Small, Rural
 Students attending: 256
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 2 percent. Spending in the classroom varied year to year, increasing overall from 56.4 to 57.6 percent. Spending on student support and instruction support decreased substantially, while spending on administration increased substantially. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,406	\$1,165	\$757
	Students per administrator	64	57	68
Plant operations	Cost per square foot	\$4.62	\$6.15	\$6.04
	Square footage per student	237	179	153
Food service	Cost per meal equivalent	\$2.87	\$2.98	\$2.69
Transportation	Cost per mile	\$1.78	\$3.45	\$3.62
	Cost per rider	\$552	\$832	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$9,278	\$9,510	\$8,683	\$7,578	\$10,667
Classroom dollars	5,506	5,479	4,668	4,073	6,495
Nonclassroom dollars:	3,772	4,031	4,015	3,505	4,172
Administration	1,247	1,406	1,165	757	1,160
Plant operations	1,060	1,095	1,037	923	1,008
Food service	467	574	550	405	429
Transportation	301	331	546	373	464
Student support	662	583	467	600	594
Instruction support	35	42	250	447	517

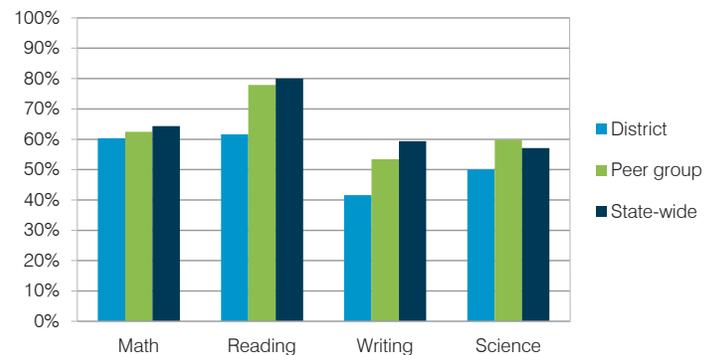
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	25%	25%	24%
Students per teacher	14.2	13.1	18.6
Average teacher salary	\$46,674	\$45,915	\$46,026
Amount from Proposition 301	\$2,570	\$3,467	\$4,810
Average years of teacher experience	13.6	12.1	10.9
Percentage of teachers in first 3 years	25%	13%	20%

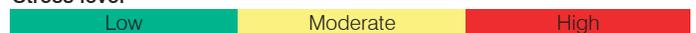
Financial stress assessment

Overall financial stress level: **High**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Large decrease
Spending exceeded operating/capital budgets	Operating and capital
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	1.1%, Increasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



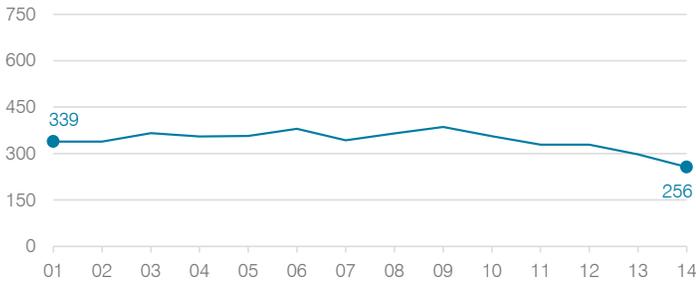
Wellton Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	61.3	62.9	59.0	65.5	62.3	63.6	59.9	63.9	56.4	56.5	56.4	60.3	59.3	57.6

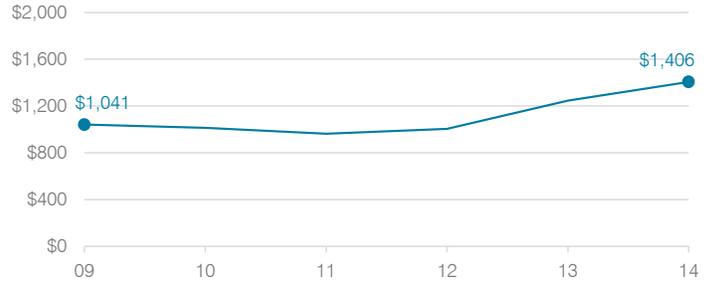
OPERATIONAL TRENDS

Fiscal years as indicated

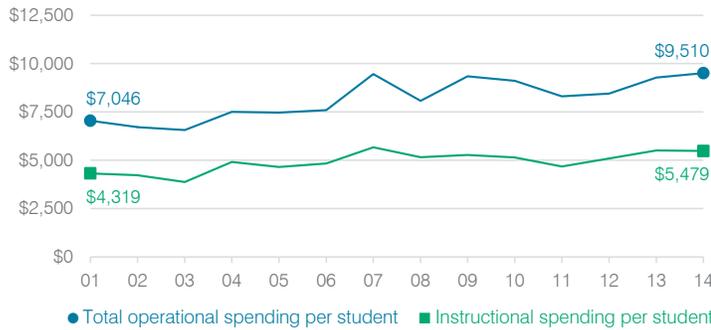
Students attending



Administrative cost per student



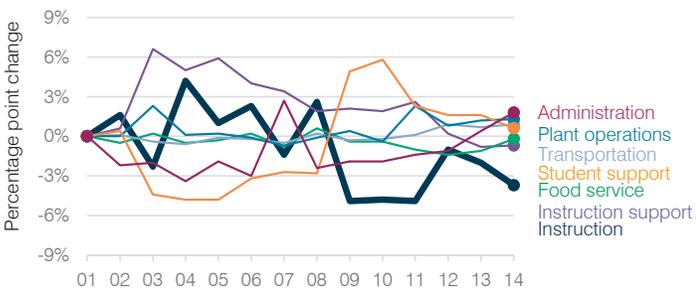
Total operational and instructional spending per student



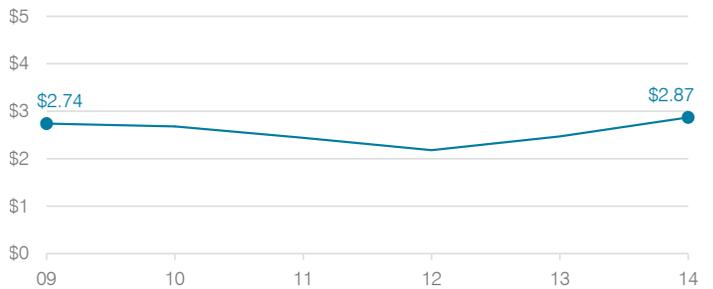
Plant cost per square foot and square footage per student



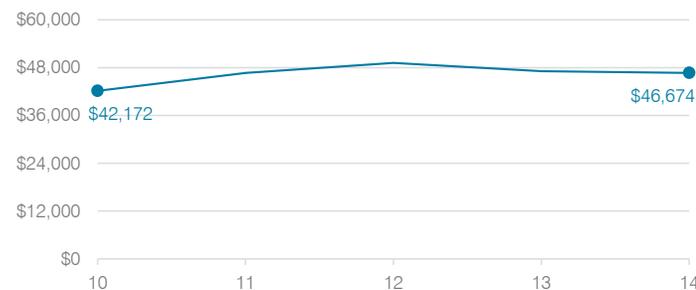
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



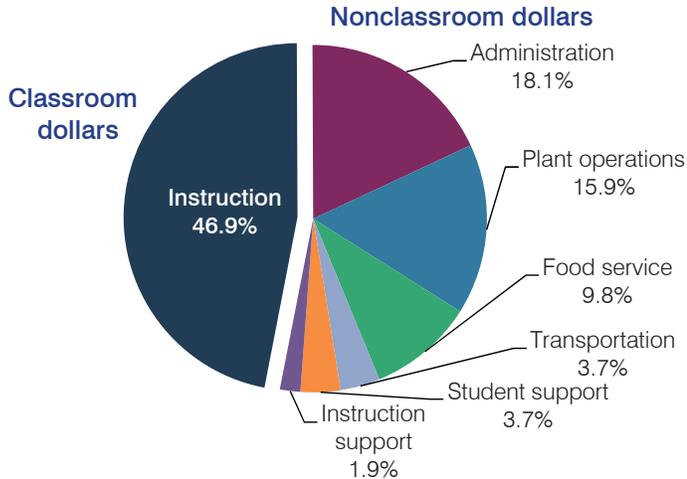
Wenden Elementary School District

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

District size, location: Very small, Rural
 Students attending: 99
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 15 percent. Spending in the classroom varied year to year, decreasing overall from 49.3 to 46.9 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration increased substantially and spending on transportation increased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$2,811	\$2,835	\$757
	Students per administrator	33	28	68
Plant operations	Cost per square foot	\$9.54	\$6.51	\$6.04
	Square footage per student	258	351	153
Food service	Cost per meal equivalent	\$5.17	\$5.02	\$2.69
Transportation	Cost per mile	\$1.82	\$1.61	\$3.62
	Cost per rider	\$1,990	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$15,375	\$15,526	\$16,101	\$7,578	\$10,667
Classroom dollars	7,248	7,282	8,231	4,073	6,495
Nonclassroom dollars:	8,127	8,244	7,870	3,505	4,172
Administration	2,544	2,811	2,835	757	1,160
Plant operations	2,700	2,462	2,137	923	1,008
Food service	1,509	1,519	901	405	429
Transportation	192	582	1,072	373	464
Student support	909	576	536	600	594
Instruction support	273	294	389	447	517

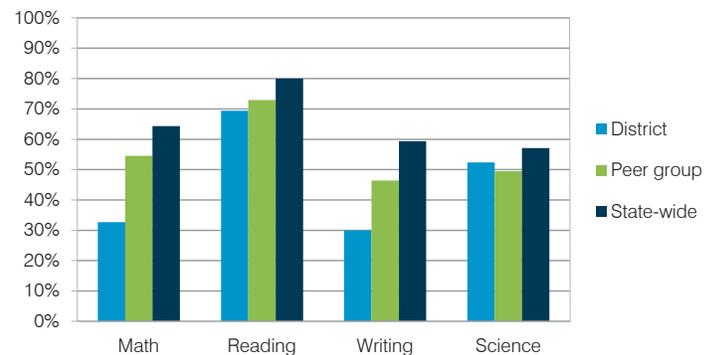
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	97%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	39%	39%	24%
Students per teacher	9.9	15.0	18.6
Average teacher salary	\$45,596	\$47,060	\$46,026
Amount from Proposition 301	\$3,052	\$3,492	\$4,810
Average years of teacher experience	13.7	11.8	10.9
Percentage of teachers in first 3 years	5%	15%	20%

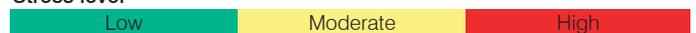
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

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

Stress level



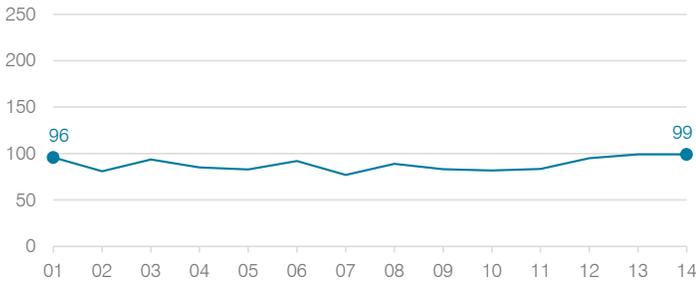
Wenden Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	50.0	50.8	50.0	47.2	47.4	46.9	48.9	45.8	49.3	46.1	48.5	45.6	47.1	46.9

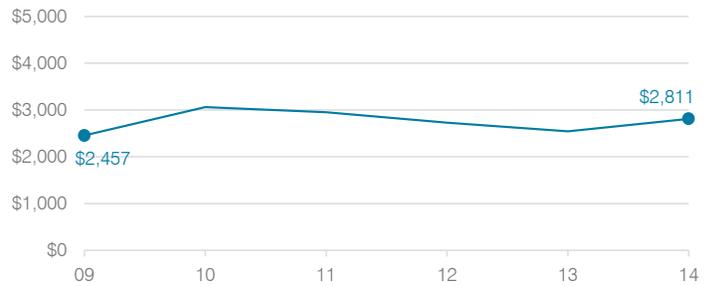
OPERATIONAL TRENDS

Fiscal years as indicated

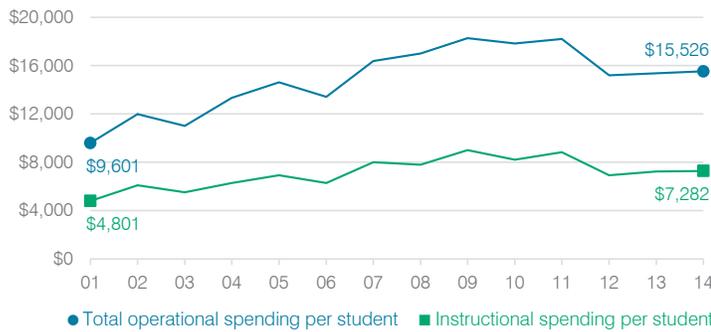
Students attending



Administrative cost per student



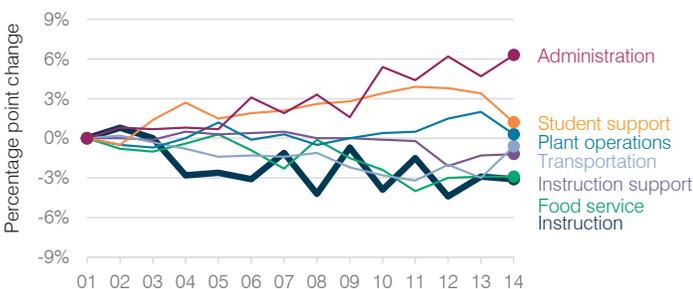
Total operational and instructional spending per student



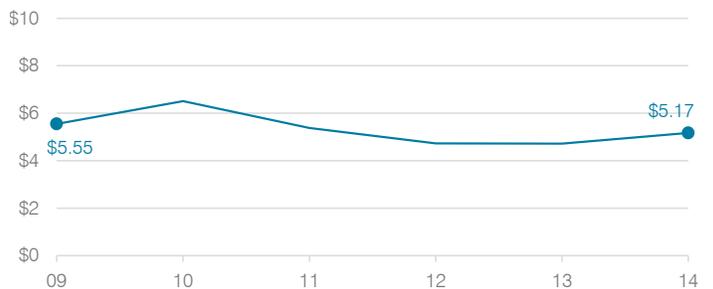
Plant cost per square foot and square footage per student



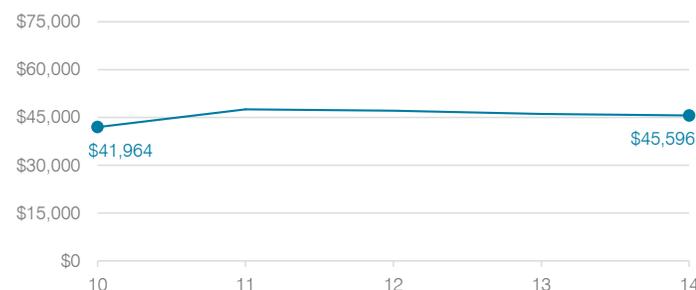
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



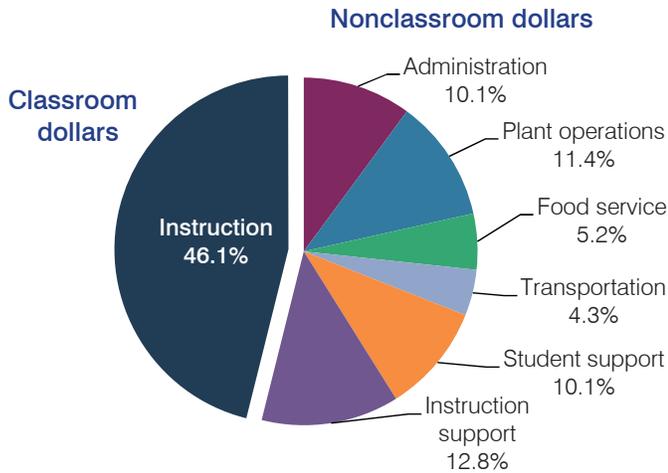
Whiteriver Unified School District

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

District size, location: Medium-large, Town
 Students attending: 2,112
 Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil returned to 2009 levels, but spending in the classroom decreased from 51.3 to 46.1 percent. Overall, spending on instruction support increased substantially and spending on student support increased. Spending on plant operations decreased substantially, spending on administration decreased, and spending on transportation decreased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,100	\$789	\$757
	Students per administrator	64	67	68
Plant operations	Cost per square foot	\$4.16	\$5.46	\$6.04
	Square footage per student	297	188	153
Food service	Cost per meal equivalent	\$2.30	\$2.76	\$2.69
Transportation	Cost per mile	\$3.17	\$3.73	\$3.62
	Cost per rider	\$664	\$512	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$11,623	\$10,844	\$7,573	\$7,578	\$10,667
Classroom dollars	5,427	4,999	3,914	4,073	6,495
Nonclassroom dollars:	6,196	5,845	3,659	3,505	4,172
Administration	1,458	1,100	789	757	1,160
Plant operations	1,234	1,233	1,009	923	1,008
Food service	554	567	386	405	429
Transportation	491	468	406	373	464
Student support	1,774	1,093	607	600	594
Instruction support	685	1,384	462	447	517

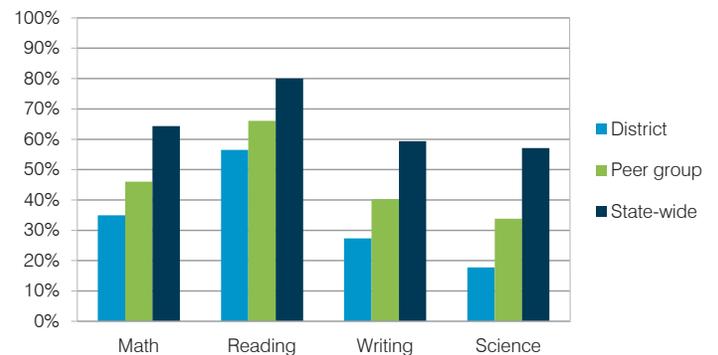
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	93%	95%
Graduation rate (2013)	48%	73%	75%
Poverty rate (2013)	49%	45%	24%
Students per teacher	14.8	15.2	18.6
Average teacher salary	\$46,457	\$43,616	\$46,026
Amount from Proposition 301	\$5,429	\$4,111	\$4,810
Average years of teacher experience	12.3	12.2	10.9
Percentage of teachers in first 3 years	21%	18%	20%

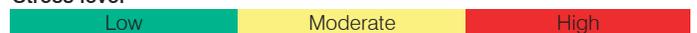
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



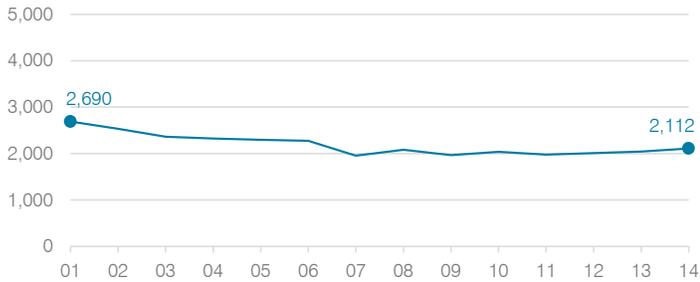
Whiteriver Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	54.9	53.6	54.5	54.7	53.6	56.6	67.2	58.7	51.3	51.0	48.3	47.7	46.7	46.1

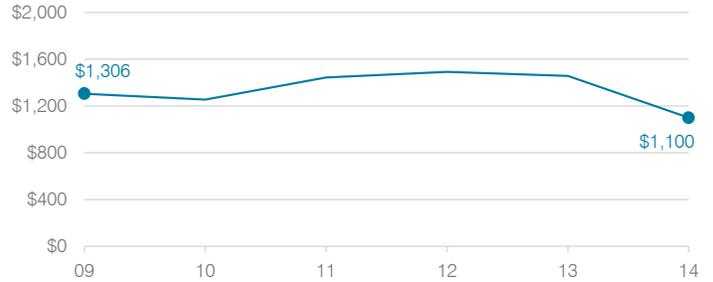
OPERATIONAL TRENDS

Fiscal years as indicated

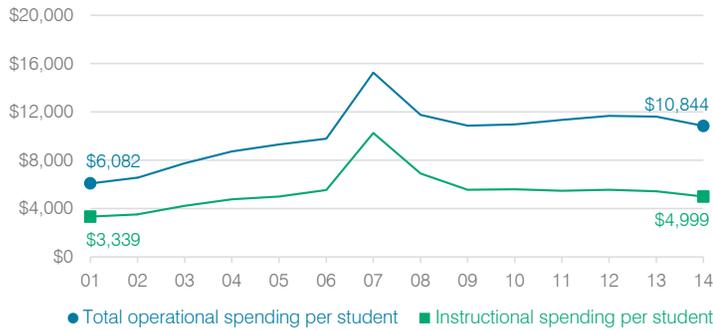
Students attending



Administrative cost per student



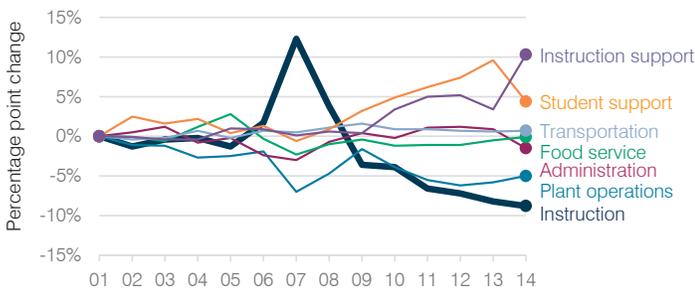
Total operational and instructional spending per student



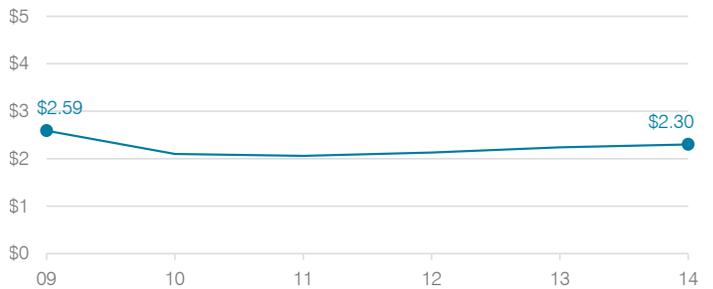
Plant cost per square foot and square footage per student



Changes in operational spending percentages



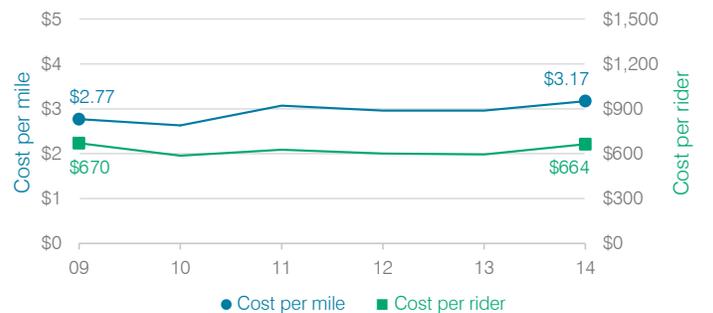
Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



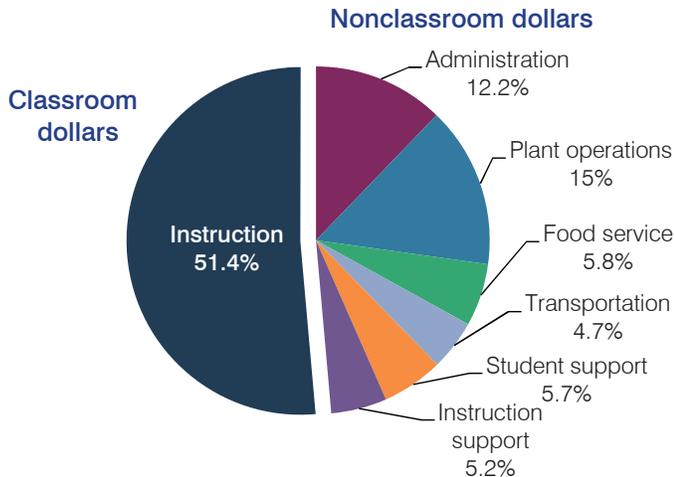
Wickenburg Unified School District

Maricopa County
 Efficiency peer groups 5 and T-9, Achievement peer group 6
 Legislative district(s): 1, 13, and 22

District size, location: Medium, Rural
 Students attending: 1,460
 Number of schools: 4

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 4 percent. Spending in the classroom varied year to year, decreasing overall from 57.7 to 51.4 percent. Overall, spending on student support increased substantially, spending on food service and instruction support increased, and spending on administration and transportation increased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$941	\$1,016	\$757
	Students per administrator	64	54	68
Plant operations	Cost per square foot	\$3.93	\$4.71	\$6.04
	Square footage per student	293	261	153
Food service	Cost per meal equivalent	\$3.26	\$3.28	\$2.69
Transportation	Cost per mile	\$2.17	\$2.32	\$3.62
	Cost per rider	\$995	\$981	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$7,477	\$7,713	\$8,082	\$7,578	\$10,667
Classroom dollars	3,945	3,963	4,193	4,073	6,495
Nonclassroom dollars:	3,532	3,750	3,889	3,505	4,172
Administration	843	941	1,016	757	1,160
Plant operations	1,172	1,153	1,145	923	1,008
Food service	441	448	389	405	429
Transportation	368	366	477	373	464
Student support	386	438	563	600	594
Instruction support	322	404	299	447	517

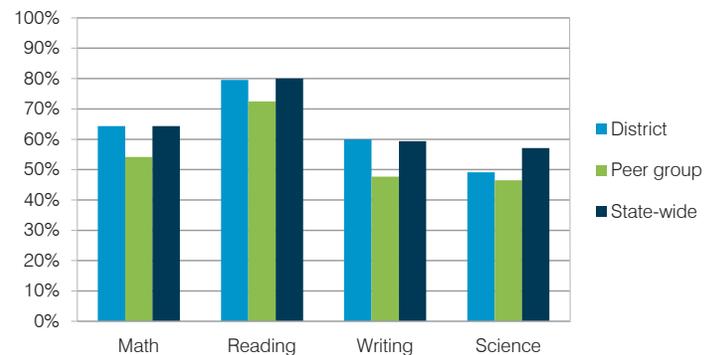
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	95%
Graduation rate (2013)	84%	78%	75%
Poverty rate (2013)	31%	32%	24%
Students per teacher	16.6	16.5	18.6
Average teacher salary	\$41,406	\$43,049	\$46,026
Amount from Proposition 301	\$5,580	\$5,173	\$4,810
Average years of teacher experience	13.8	12.0	10.9
Percentage of teachers in first 3 years	17%	19%	20%

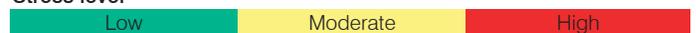
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

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

Stress level



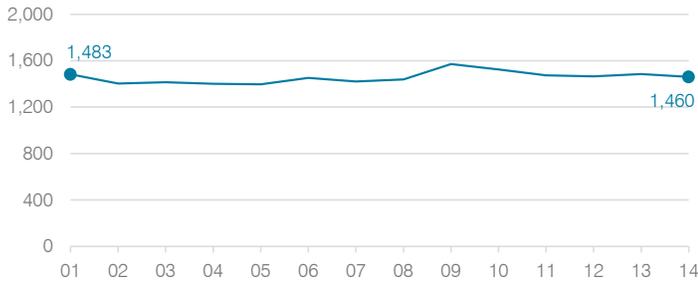
Wickenburg Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	56.1	57.1	56.0	58.1	57.3	55.0	57.2	58.8	57.7	53.5	51.6	51.0	52.8	51.4

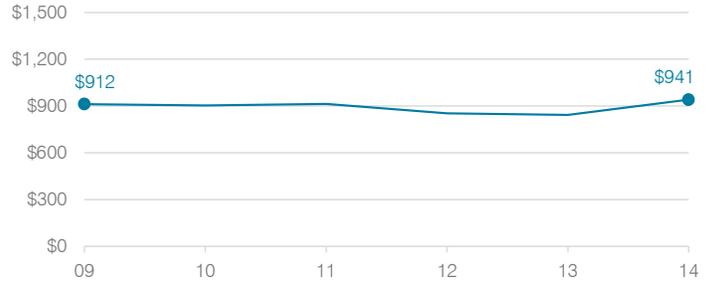
OPERATIONAL TRENDS

Fiscal years as indicated

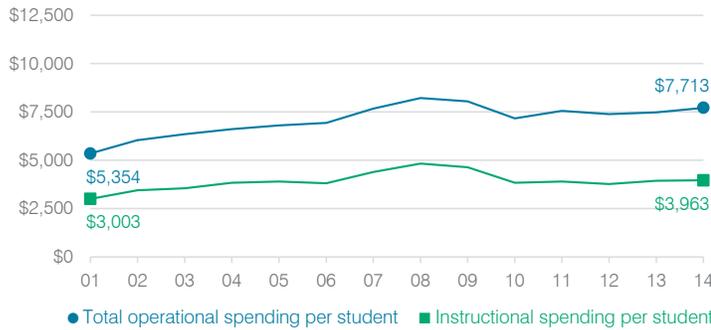
Students attending



Administrative cost per student



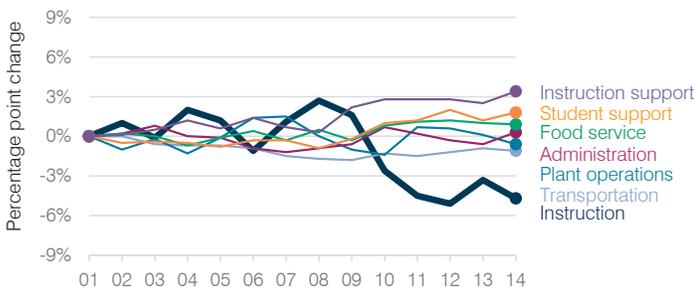
Total operational and instructional spending per student



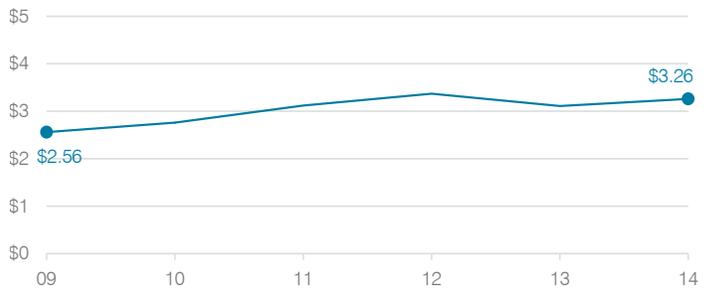
Plant cost per square foot and square footage per student



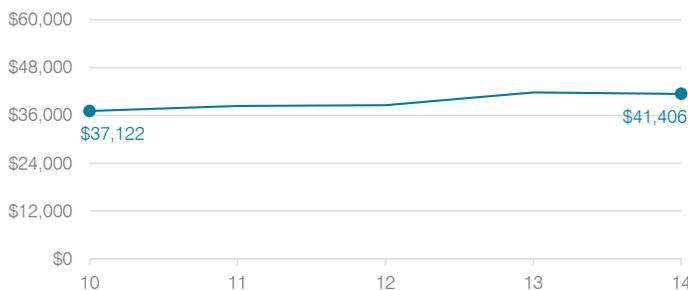
Changes in operational spending percentages



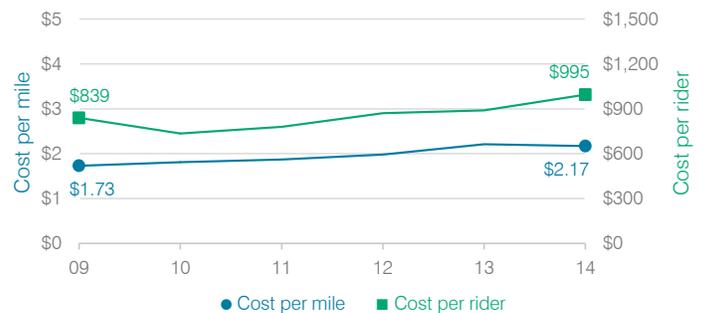
Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



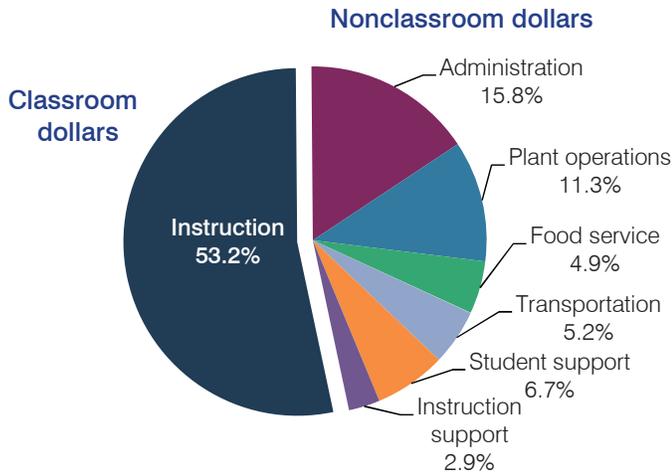
Willcox Unified School District

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

District size, location: Medium, Rural
 Students attending: 1,128
 Number of schools: 3

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 8 percent. Spending in the classroom decreased overall from 54.4 to 53.2 percent. Overall, spending on administration increased substantially and spending on plant operations and transportation increased slightly. Spending on instruction support decreased substantially and spending on food service decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,234	\$1,016	\$757
	Students per administrator	40	54	68
Plant operations	Cost per square foot	\$3.96	\$4.71	\$6.04
	Square footage per student	223	261	153
Food service	Cost per meal equivalent	\$2.97	\$3.28	\$2.69
Transportation	Cost per mile	\$2.52	\$2.12	\$3.62
	Cost per rider	\$1,432	\$1,121	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$7,985	\$7,808	\$8,082	\$7,578	\$10,667
Classroom dollars	4,348	4,157	4,193	4,073	6,495
Nonclassroom dollars:	3,637	3,651	3,889	3,505	4,172
Administration	1,206	1,234	1,016	757	1,160
Plant operations	788	883	1,145	923	1,008
Food service	414	380	389	405	429
Transportation	432	405	477	373	464
Student support	580	520	563	600	594
Instruction support	217	229	299	447	517

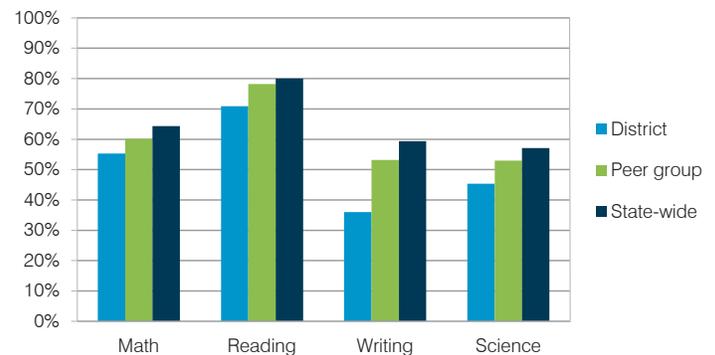
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

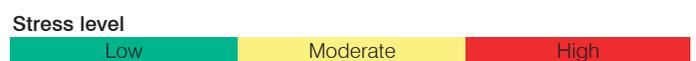
Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	67%	80%	75%
Poverty rate (2013)	24%	24%	24%
Students per teacher	15.5	17.3	18.6
Average teacher salary	\$37,224	\$42,872	\$46,026
Amount from Proposition 301	\$4,152	\$5,022	\$4,810
Average years of teacher experience	13.4	12.1	10.9
Percentage of teachers in first 3 years	8%	19%	20%

Financial stress assessment

Overall financial stress level: **Moderate**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	1.4%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Marginally compliant



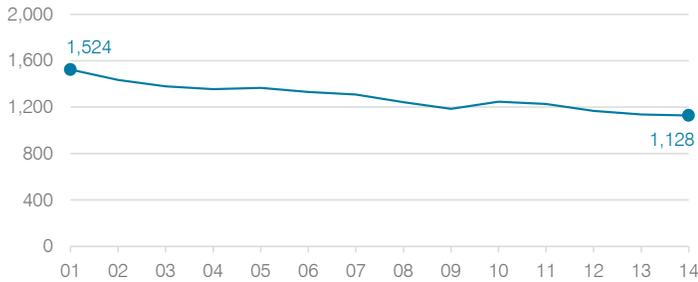
Willcox Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	58.2	57.9	59.0	62.1	62.8	59.9	60.2	58.4	55.8	54.5	53.6	52.8	54.5	53.2

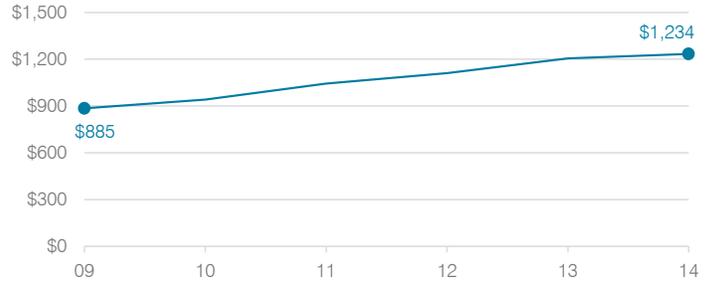
OPERATIONAL TRENDS

Fiscal years as indicated

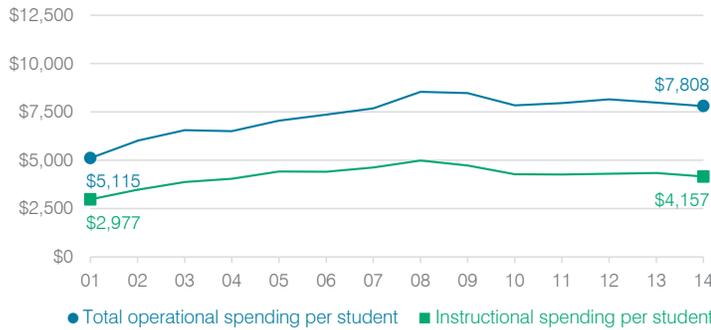
Students attending



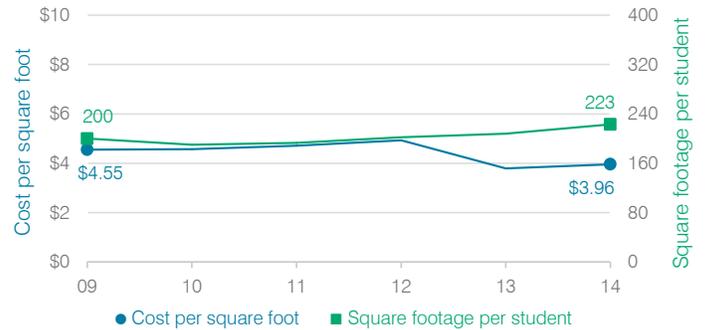
Administrative cost per student



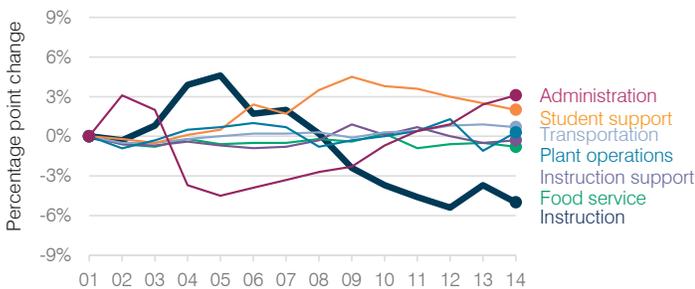
Total operational and instructional spending per student



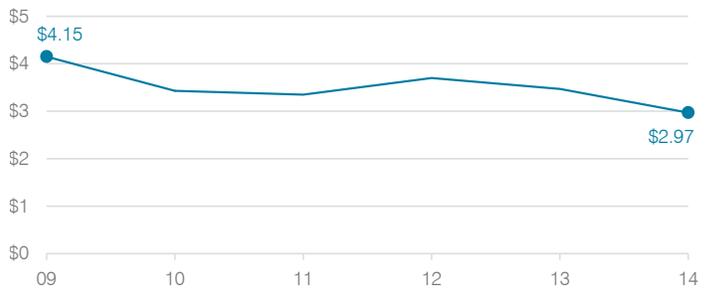
Plant cost per square foot and square footage per student



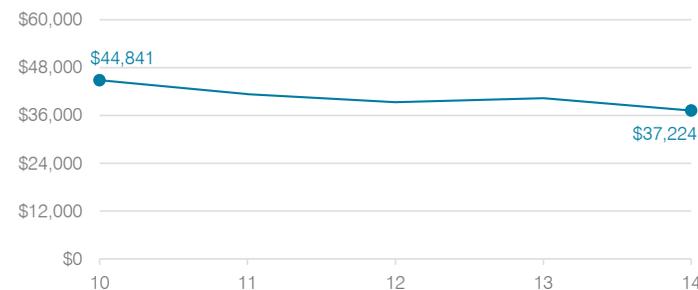
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



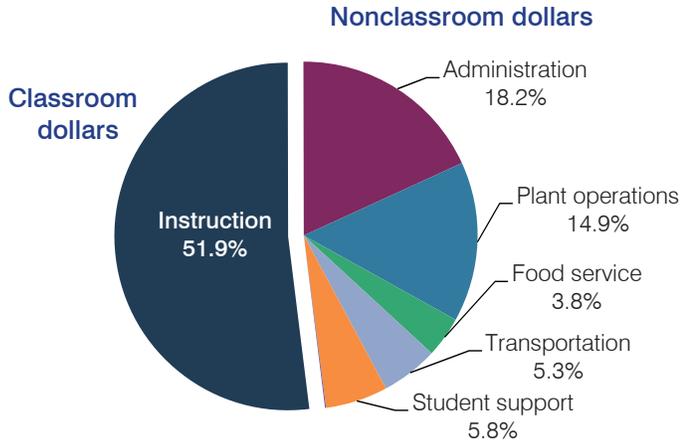
Williams Unified School District

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

District size, location: Small, Rural
 Students attending: 576
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 18 percent. Spending in the classroom varied year to year, decreasing overall from 53.9 to 51.9 percent. Overall, spending on plant operations increased substantially and spending on food service increased slightly. Spending on student support decreased substantially and spending on instruction support decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,579	\$1,534	\$757
	Students per administrator	42	45	68
Plant operations	Cost per square foot	\$5.27	\$4.68	\$6.04
	Square footage per student	246	307	153
Food service	Cost per meal equivalent	\$3.59	\$3.36	\$2.69
Transportation	Cost per mile	\$2.18	\$2.32	\$3.62
	Cost per rider	\$583	\$981	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$8,854	\$8,680	\$10,014	\$7,578	\$10,667
Classroom dollars	4,583	4,508	5,015	4,073	6,495
Nonclassroom dollars:	4,271	4,172	4,999	3,505	4,172
Administration	1,589	1,579	1,534	757	1,160
Plant operations	1,147	1,298	1,518	923	1,008
Food service	402	333	448	405	429
Transportation	526	457	501	373	464
Student support	465	500	626	600	594
Instruction support	142	5	372	447	517

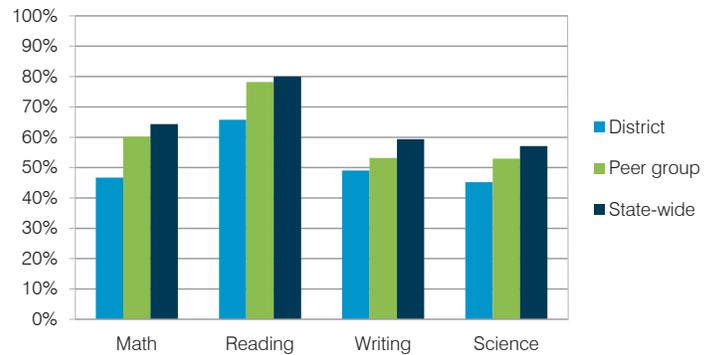
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	75%	80%	75%
Poverty rate (2013)	27%	24%	24%
Students per teacher	14.1	17.3	18.6
Average teacher salary	\$40,354	\$42,872	\$46,026
Amount from Proposition 301	\$5,411	\$5,022	\$4,810
Average years of teacher experience	15.0	12.1	10.9
Percentage of teachers in first 3 years	11%	19%	20%

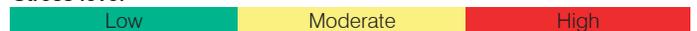
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	4.0%, Steady
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



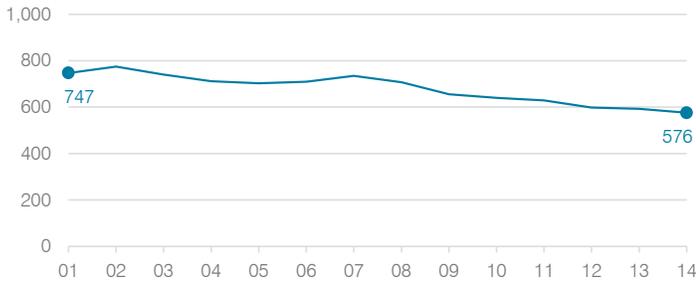
Williams Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	60.2	58.6	61.7	58.5	56.9	57.5	56.5	56.5	53.9	50.4	54.1	53.2	51.8	51.9

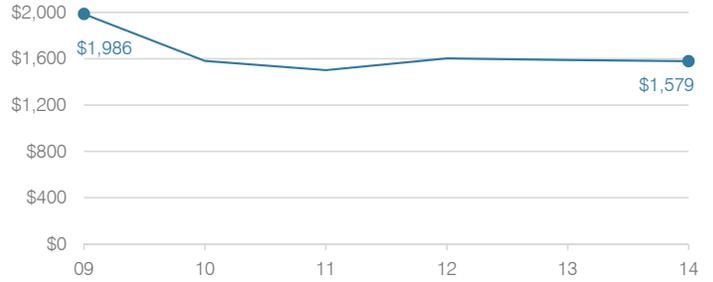
OPERATIONAL TRENDS

Fiscal years as indicated

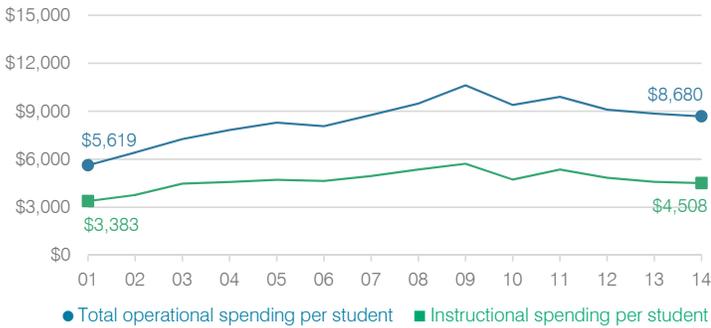
Students attending



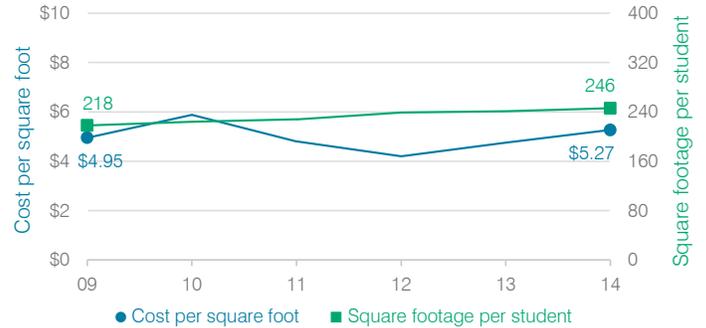
Administrative cost per student



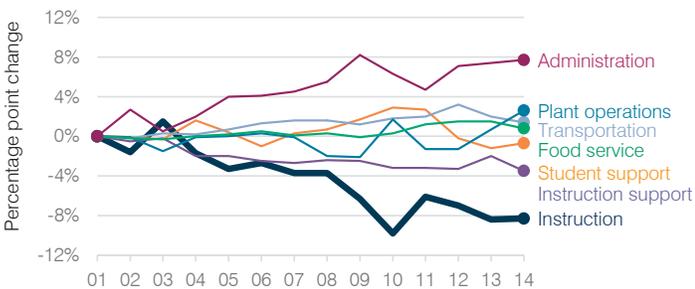
Total operational and instructional spending per student



Plant cost per square foot and square footage per student



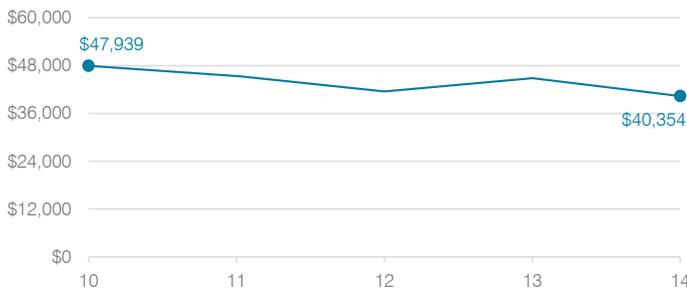
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



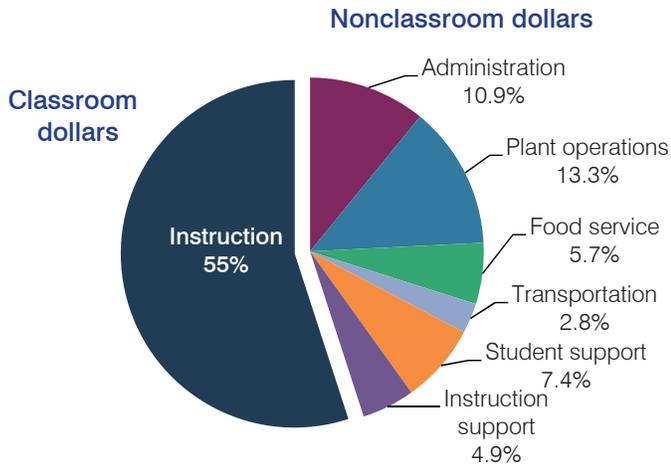
Wilson Elementary School District

Maricopa County
 Efficiency peer groups 8 and T-3, Achievement peer group 15
 Legislative district(s): 27

District size, location: Medium, City
 Students attending: 1,198
 Number of schools: 2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 18 percent. Spending in the classroom was very inconsistent year to year, ranging overall from a high of 55.3 to a low of 51.4 percent. Overall, spending on plant operations increased and spending on transportation and student support increased slightly, while spending on instruction support decreased.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,052	\$895	\$757
	Students per administrator	47	69	68
Plant operations	Cost per square foot	\$8.15	\$6.19	\$6.04
	Square footage per student	158	143	153
Food service	Cost per meal equivalent	\$2.36	\$2.48	\$2.69
Transportation	Cost per mile	\$3.71	\$3.79	\$3.62
	Cost per rider	\$1,126	\$977	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$10,354	\$9,677	\$7,656	\$7,578	\$10,667
Classroom dollars	5,506	5,325	3,929	4,073	6,495
Nonclassroom dollars:	4,848	4,352	3,727	3,505	4,172
Administration	1,171	1,052	895	757	1,160
Plant operations	1,330	1,290	879	923	1,008
Food service	596	547	558	405	429
Transportation	312	274	291	373	464
Student support	791	716	580	600	594
Instruction support	648	473	524	447	517

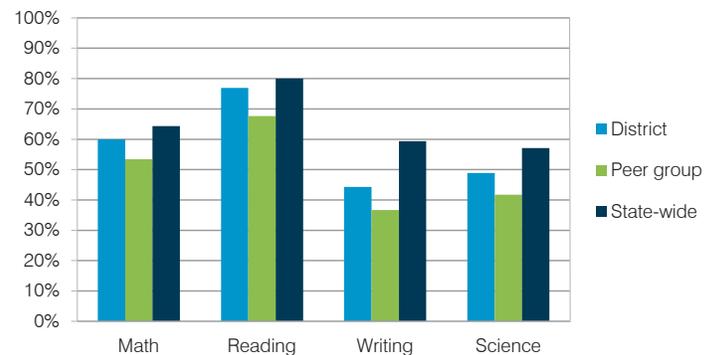
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	51%	52%	24%
Students per teacher	16.6	18.2	18.6
Average teacher salary	\$54,678	\$47,973	\$46,026
Amount from Proposition 301	\$4,025	\$4,193	\$4,810
Average years of teacher experience	11.7	8.8	10.9
Percentage of teachers in first 3 years	20%	33%	20%

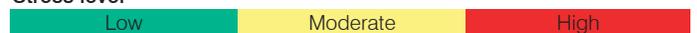
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Increase
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	2.7%, Varying
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



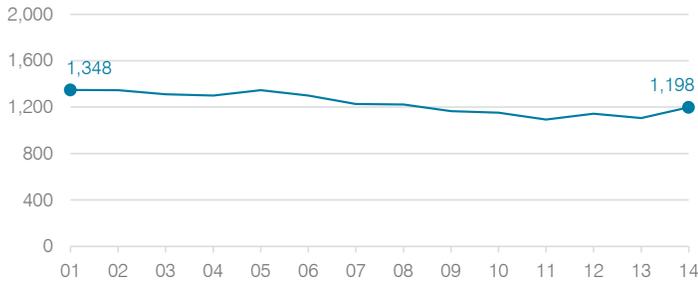
Wilson Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	58.7	56.0	55.9	54.6	58.0	57.3	55.6	55.9	55.3	53.3	51.4	54.2	53.2	55.0

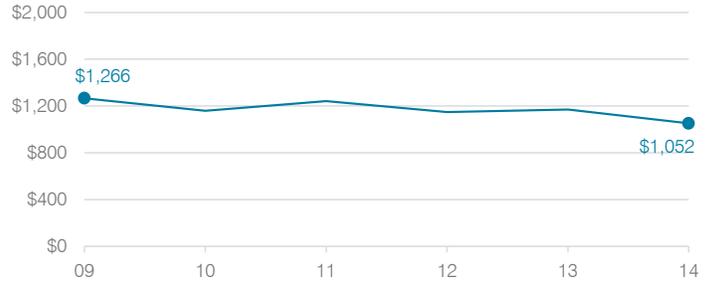
OPERATIONAL TRENDS

Fiscal years as indicated

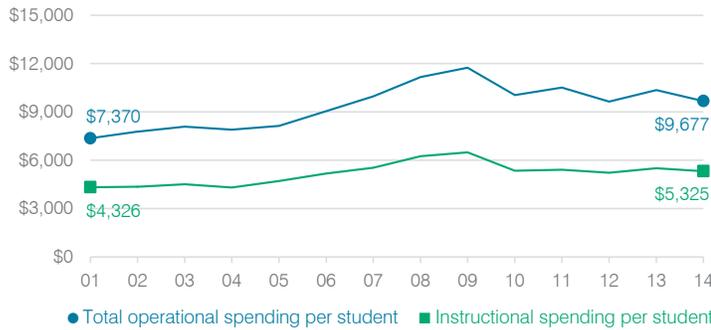
Students attending



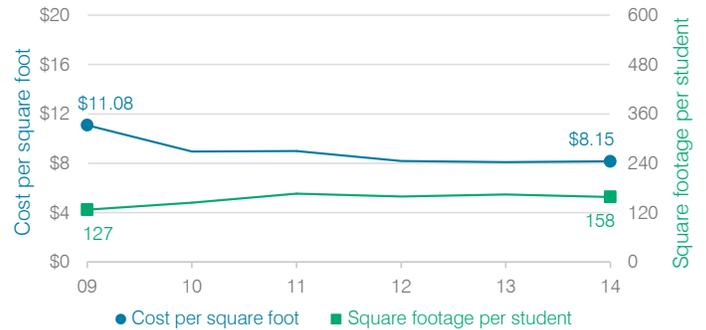
Administrative cost per student



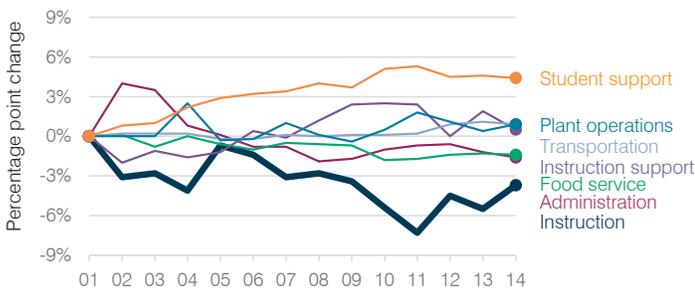
Total operational and instructional spending per student



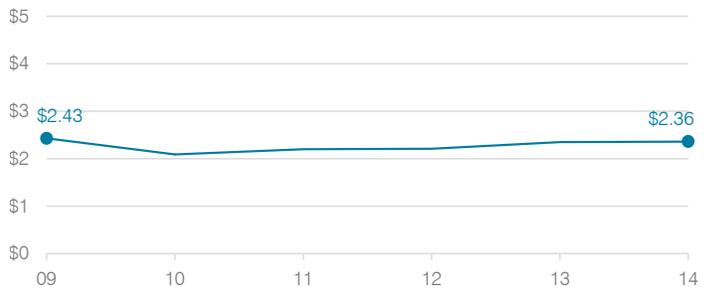
Plant cost per square foot and square footage per student



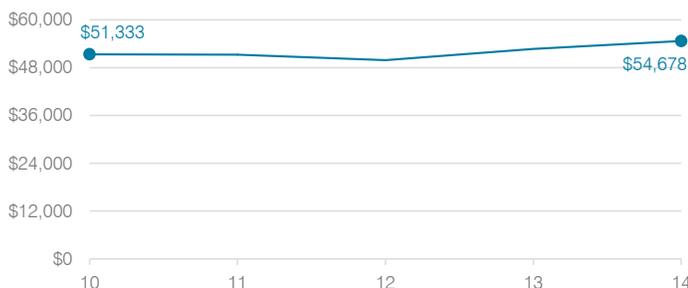
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



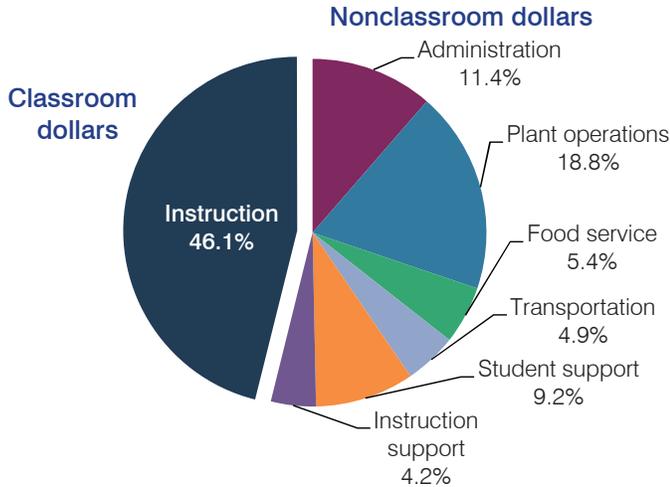
Window Rock Unified School District

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

District size, location: Medium-large, Town
 Students attending: 2,052
 Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 5 percent. Spending in the classroom decreased overall from 50.1 to 46.1 percent. Overall, spending on plant operations increased substantially, spending on food service increased, and spending on student support increased slightly, while spending on instruction support decreased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$1,221	\$789	\$757
	Students per administrator	57	67	68
Plant operations	Cost per square foot	\$7.05	\$5.46	\$6.04
	Square footage per student	286	188	153
Food service	Cost per meal equivalent	\$2.70	\$2.76	\$2.69
Transportation	Cost per mile	\$2.33	\$3.73	\$3.62
	Cost per rider	\$441	\$512	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$11,059	\$10,729	\$7,573	\$7,578	\$10,667
Classroom dollars	5,206	4,948	3,914	4,073	6,495
Nonclassroom dollars:	5,853	5,781	3,659	3,505	4,172
Administration	1,398	1,221	789	757	1,160
Plant operations	1,758	2,014	1,009	923	1,008
Food service	520	577	386	405	429
Transportation	489	526	406	373	464
Student support	1,049	992	607	600	594
Instruction support	639	451	462	447	517

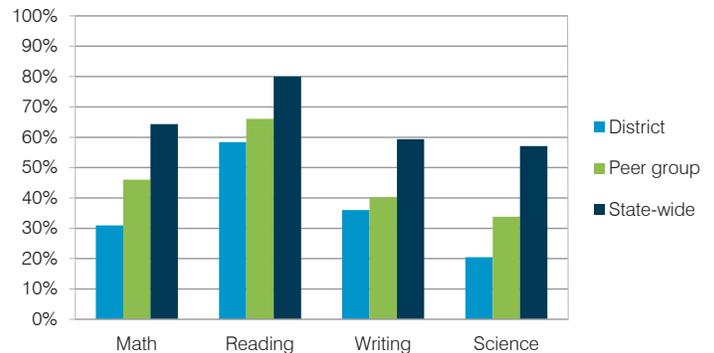
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	92%	93%	95%
Graduation rate (2013)	80%	73%	75%
Poverty rate (2013)	43%	45%	24%
Students per teacher	16.3	15.2	18.6
Average teacher salary	\$50,271	\$43,616	\$46,026
Amount from Proposition 301	\$2,902	\$4,111	\$4,810
Average years of teacher experience	12.8	12.2	10.9
Percentage of teachers in first 3 years	8%	18%	20%

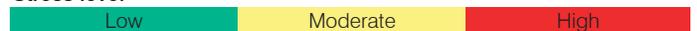
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Large decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	Impact Aid Fund reserve
Years of capital reserve held	Impact Aid Fund reserve
Current financial and internal control status	Compliant

Stress level

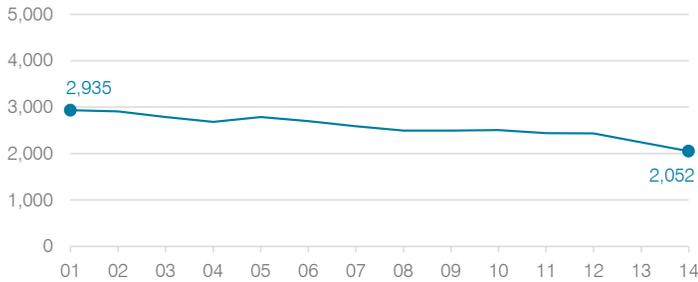


Window Rock Unified School District

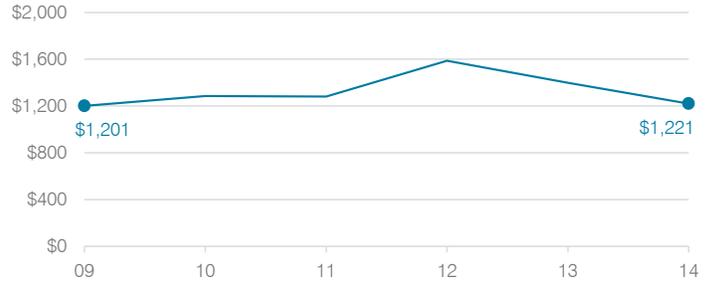
Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014
 54.1 57.3 57.5 56.1 52.0 52.0 52.4 50.4 50.1 49.6 47.4 48.0 47.1 46.1

OPERATIONAL TRENDS Fiscal years as indicated

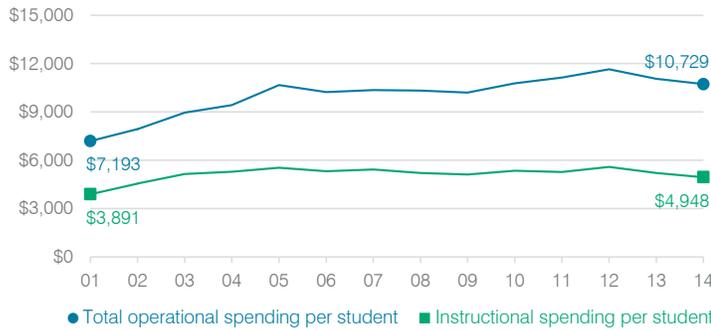
Students attending



Administrative cost per student



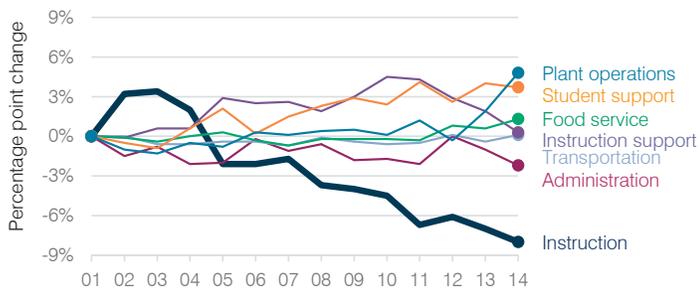
Total operational and instructional spending per student



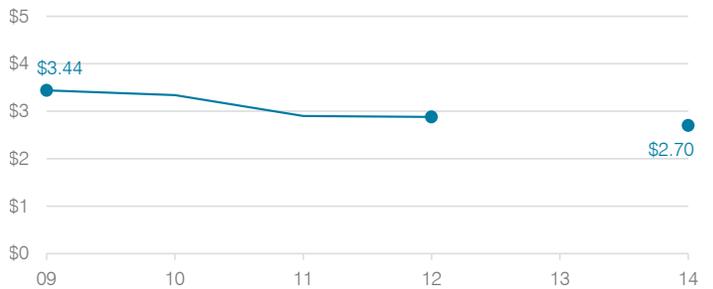
Plant cost per square foot and square footage per student



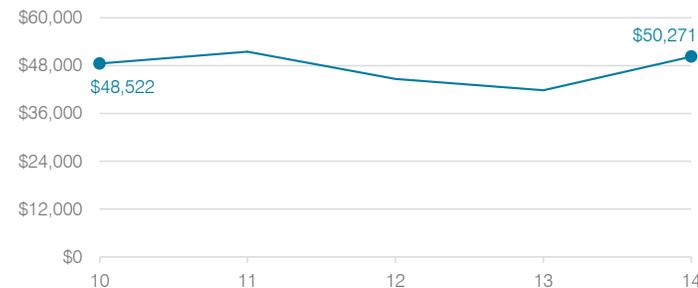
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



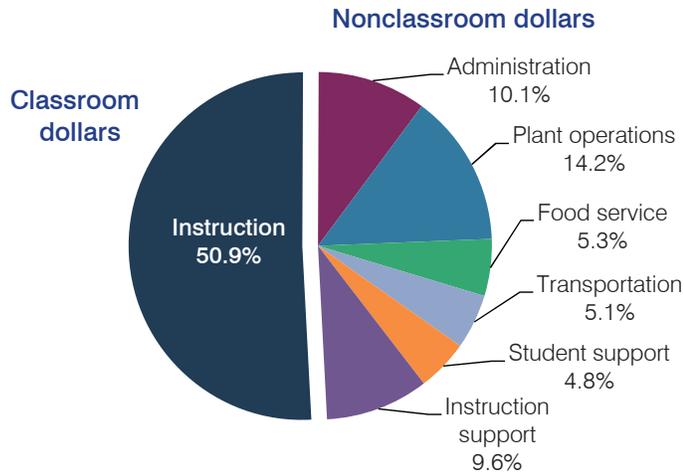
Winslow Unified School District

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

District size, location: Medium-large, Town
 Students attending: 2,096
 Number of schools: 5

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 7 percent. Spending in the classroom decreased from 54.5 to 50.9 percent. Spending on food service, transportation, and student support increased and spending on plant operations increased slightly. Spending on instruction support decreased slightly and spending on administration remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$832	\$789	\$757
	Students per administrator	54	67	68
Plant operations	Cost per square foot	\$6.08	\$5.46	\$6.04
	Square footage per student	194	188	153
Food service	Cost per meal equivalent	\$2.33	\$2.76	\$2.69
Transportation	Cost per mile	\$2.26	\$3.45	\$3.62
	Cost per rider	\$595	\$832	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$7,885	\$8,272	\$7,573	\$7,578	\$10,667
Classroom dollars	4,080	4,212	3,914	4,073	6,495
Nonclassroom dollars:	3,805	4,060	3,659	3,505	4,172
Administration	827	832	789	757	1,160
Plant operations	1,083	1,178	1,009	923	1,008
Food service	402	439	386	405	429
Transportation	412	422	406	373	464
Student support	300	398	607	600	594
Instruction support	781	791	462	447	517

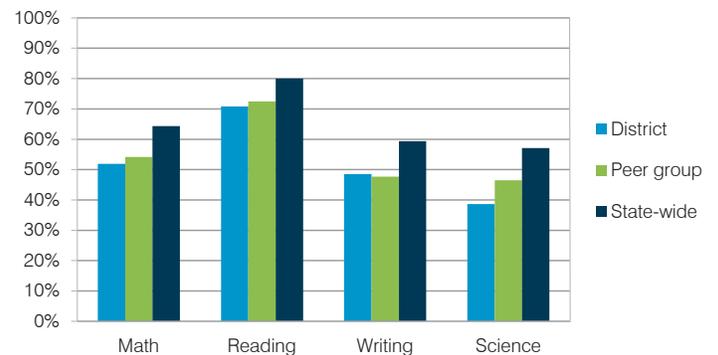
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	93%	95%
Graduation rate (2013)	85%	78%	75%
Poverty rate (2013)	35%	32%	24%
Students per teacher	17.2	16.5	18.6
Average teacher salary	\$41,047	\$43,049	\$46,026
Amount from Proposition 301	\$4,193	\$5,173	\$4,810
Average years of teacher experience	11.3	12.0	10.9
Percentage of teachers in first 3 years	28%	19%	20%

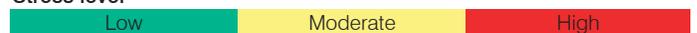
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Steady
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	Voter-approved
Operating reserve percentage (max. 4%), trend	3.8%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



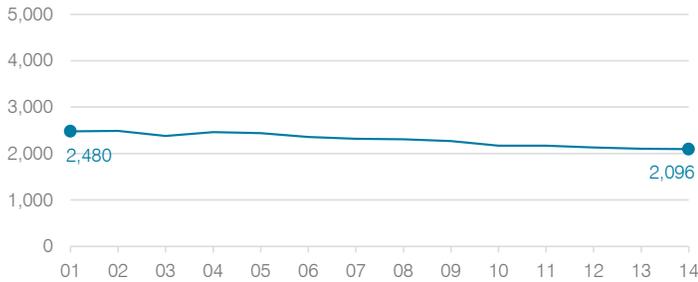
Winslow Unified School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	55.1	57.2	59.0	57.3	56.8	55.5	54.3	53.8	54.5	52.9	52.5	52.7	51.8	50.9

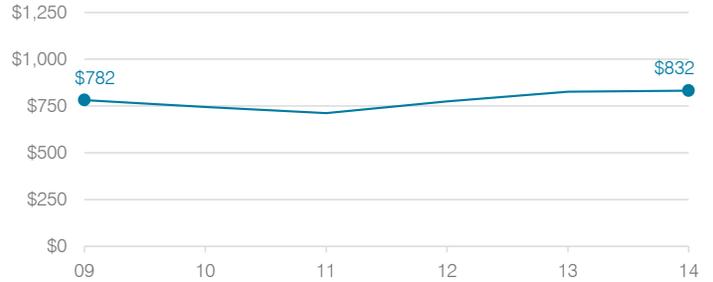
OPERATIONAL TRENDS

Fiscal years as indicated

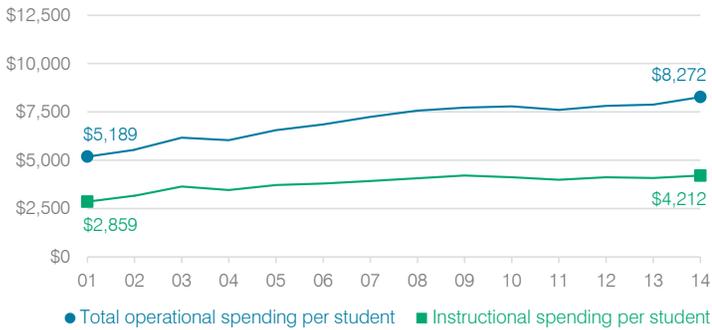
Students attending



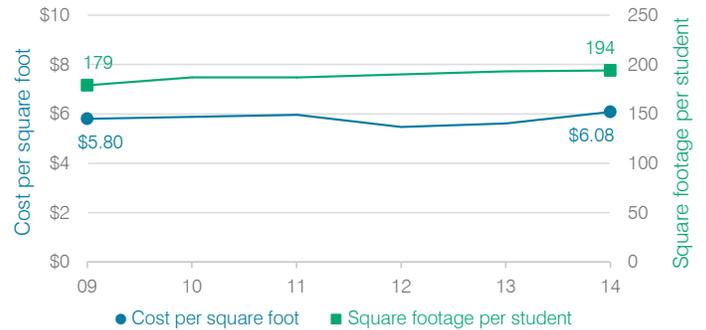
Administrative cost per student



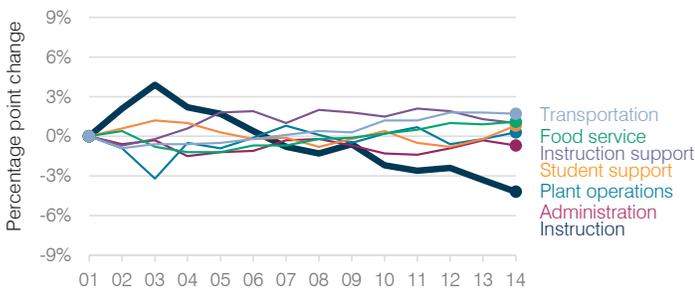
Total operational and instructional spending per student



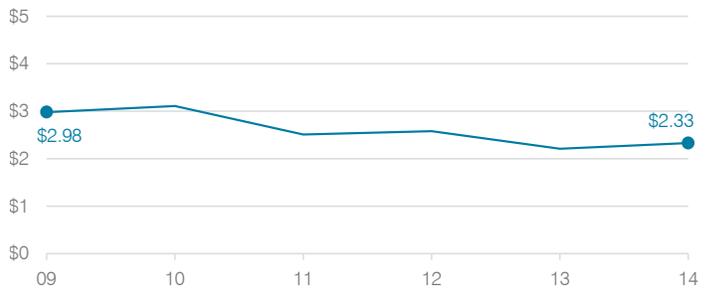
Plant cost per square foot and square footage per student



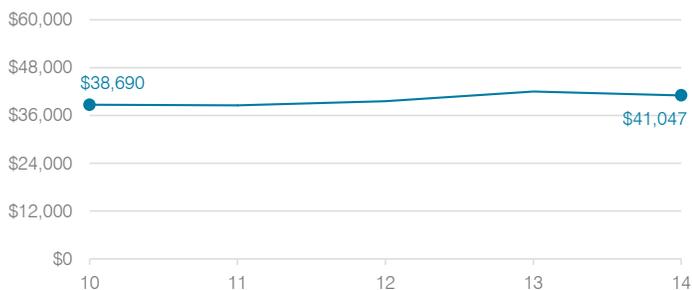
Changes in operational spending percentages



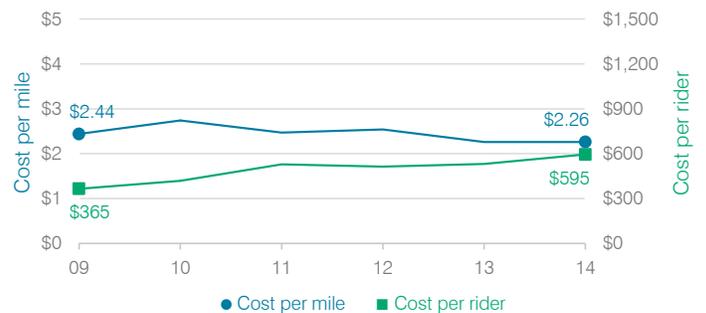
Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Yarnell Elementary School District

Yavapai County

Efficiency peer groups 11 and T-11, Achievement peer group 16

Legislative district(s): 1

District size, location:

Very small, Rural

Students attending:

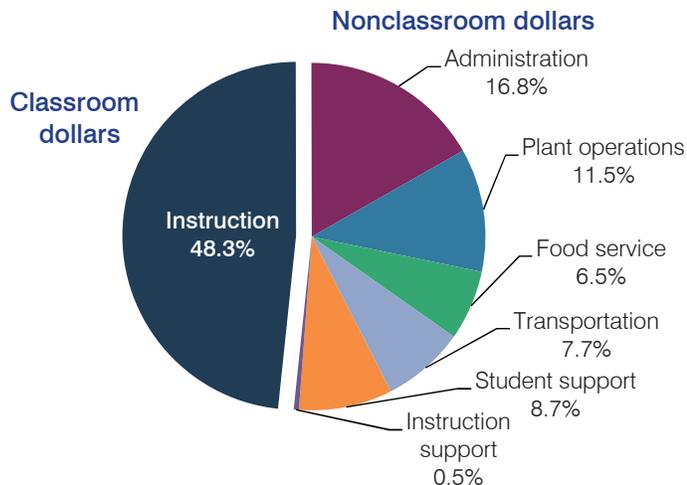
32

Number of schools:

1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Student enrollment decreased by 34 percent, which contributed to the 47 percent increase in total spending per pupil. Spending in the classroom decreased overall from 49.3 to 48.3 percent. Spending on all nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on transportation increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$4,519	\$2,835	\$757
	Students per administrator	18	28	68
Plant operations	Cost per square foot	\$5.76	\$6.51	\$6.04
	Square footage per student	539	351	153
Food service	Cost per meal equivalent	\$6.61	\$5.02	\$2.69
Transportation	Cost per mile	NR	\$1.61	\$3.62
	Cost per rider	NR	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$19,668	\$26,932	\$16,101	\$7,578	\$10,667
Classroom dollars	10,158	13,021	8,231	4,073	6,495
Nonclassroom dollars:	9,510	13,911	7,870	3,505	4,172
Administration	3,132	4,519	2,835	757	1,160
Plant operations	1,753	3,107	2,137	923	1,008
Food service	1,389	1,736	901	405	429
Transportation	1,376	2,077	1,072	373	464
Student support	1,572	2,333	536	600	594
Instruction support	288	139	389	447	517

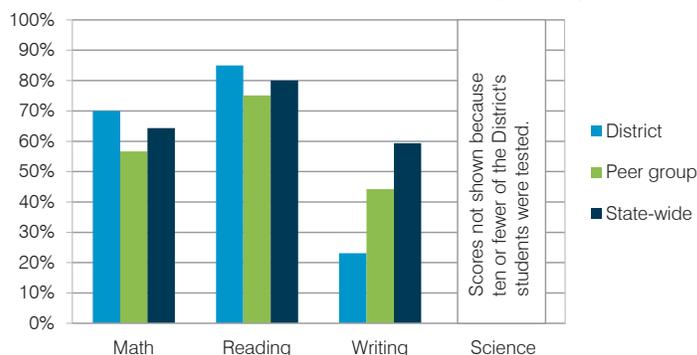
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	93%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	10%	9%	24%
Students per teacher	10.5	11.5	18.6
Average teacher salary	\$47,445	\$46,876	\$46,026
Amount from Proposition 301	\$5,585	\$3,288	\$4,810
Average years of teacher experience	16.7	12.6	10.9
Percentage of teachers in first 3 years	0%	11%	20%

Financial stress assessment

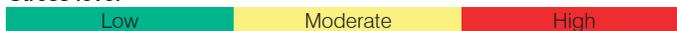
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	2.7%, Decreasing
Years of capital reserve held	1 to 3 years
Current financial and internal control status	Compliant

Stress level



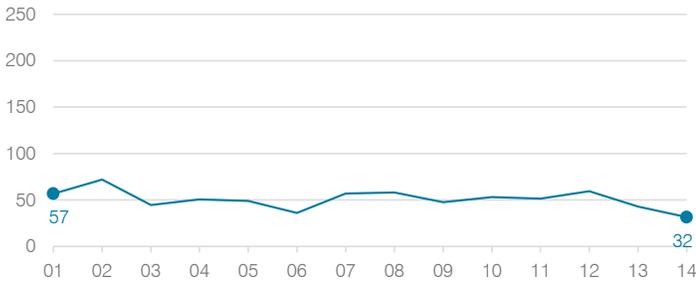
Yarnell Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	56.4	57.8	57.1	54.2	53.2	43.7	51.6	50.0	49.3	52.3	53.2	49.8	51.6	48.3

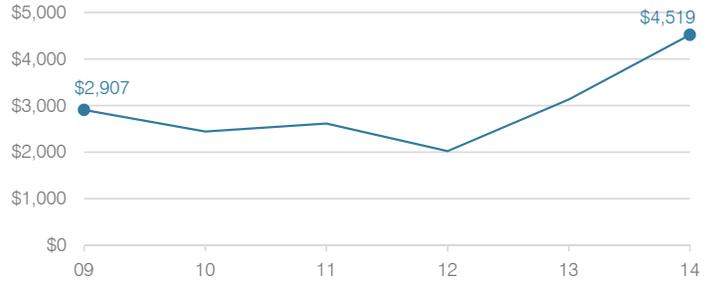
OPERATIONAL TRENDS

Fiscal years as indicated

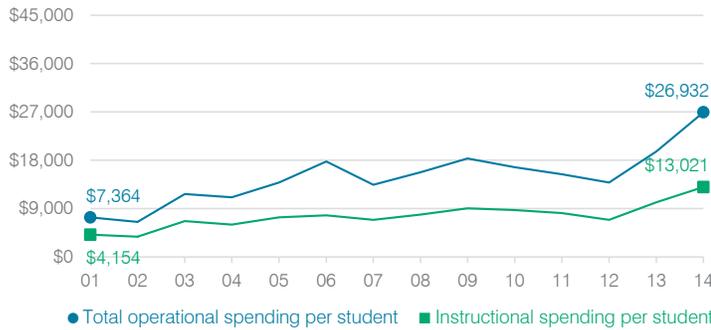
Students attending



Administrative cost per student



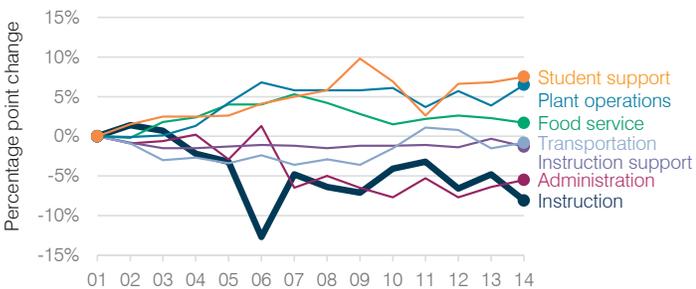
Total operational and instructional spending per student



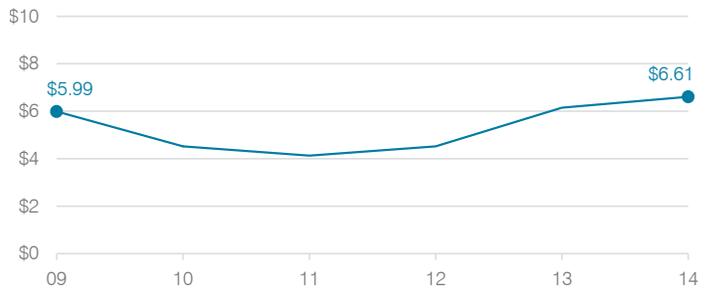
Plant cost per square foot and square footage per student



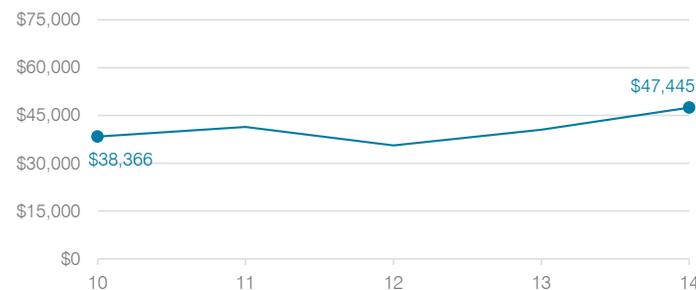
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



Young Elementary School District

Gila County

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

Legislative district(s): 6

District size, location:

Very small, Rural

Students attending:

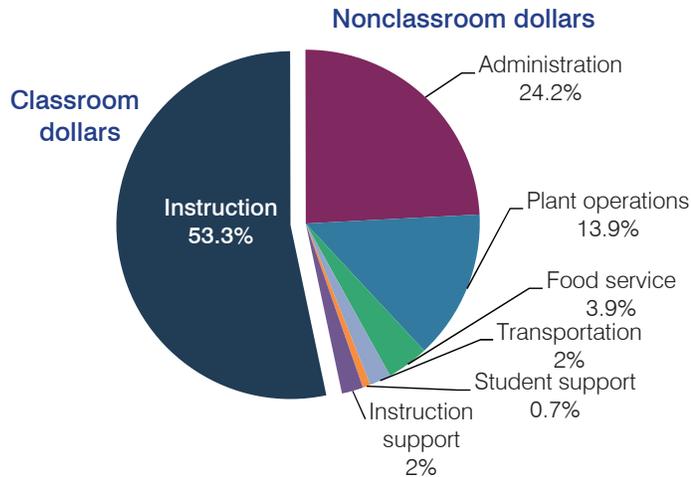
36

Number of schools:

2

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Student enrollment decreased by 33 percent, which contributed to the 46 percent increase in total spending per pupil. Spending in the classroom varied year to year, increasing overall from 51.2 to 53.3 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$9,691	\$2,835	\$757
	Students per administrator	10	28	68
Plant operations	Cost per square foot	\$5.43	\$6.51	\$6.04
	Square footage per student	1,026	351	153
Food service	Cost per meal equivalent	\$8.55	\$5.02	\$2.69
Transportation	Cost per mile	\$2.11	\$1.61	\$3.62
	Cost per rider	\$888	\$1,444	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$29,804	\$40,050	\$16,101	\$7,578	\$10,667
Classroom dollars	16,941	21,334	8,231	4,073	6,495
Nonclassroom dollars:	12,863	18,716	7,870	3,505	4,172
Administration	6,055	9,691	2,835	757	1,160
Plant operations	4,617	5,569	2,137	923	1,008
Food service	906	1,568	901	405	429
Transportation	535	808	1,072	373	464
Student support	253	282	536	600	594
Instruction support	497	798	389	447	517

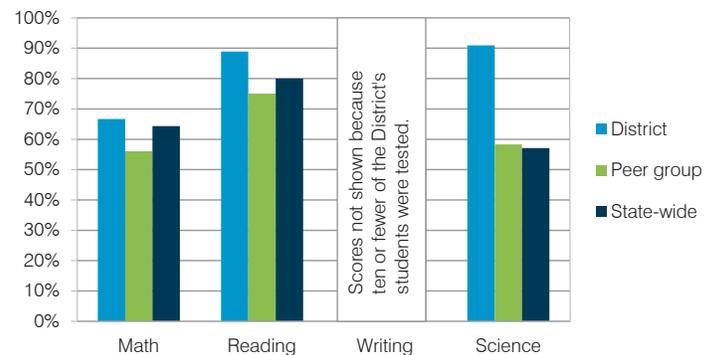
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	94%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	28%	30%	24%
Students per teacher	4.5	13.0	18.6
Average teacher salary	\$53,146	\$44,780	\$46,026
Amount from Proposition 301	\$1,489	\$3,720	\$4,810
Average years of teacher experience	17.7	14.2	10.9
Percentage of teachers in first 3 years	13%	15%	20%

Financial stress assessment

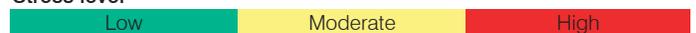
Overall financial stress level: **Low**

Measure: 2012 through 2014

Assessment

Change in number of district students	Small school adjustment
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.8%, Increasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



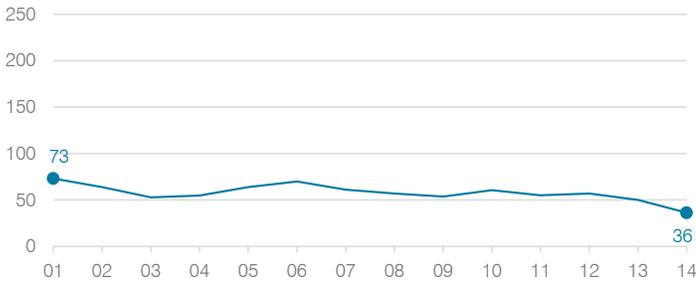
Young Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	61.7	59.8	56.1	56.9	60.2	59.0	53.0	54.7	51.2	56.5	54.1	53.1	56.8	53.3

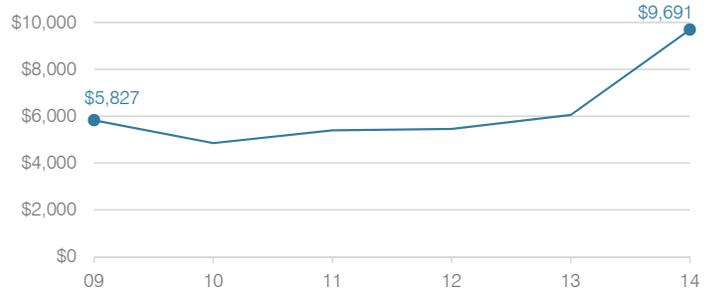
OPERATIONAL TRENDS

Fiscal years as indicated

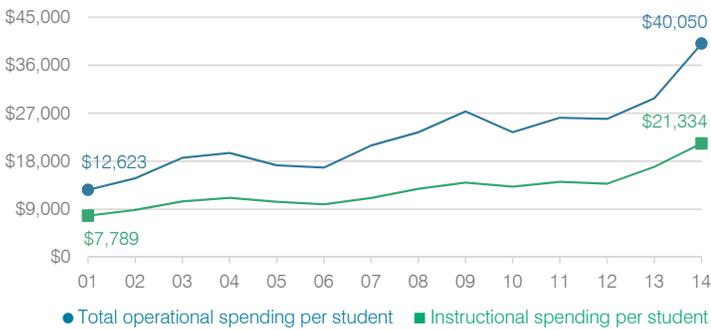
Students attending



Administrative cost per student



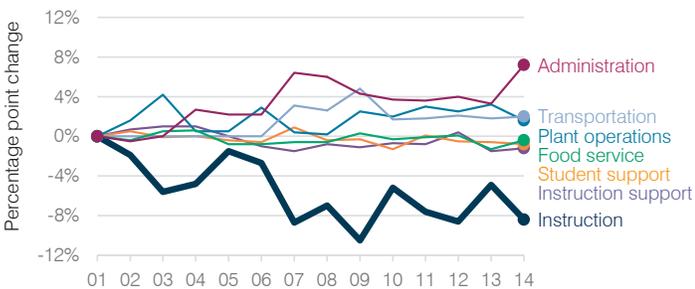
Total operational and instructional spending per student



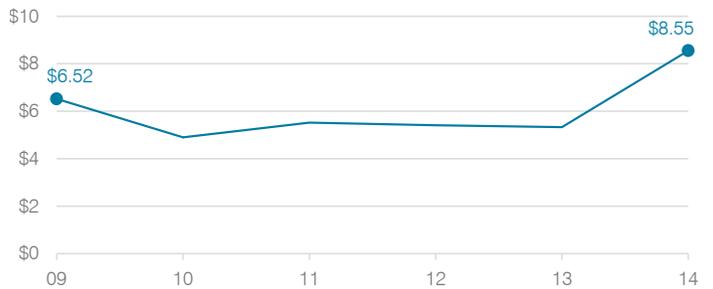
Plant cost per square foot and square footage per student



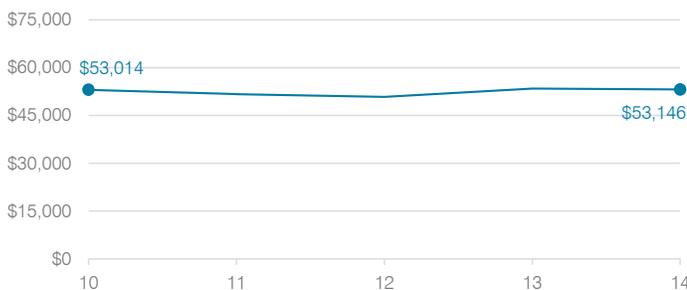
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



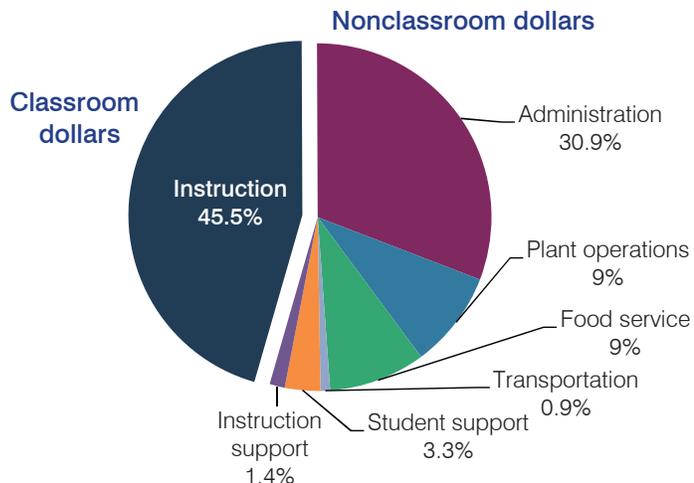
Yucca Elementary School District

Mohave County
 Efficiency peer group 11 and Achievement peer group 17
 Legislative district(s): 5

District size, location: Very small, Rural
 Students attending: 26
 Number of schools: 1

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 15 percent. Spending in the classroom varied year to year, decreasing overall from 62.5 to 45.5 percent. Spending on most nonclassroom areas also varied year to year, as is common for very small districts. Overall, spending on administration and food service increased substantially.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$5,043	\$2,835	\$757
	Students per administrator	17	28	68
Plant operations	Cost per square foot	\$5.00	\$6.51	\$6.04
	Square footage per student	293	351	153
Food service	Cost per meal equivalent	\$7.13	\$5.02	\$2.69
Transportation	Cost per mile	N/A	N/A	\$3.62
	Cost per rider	N/A	N/A	\$1,036

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$24,474	\$16,307	\$16,101	\$7,578	\$10,667
Classroom dollars	11,487	7,424	8,231	4,073	6,495
Nonclassroom dollars:	12,987	8,883	7,870	3,505	4,172
Administration	7,826	5,043	2,835	757	1,160
Plant operations	2,167	1,465	2,137	923	1,008
Food service	1,920	1,461	901	405	429
Transportation	7	154	1,072	373	464
Student support	782	537	536	600	594
Instruction support	285	223	389	447	517

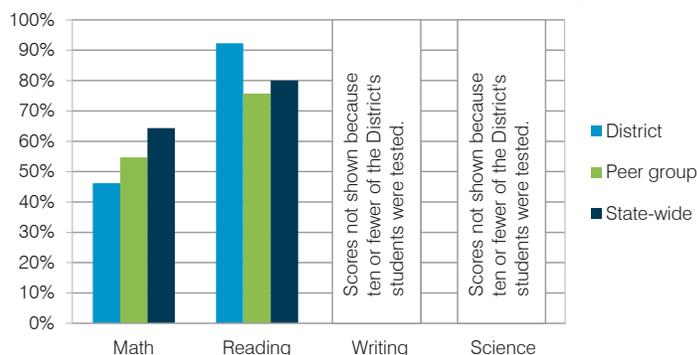
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **D**

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

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	96%	94%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	20%	20%	24%
Students per teacher	13.0	12.3	18.6
Average teacher salary	N/A	\$43,736	\$46,026
Amount from Proposition 301	N/A	\$3,455	\$4,810
Average years of teacher experience	N/A	11.8	10.9
Percentage of teachers in first 3 years	N/A	15%	20%

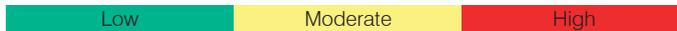
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

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

Stress level



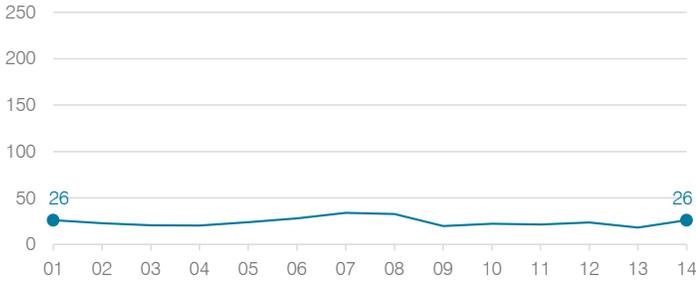
Yucca Elementary School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	67.8	64.6	62.4	60.0	62.1	63.4	68.2	61.7	62.5	61.1	50.1	52.9	46.9	45.5

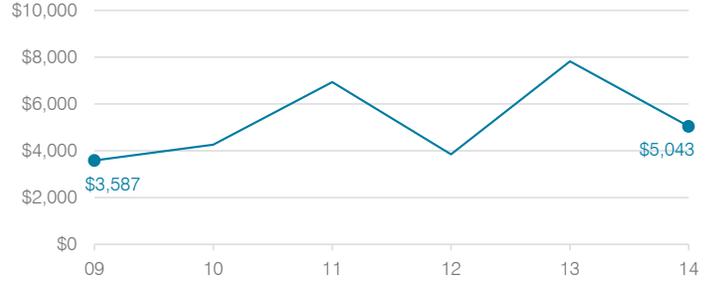
OPERATIONAL TRENDS

Fiscal years as indicated

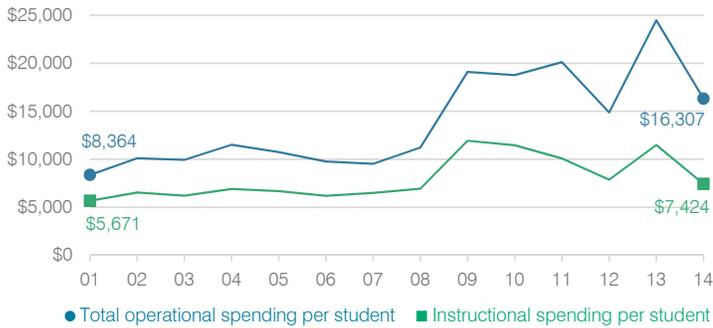
Students attending



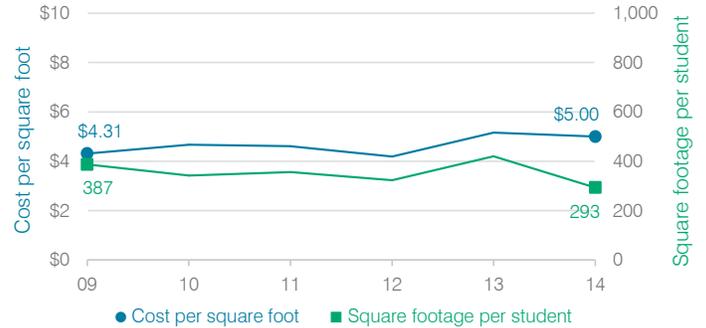
Administrative cost per student



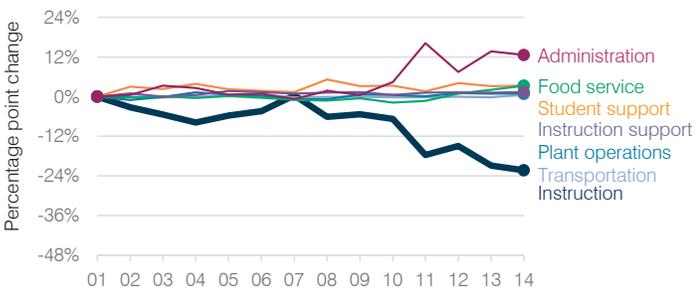
Total operational and instructional spending per student



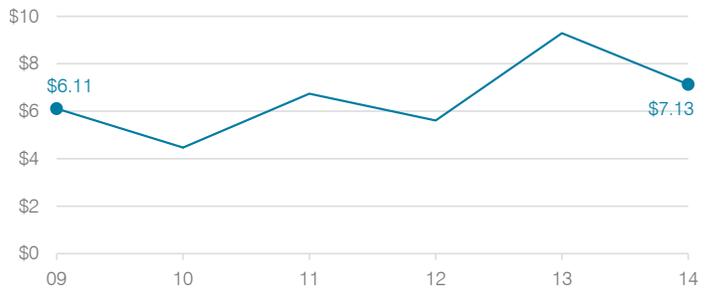
Plant cost per square foot and square footage per student



Changes in operational spending percentages



Food service cost per meal



Average teacher salary

Average teacher salary trend is not shown because the District had two or fewer teachers during all or a substantial portion of fiscal years 2010 through 2014.

Transportation costs per mile and per rider

Transportation costs per mile and per rider trends are not shown because the District did not operate a transportation program during all or a substantial portion of fiscal years 2009 through 2014.

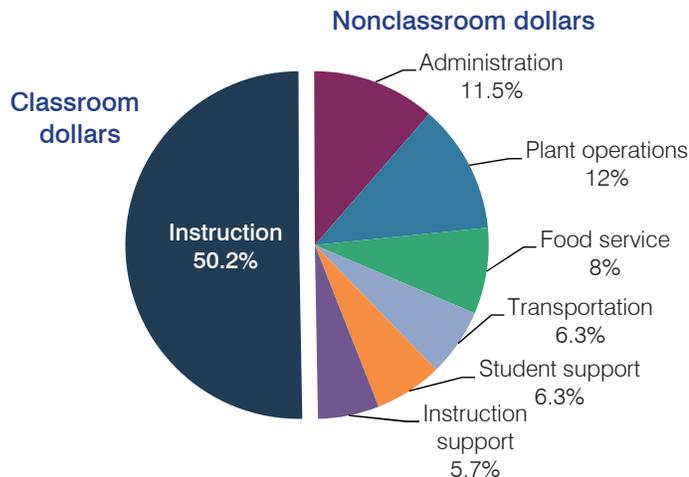
Yuma Elementary School District

Yuma County
 Efficiency peer groups 7 and T-5, Achievement peer group 13
 Legislative district(s): 4 and 13

District size, location: Large, City
 Students attending: 8,442
 Number of schools: 17

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 3 percent. Spending in the classroom decreased overall from 54 to 50.2 percent. Overall, spending on administration increased substantially and spending on food service and transportation increased, while spending on plant operations decreased slightly. Spending on other nonclassroom areas remained fairly stable.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$815	\$726	\$757
	Students per administrator	68	77	68
Plant operations	Cost per square foot	\$6.98	\$6.09	\$6.04
	Square footage per student	122	131	153
Food service	Cost per meal equivalent	\$2.52	\$2.64	\$2.69
Transportation	Cost per mile	\$3.22	\$3.47	\$3.62
	Cost per rider	\$1,428	\$1,326	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$7,038	\$7,098	\$7,414	\$7,578	\$10,667
Classroom dollars	3,553	3,562	3,939	4,073	6,495
Nonclassroom dollars:	3,485	3,536	3,475	3,505	4,172
Administration	752	815	726	757	1,160
Plant operations	814	855	793	923	1,008
Food service	549	566	547	405	429
Transportation	462	445	308	373	464
Student support	505	451	575	600	594
Instruction support	403	404	526	447	517

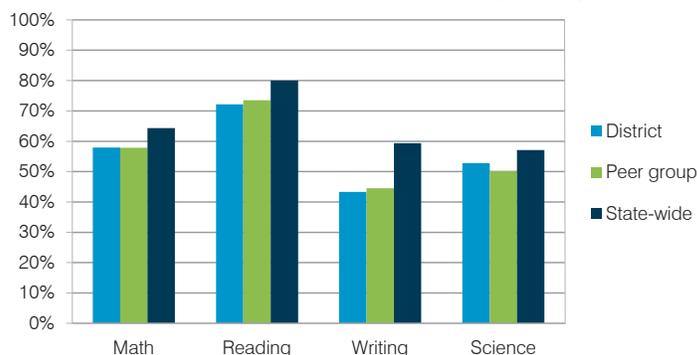
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **B**

Grade	Number of schools	Percentage of schools
A	2	12%
B	5	29%
C	9	53%
D	1	6%
F	0	0%
Not rated	0	0%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	N/A	N/A	N/A
Poverty rate (2013)	23%	26%	24%
Students per teacher	19.3	19.7	18.6
Average teacher salary	\$37,299	\$40,842	\$46,026
Amount from Proposition 301	\$5,394	\$3,876	\$4,810
Average years of teacher experience	10.6	7.6	10.9
Percentage of teachers in first 3 years	18%	34%	20%

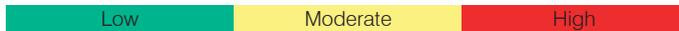
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

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

Stress level

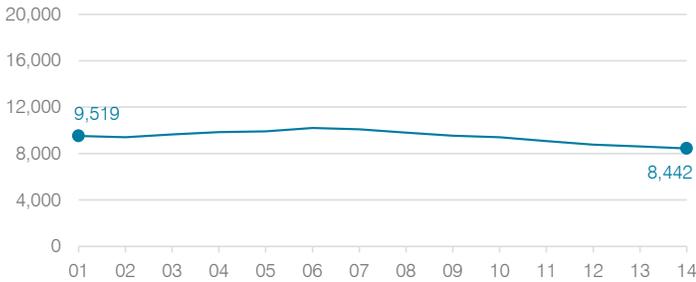


Yuma Elementary School District

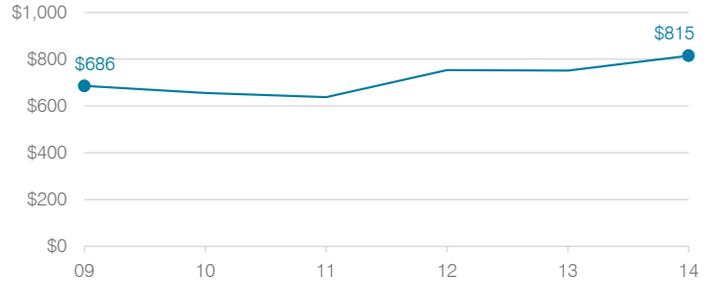
Classroom dollar percentage: 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014
 56.4 58.9 56.2 56.0 54.5 51.7 51.9 52.7 54.0 52.2 50.1 50.5 50.5 50.2

OPERATIONAL TRENDS Fiscal years as indicated

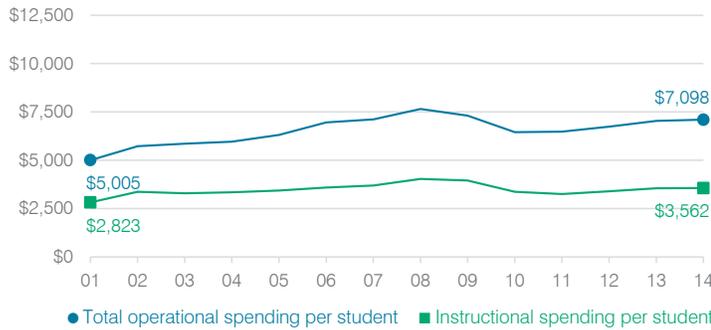
Students attending



Administrative cost per student



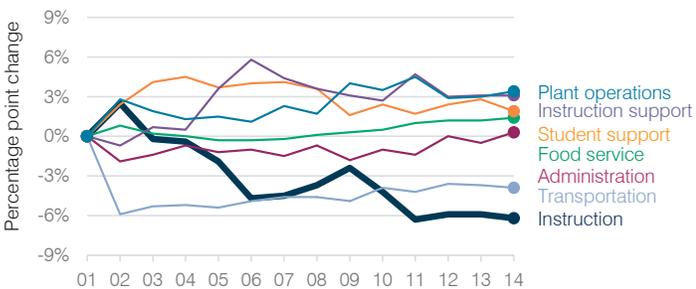
Total operational and instructional spending per student



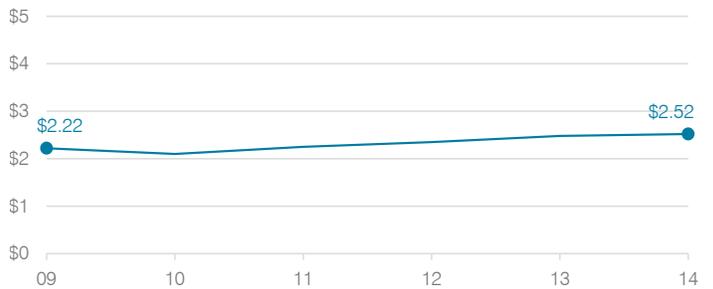
Plant cost per square foot and square footage per student



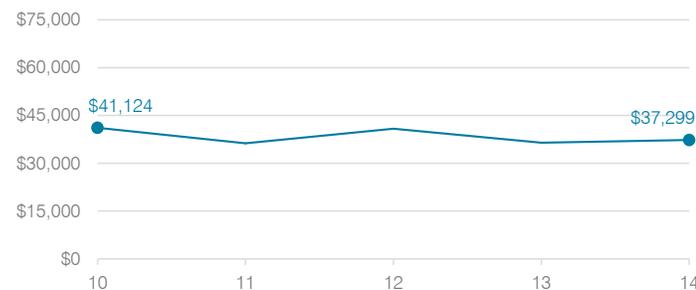
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



Transportation costs per mile and per rider



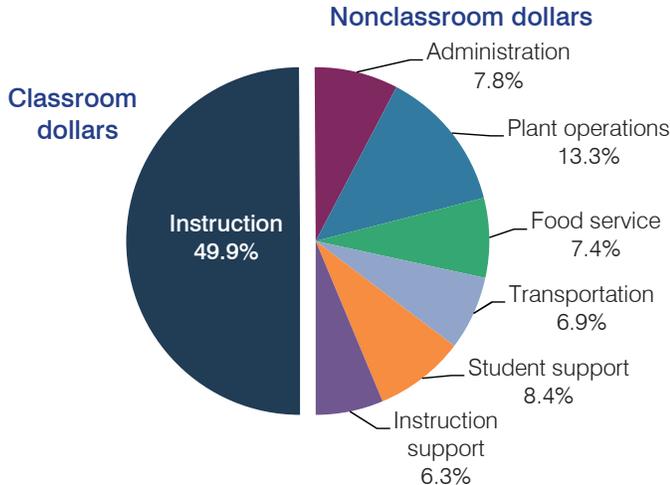
Yuma Union High School District

Yuma County
 Efficiency peer groups 2 and T-5, Achievement peer group 9
 Legislative district(s): 4 and 13

District size, location: Large, City
 Students attending: 10,551
 Number of schools: 6

OPERATIONAL EFFICIENCY

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 1 percent. Spending in the classroom was very inconsistent, decreasing overall from 51.1 to 49.9 percent. Overall, spending on food service increased and spending on administration increased slightly. Spending on instruction support decreased and spending on student support decreased slightly.

Cost measures relative to peer averages

Operational area	Measure	District	Peer average	State average
Administration	Cost per pupil	\$526	\$685	\$757
	Students per administrator	52	68	68
Plant operations	Cost per square foot	\$6.40	\$6.29	\$6.04
	Square footage per student	140	147	153
Food service	Cost per meal equivalent	\$2.86	\$2.68	\$2.69
Transportation	Cost per mile	\$4.02	\$3.47	\$3.62
	Cost per rider	\$1,611	\$1,326	\$1,036

Very low Low Comparable High Very high

Per pupil spending by operational area

	District		Peer average	State average	National average
	2013	2014	2014	2014	2012
Total	\$6,625	\$6,745	\$7,122	\$7,578	\$10,667
Classroom dollars	3,557	3,369	3,815	4,073	6,495
Nonclassroom dollars:	3,068	3,376	3,307	3,505	4,172
Administration	497	526	685	757	1,160
Plant operations	821	894	912	923	1,008
Food service	465	496	339	405	429
Transportation	380	465	360	373	464
Student support	539	569	533	600	594
Instruction support	366	426	478	447	517

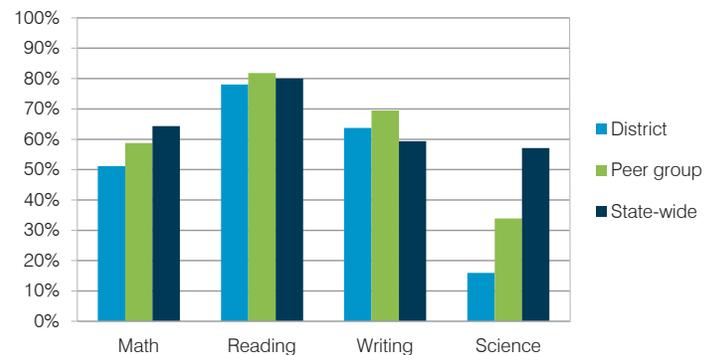
STUDENT ACHIEVEMENT, TEACHER MEASURES, AND FINANCIAL ASSESSMENT

ADE-reported district and school letter grades

District grade: **C**

Grade	Number of schools	Percentage of schools
A	0	0%
B	2	33%
C	2	33%
D	1	17%
F	0	0%
Not rated	1	17%

Students who met state standards (AIMS)



Student and teacher measures

Measure	District	Peer average	State average
Attendance rate	95%	95%	95%
Graduation rate (2013)	78%	80%	75%
Poverty rate (2013)	28%	32%	24%
Students per teacher	23.1	20.8	18.6
Average teacher salary	\$46,505	\$52,084	\$46,026
Amount from Proposition 301	\$8,229	\$6,495	\$4,810
Average years of teacher experience	10.5	11.9	10.9
Percentage of teachers in first 3 years	33%	16%	20%

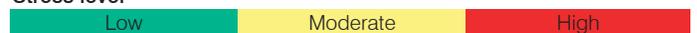
Financial stress assessment

Overall financial stress level: **Low**

Measure: 2012 through 2014

Measure	Assessment
Change in number of district students	Moderate decrease
Spending exceeded operating/capital budgets	No overspending
Spending increase election results	No election held
Operating reserve percentage (max. 4%), trend	3.6%, Decreasing
Years of capital reserve held	More than 3 years
Current financial and internal control status	Compliant

Stress level



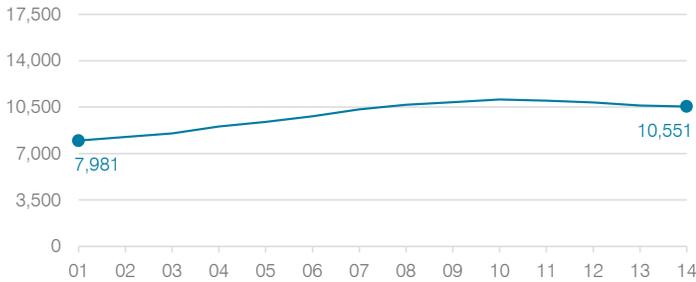
Yuma Union High School District

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Classroom dollar percentage:	56.8	56.8	55.1	53.5	54.6	53.5	56.5	51.2	51.1	52.3	51.9	51.7	53.7	49.9

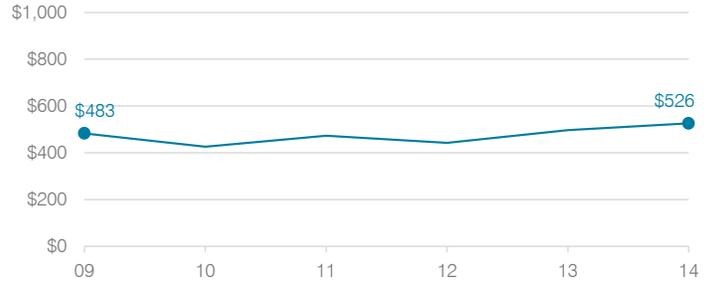
OPERATIONAL TRENDS

Fiscal years as indicated

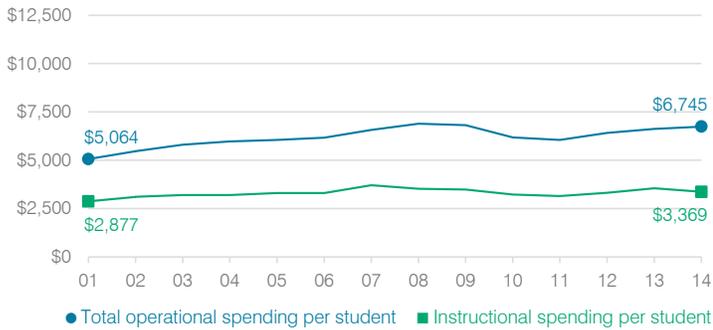
Students attending



Administrative cost per student



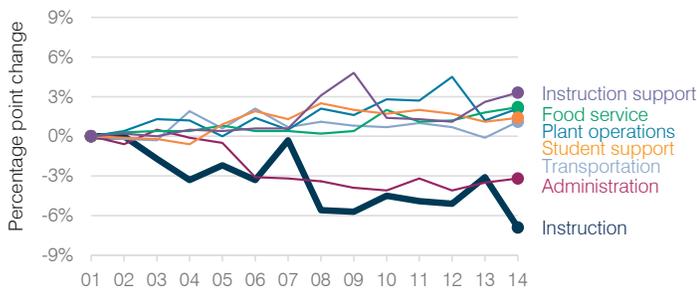
Total operational and instructional spending per student



Plant cost per square foot and square footage per student



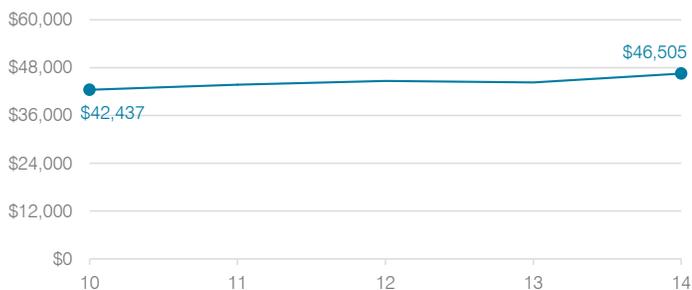
Changes in operational spending percentages



Food service cost per meal



Average teacher salary



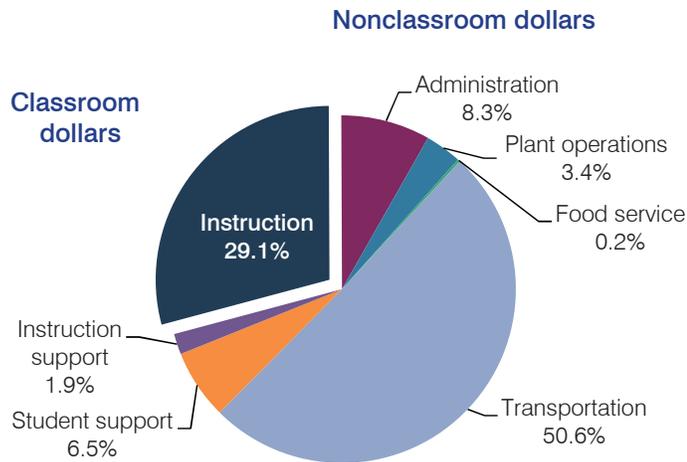
Transportation costs per mile and per rider



Coconino County Regional ASD

Coconino County
Students attending: 132

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 163 percent. Spending in the classroom varied year to year, decreasing overall from 45.3 to 29.1 percent. Spending on all nonclassroom areas varied year to year. Overall, spending on transportation increased substantially, while spending on administration, plant operations, and student support decreased substantially.

Per-pupil spending by operational area

	District		State average	National average
	2013	2014	2014	2012
Total	\$20,889	\$26,460	\$7,578	\$10,667
Classroom dollars	7,079	7,696	4,073	6,495
Nonclassroom dollars:	13,810	18,764	3,505	4,172
Administration	1,846	2,187	757	1,160
Plant operations	1,108	914	923	1,008
Food service	60	61	405	429
Transportation	9,172	13,394	373	464
Student support	1,616	1,712	600	594
Instruction support	8	496	447	517

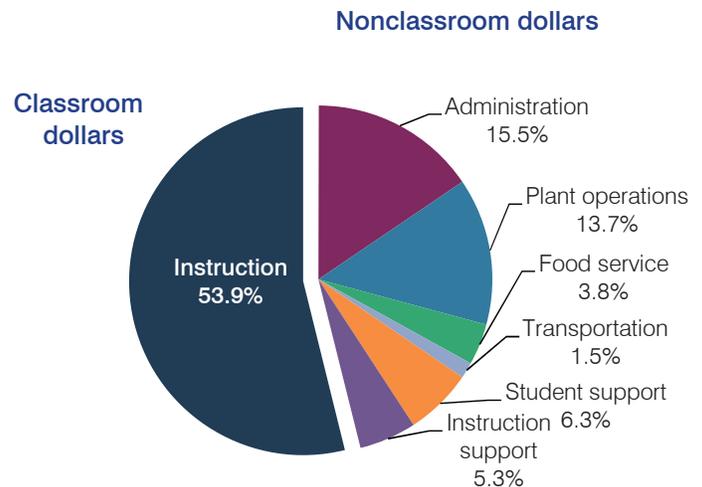
Student and teacher measures

Measure	District	State average
Attendance rate	83%	95%
Graduation rate (2013)	45%	75%
Poverty rate (2013)	N/A	24%
Students per teacher	11.2	18.6
Average teacher salary	\$40,863	\$46,026
Amount from Proposition 301	\$2,594	\$4,810
Average years of teacher experience	7.8	10.9
Percentage of teachers in first 3 years	0%	20%

Ft. Huachuca ASD

Cochise County
Students attending: 979

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 2 percent. Spending in the classroom decreased from 59.2 to 53.9 percent. Overall, spending on administration, plant operations, and instruction support increased, while spending on other nonclassroom areas remained stable.

Per-pupil spending by operational area

	District		State average	National average
	2013	2014	2014	2012
Total	\$10,412	\$10,016	\$7,578	\$10,667
Classroom dollars	5,719	5,395	4,073	6,495
Nonclassroom dollars:	4,693	4,621	3,505	4,172
Administration	1,582	1,552	757	1,160
Plant operations	1,367	1,373	923	1,008
Food service	397	385	405	429
Transportation	152	151	373	464
Student support	668	631	600	594
Instruction support	527	529	447	517

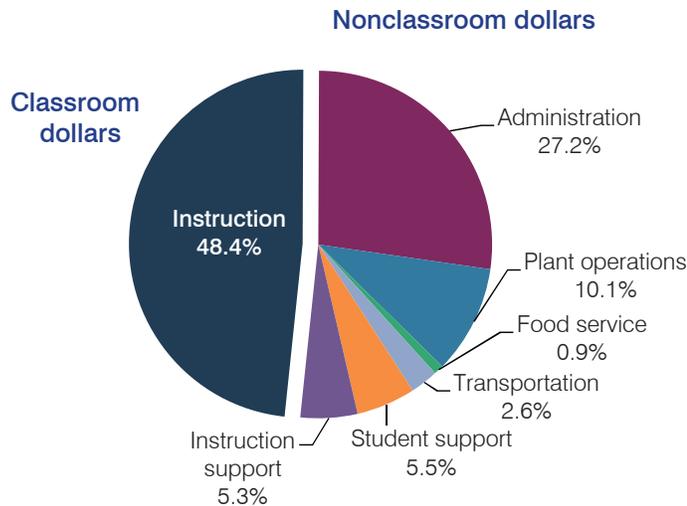
Student and teacher measures

Measure	District	State average
Attendance rate	96%	95%
Graduation rate (2013)	N/A	N/A
Poverty rate (2013)	16%	24%
Students per teacher	15.1	18.6
Average teacher salary	\$50,670	\$46,026
Amount from Proposition 301	\$3,363	\$4,810
Average years of teacher experience	13.4	10.9
Percentage of teachers in first 3 years	11%	20%

Gila County Regional School District

Gila County
Students attending: 95

Spending by operational area



5-year spending trend (2009 through 2014)

Student enrollment decreased by 24 percent, which contributed to the 57 percent increase in total spending per pupil. Spending in the classroom varied year to year, decreasing overall from 54.5 to 48.4 percent. Overall, spending on student support increased substantially and spending on plant operations increased. Spending on most other nonclassroom areas varied year to year.

Per-pupil spending by operational area

	District		State average	National average
	2013	2014	2014	2012
Total	\$8,294	\$12,383	\$7,578	\$10,667
Classroom dollars	4,045	5,987	4,073	6,495
Nonclassroom dollars:	4,249	6,396	3,505	4,172
Administration	2,698	3,367	757	1,160
Plant operations	799	1,258	923	1,008
Food service	115	119	405	429
Transportation	244	319	373	464
Student support	196	680	600	594
Instruction support	197	653	447	517

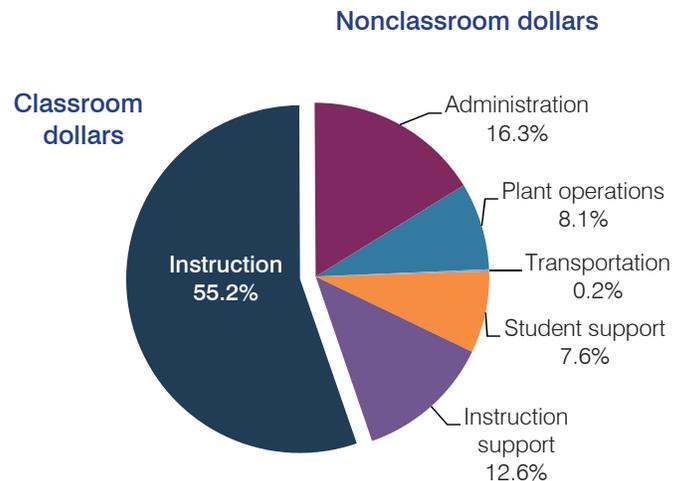
Student and teacher measures

Measure	District	State average
Attendance rate	95%	95%
Graduation rate (2013)	25%	75%
Poverty rate (2013)	N/A	24%
Students per teacher	11.2	18.6
Average teacher salary	\$41,499	\$46,026
Amount from Proposition 301	\$1,385	\$4,810
Average years of teacher experience	15.7	10.9
Percentage of teachers in first 3 years	0%	20%

Maricopa County Regional School District

Maricopa County
Students attending: 501

Spending by operational area



5-year spending trend (2009 through 2014)

Student enrollment increased by 62 percent, which contributed to the 32 percent decrease in total spending per pupil. Spending in the classroom varied year to year, increasing overall from 49.7 to 55.2 percent. Overall, spending on instruction support increased substantially, while spending on administration and student support decreased substantially.

Per-pupil spending by operational area

	District		State average	National average
	2013	2014	2014	2012
Total	\$8,564	\$9,231	\$7,578	\$10,667
Classroom dollars	4,906	5,099	4,073	6,495
Nonclassroom dollars:	3,658	4,132	3,505	4,172
Administration	1,372	1,501	757	1,160
Plant operations	662	752	923	1,008
Food service	0	0	405	429
Transportation	18	23	373	464
Student support	673	698	600	594
Instruction support	933	1,158	447	517

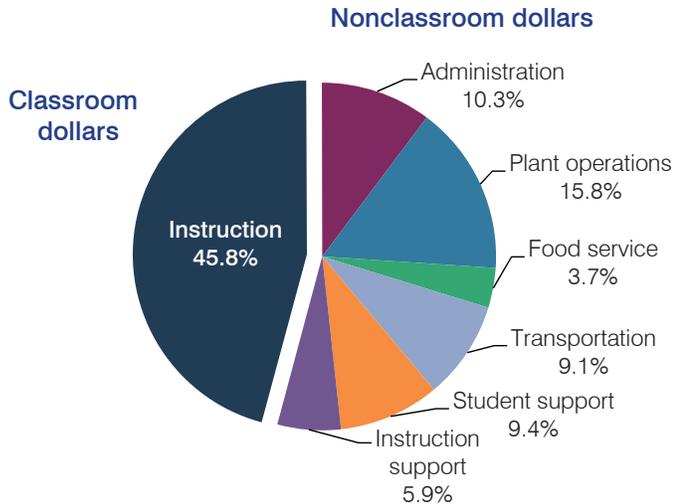
Student and teacher measures

Measure	District	State average
Attendance rate	97%	95%
Graduation rate (2013)	N/A	N/A
Poverty rate (2013)	N/A	24%
Students per teacher	15.7	18.6
Average teacher salary	\$45,854	\$46,026
Amount from Proposition 301	\$3,673	\$4,810
Average years of teacher experience	4.9	10.9
Percentage of teachers in first 3 years	65%	20%

Mary C. O'Brien ASD

Pinal County
Students attending: 206

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil decreased by 15 percent. Spending in the classroom varied year to year, decreasing overall from 47.9 to 45.8 percent. Overall, spending on student support increased substantially and spending on food service increased slightly, while spending on instruction support decreased substantially. Spending on other nonclassroom areas varied year to year.

Per-pupil spending by operational area

	District		State average	National average
	2013	2014	2014	2012
Total	\$22,916	\$23,062	\$7,578	\$10,667
Classroom dollars	10,499	10,573	4,073	6,495
Nonclassroom dollars:	12,417	12,489	3,505	4,172
Administration	2,401	2,383	757	1,160
Plant operations	3,706	3,633	923	1,008
Food service	820	841	405	429
Transportation	2,530	2,106	373	464
Student support	1,583	2,175	600	594
Instruction support	1,377	1,351	447	517

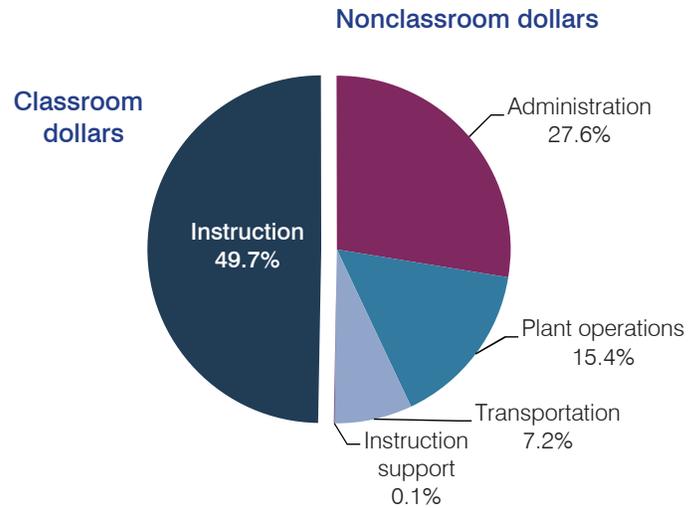
Student and teacher measures

Measure	District	State average
Attendance rate	93%	95%
Graduation rate (2013)	21%	75%
Poverty rate (2013)	N/A	24%
Students per teacher	9.8	18.6
Average teacher salary	\$56,957	\$46,026
Amount from Proposition 301	\$3,483	\$4,810
Average years of teacher experience	13.7	10.9
Percentage of teachers in first 3 years	10%	20%

Navajo County ASD

Navajo County
Students attending: 11

Spending by operational area



5-year spending trend (2009 through 2014)

The District does not have a 5-year trend because fiscal year 2011 was the District's first year of operation.

Per-pupil spending by operational area

	District		State average	National average
	2013	2014	2014	2012
Total	\$38,444	\$36,333	\$7,578	\$10,667
Classroom dollars	19,576	18,076	4,073	6,495
Nonclassroom dollars:	18,868	18,257	3,505	4,172
Administration	12,190	10,018	757	1,160
Plant operations	3,943	5,582	923	1,008
Food service	0	0	405	429
Transportation	2,629	2,621	373	464
Student support	34	0	600	594
Instruction support	72	36	447	517

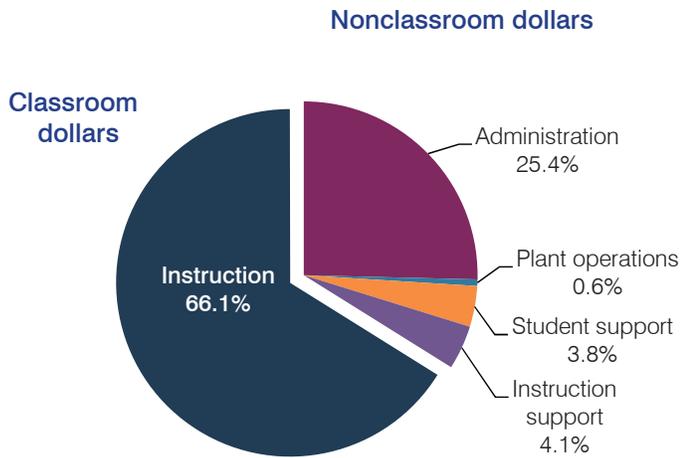
Student and teacher measures

Measure	District	State average
Attendance rate	88%	95%
Graduation rate (2013)	N/A	N/A
Poverty rate (2013)	N/A	24%
Students per teacher	10.9	18.6
Average teacher salary	N/A	\$46,026
Amount from Proposition 301	N/A	\$4,810
Average years of teacher experience	N/A	10.9
Percentage of teachers in first 3 years	N/A	20%

Pima ASD

Pima County
Students attending: 69

Spending by operational area



5-year spending trend (2009 through 2014)

Student enrollment decreased by 39 percent, which contributed to the 34 percent increase in total spending per pupil. Spending in the classroom varied year to year, increasing slightly overall from 66 to 66.1 percent. Spending on administration increased substantially, while spending on instruction support decreased substantially.

Per-pupil spending by operational area

	District		State average	National average
	2013	2014	2014	2012
Total	\$11,509	\$13,657	\$7,578	\$10,667
Classroom dollars	7,570	9,033	4,073	6,495
Nonclassroom dollars:	3,939	4,624	3,505	4,172
Administration	3,259	3,468	757	1,160
Plant operations	68	77	923	1,008
Food service	0	0	405	429
Transportation	0	0	373	464
Student support	31	513	600	594
Instruction support	581	566	447	517

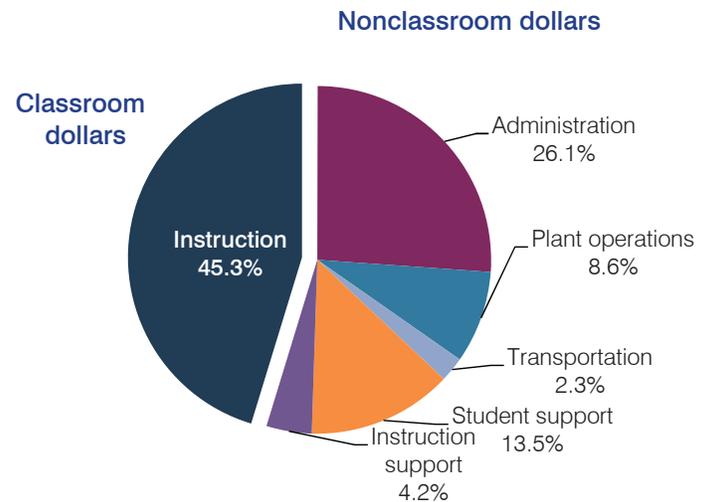
Student and teacher measures

Measure	District	State average
Attendance rate	92%	95%
Graduation rate (2013)	N/A	N/A
Poverty rate (2013)	N/A	24%
Students per teacher	11.6	18.6
Average teacher salary	\$57,516	\$46,026
Amount from Proposition 301	\$5,611	\$4,810
Average years of teacher experience	10.8	10.9
Percentage of teachers in first 3 years	33%	20%

Yavapai ASD

Yavapai County
Students attending: 86

Spending by operational area



5-year spending trend (2009 through 2014)

Total spending per pupil increased by 31 percent. Spending in the classroom varied year to year, increasing overall from 44 to 45.3 percent. Overall, spending on plant operations increased substantially and spending on transportation and instruction support increased slightly. Spending on administration decreased substantially and spending on student support decreased slightly.

Per-pupil spending by operational area

	District		State average	National average
	2013	2014	2014	2012
Total	\$9,898	\$13,931	\$7,578	\$10,667
Classroom dollars	4,616	6,312	4,073	6,495
Nonclassroom dollars:	5,282	7,619	3,505	4,172
Administration	2,456	3,632	757	1,160
Plant operations	803	1,194	923	1,008
Food service	0	0	405	429
Transportation	187	319	373	464
Student support	1,527	1,881	600	594
Instruction support	309	593	447	517

Student and teacher measures

Measure	District	State average
Attendance rate	77%	95%
Graduation rate (2013)	29%	75%
Poverty rate (2013)	N/A	24%
Students per teacher	10.8	18.6
Average teacher salary	\$41,117	\$46,026
Amount from Proposition 301	\$3,048	\$4,810
Average years of teacher experience	18.4	10.9
Percentage of teachers in first 3 years	0%	20%